

HIRING & RECRUITMENT KPIs



At Argos, we promote job creation and growth opportunities, always seeking the best talent to support our operations.

GRI (401-1) Rate of new hires, estimated based on the total amount of hires.

	2018				2019				2020				2021			
	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	Colombia	CCA	USA	TOTAL
Rate of new hires, broken down by gender (female)	21.88%	19.51%	6.87%	10.12%	18.38%	24.73%	7.22%	10.25%	28.95%	22.22%	7.63%	13.25%	19.29%	32.94%	9.14%	13.32%
Rate of new hires, broken down by gender (male)	78.13%	80.49%	93.13%	89.88%	81.62%	75.27%	92.78%	89.75%	71.05%	77.78%	92.37%	86.75%	80.71%	67.06%	90.86%	86.68%
Total new hires	160	82	815	1057	185	93	942	1220	152	54	511	717	280	85	799	1164
New hires, broken down by gender (female)	35	16	56	107	34	23	68	125	44	12	39	95	54	28	73	155
New hires, broken down by gender (male)	125	66	759	950	151	70	874	1095	108	42	472	622	226	57	726	1009

Complementary KPIs.

New Hires by Age Group

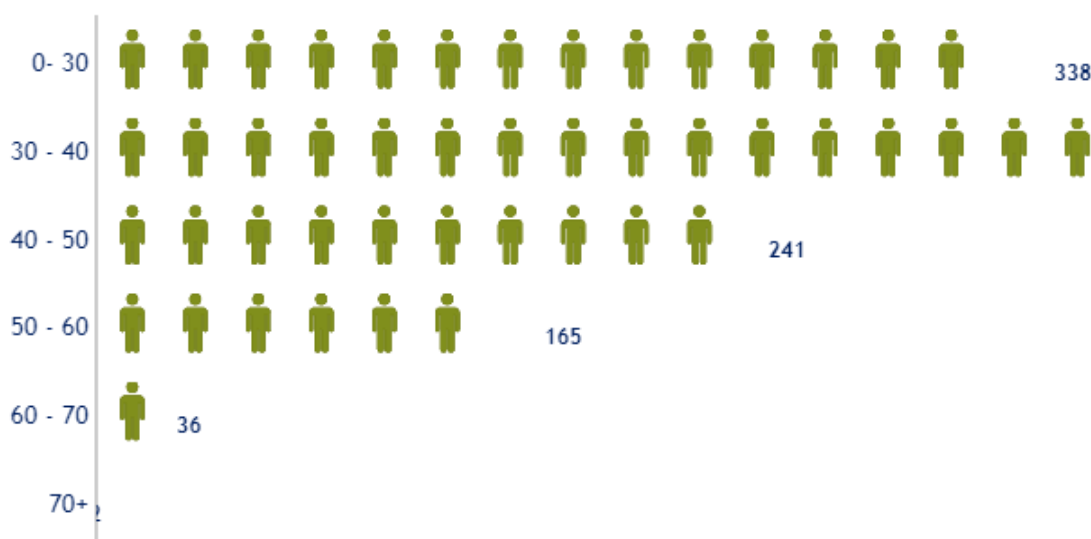


Figure 1: New Hires broken down by Age - Extracted from - Hirings & Turnover Dashboard - 2021

Hires by Job Level

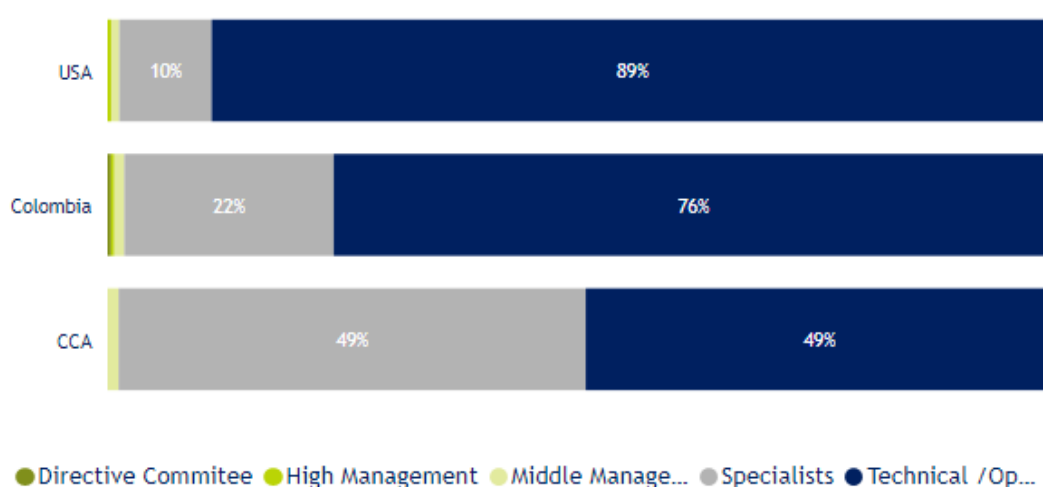
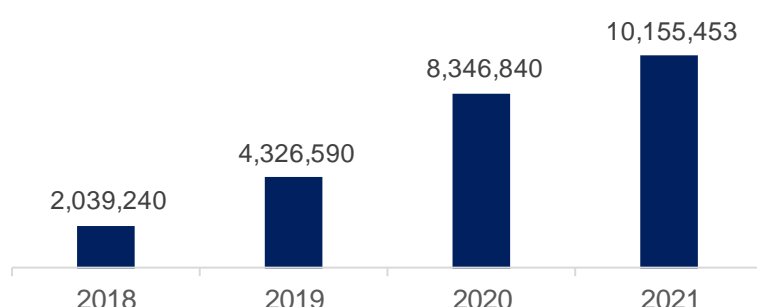


Figure 2: New Hires broken down by Job level - Hirings & Turnover Dashboard - 2021

Hiring Cost per Employee (COP)



Total Internal Promotions



Figure 3 & 4: Hiring Cost per Employee & Total Internal Promotions - Extracted from Hiring & Recruitment Consolidated Data - 2021

TRAINING & DEVELOPMENT KPIs



At Argos, we are convinced that the talent of our employees is the lever for sustainable growth. Therefore, the company invests in developing and training its employees, seeking the growth of both the organization and those who work for it.

GRI (404-1) Average hours of training per year per organizational level

Number of training hours	2018	2019	2020	2021
Level 1: Executive	8	8	5	13
Level 2: Management	32	40	27	26
Level 3: Director	37	43	48	41
Level 4: Specialist	38	42	48	42
Level 5: Operational	46	48	31	39

Complementary KPIs.

Average Training Hours by Age/Generation

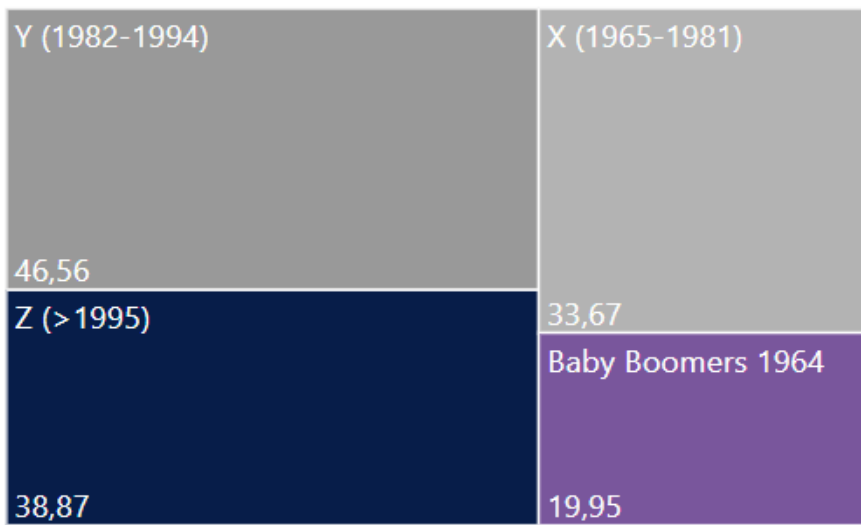


Figure 5: Training Hours broken down by Generation (Age)- Extracted from Training Metrics Dashboard - 2021

Training/employee (COP)

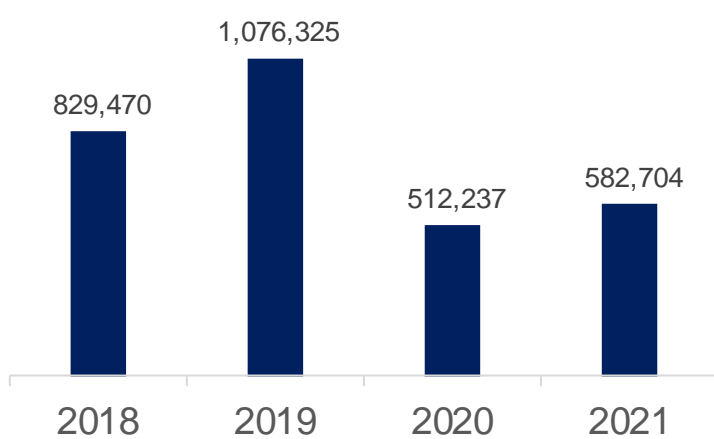


Figure 6: Training/Employee- Extracted from Training Metrics Consolidated Data - 2021

Training Hours per Employee

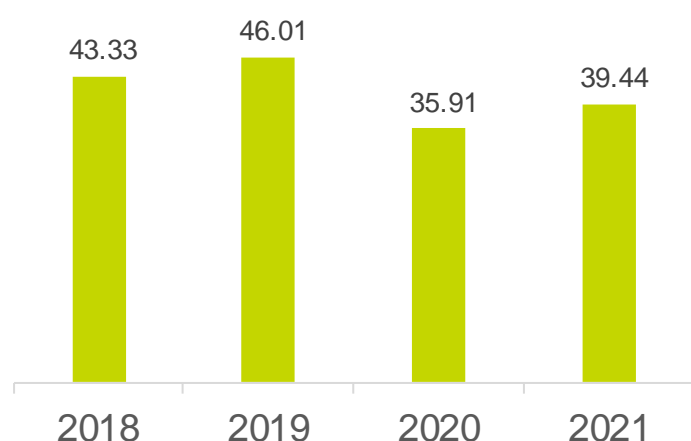


Figure 7: Training Hours per Employee - Extracted from Training Metrics Consolidated Data - 2021

On-Site vs Virtual Training



	2018	2019	2020	2021	Trend Line
On Site Training	312,784	314,726	139,081	160,606	
Virtual training	36,335	37,145	122,641	117,416	

Figure 8: On-site/Virtual- Extracted from Training Metrics Consolidated Data - 2021

Average training hours per employee by gender

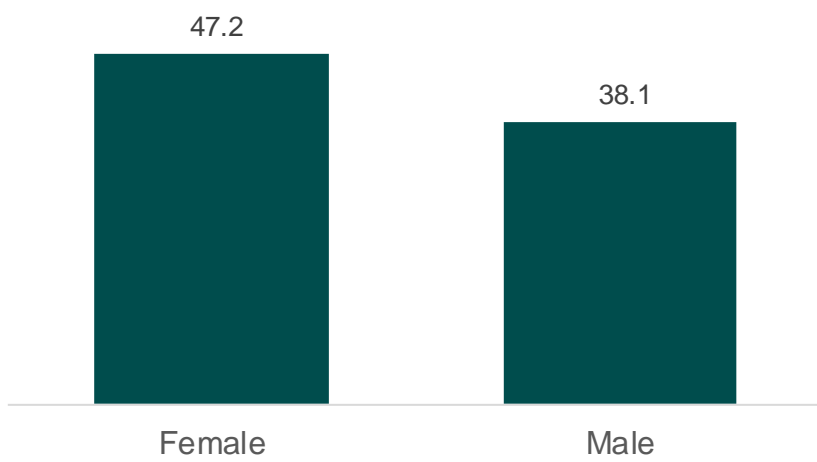


Figure 9: Average training hours per employee by gender -Extracted from Training Metrics Consolidated Data - 2021

Employees with a PA 360°

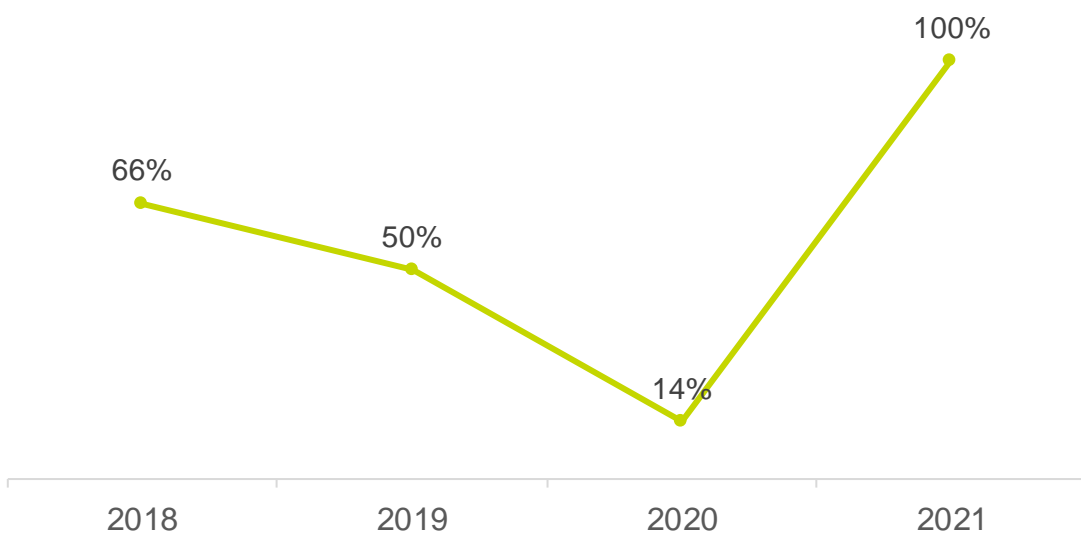


Figure 10: Employees with a PA 360 -Extracted from Training Metrics Consolidated Data - 2021

WORKFORCE BREAKDOWN KPIs

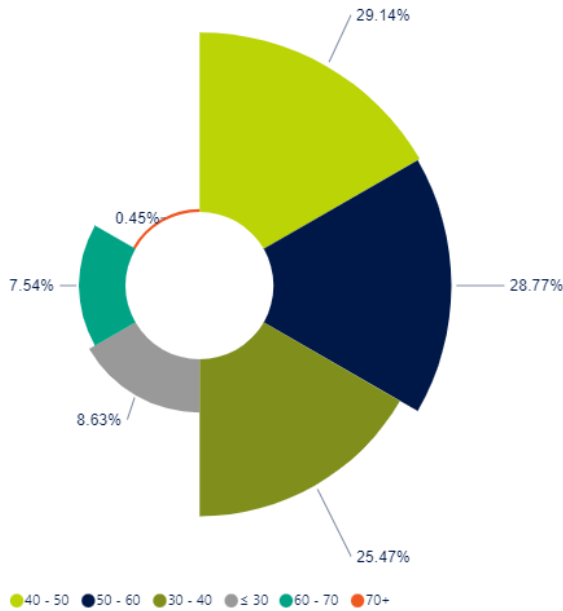


GRI (102-7) (102-8) Workforce broken down by organizational level/Age/Gender

Workforce	2021				2021 Broken down by Country (Caribbean and Central America)								
	COL	CCA	USA	TOTAL	Panamá	RD	Haití	Honduras	Puerto Rico	Surinam	Guatemala	Guayana Francesa	Antillas
Regular Workforce	3,746	940	2,364	7,050	273	133	123	211	78	66	7	23	26
Temporary Workforce	379	42	18	439	5	19	0	13	1	0	4	0	0
Regular Workforce - males	3,110	739	2,157	6,006	213	105	108	162	62	46	5	21	17
Regular Workforce -females	636	201	207	1,044	60	28	15	49	16	20	2	2	9
Regular Workforce - males (%)	83.02%	78.62%	91.24%	85.19%	78	79	88	77	79	70	71	91	65
Regular Workforce -females (%)	16.98%	21.38%	8.76%	14.81%	22	21	12	23	21	30	29	9	35

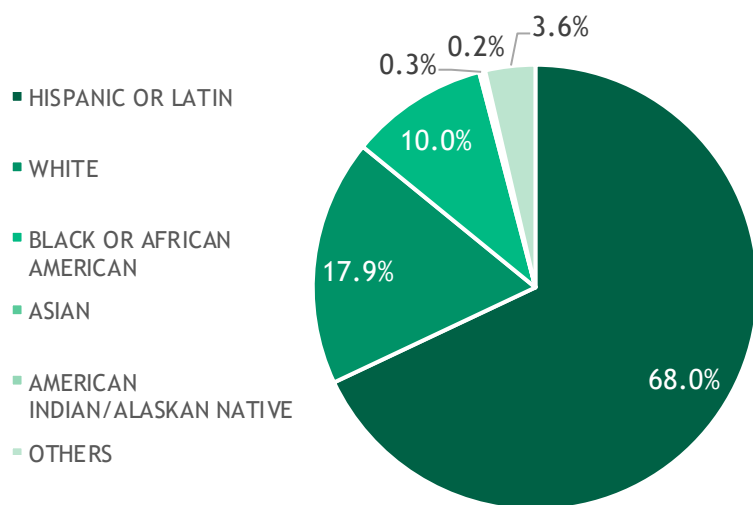
Complementary KPIs.

Workforce by Age Group

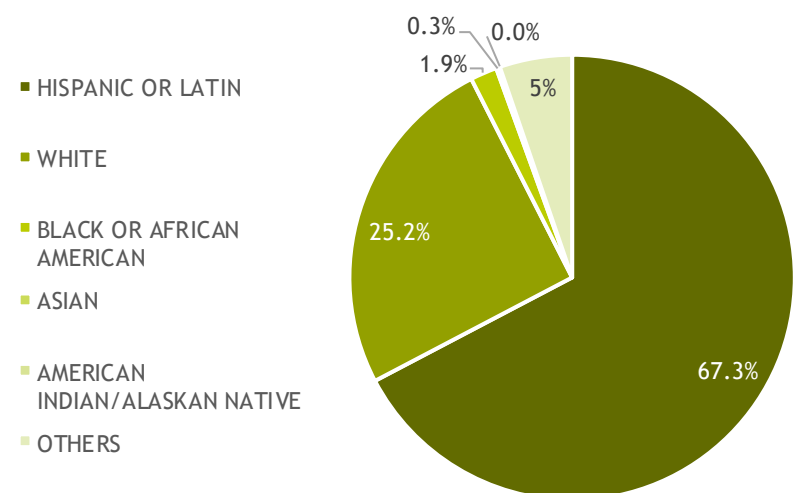


Figures 11: Workforce by Age Group- Extracted from Headcount Consolidated Data - 2021

Share in total workforce (as % of total workforce)

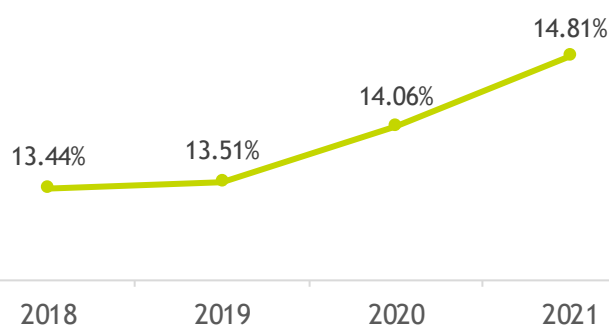


Share in all management positions, including junior, middle and senior management (as % of total management workforce)

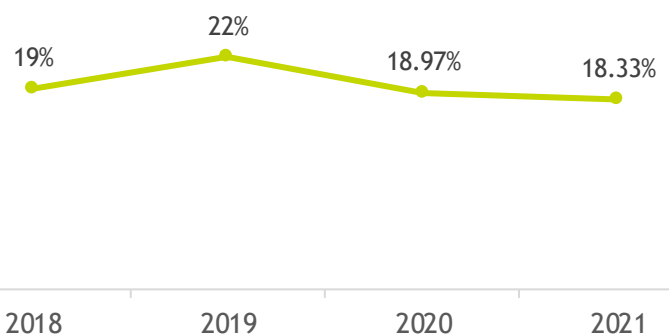


Figures 12 & 13: Workforce broken down by Race/Ethnicity - Extracted from Headcount Consolidated Data - 2021

Females share of total workforce (%)



Females in top management positions (% of total management workforce)

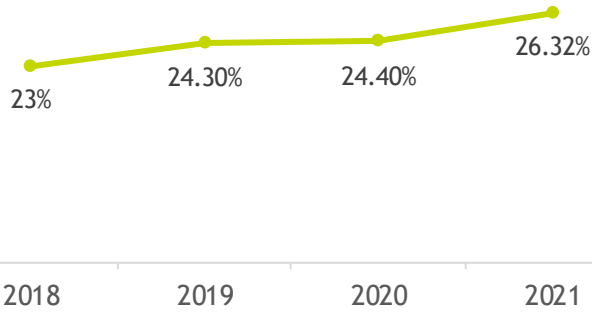


Figures 14 & 15: Females Metrics - Extracted from Headcount Consolidated Data - 2021

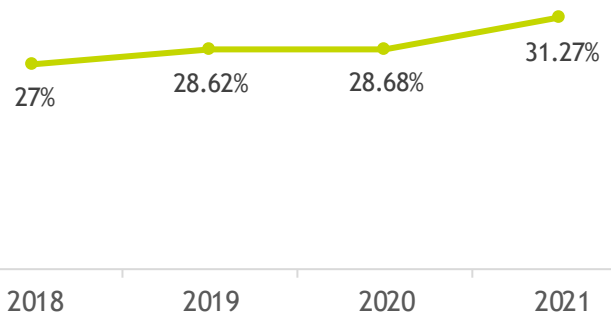
WORKFORCE BREAKDOWN KPIs



Females in management positions (% of total management workforce)



Females in junior management positions (% of total junior workforce)



Figures 16 & 17: Females Metrics - Extracted from Headcount Consolidated Data - 2021

**TARGET FOR WOMEN
IN LEADERSHIP
POSITIONS**

YEAR: 2030

35%



Females in management positions in revenue-generating functions

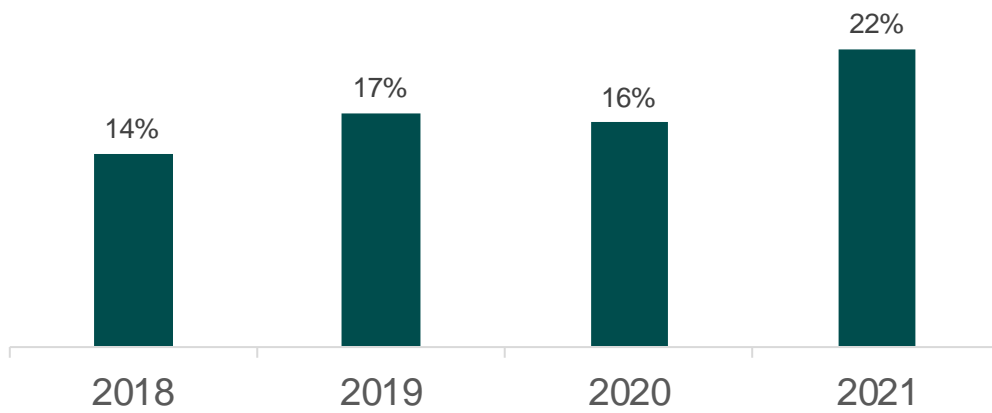


Figure 18: Females in revenue-generating functions - Extracted from Headcount Consolidated Data - 2021

STEM-RELATED POSITIONS

618 Positions



21.20%

VS. 23,10% in 2020

Share of women in STEM-related positions (as % of total STEM positions)

131 Women with a STEM position
618 positions

Figure 19: Share of women in STEM-related positions - Extracted from Headcount Consolidated Data - 2021

PEOPLE WITH DISABILITY



0,55%

VS. 0,37% in 2020

23 Colombia
0 CCA
16 USA

39 employees

Figure 20: People with Disability - Extracted from Headcount Consolidated Data - 2021

TURNOVER KPIs

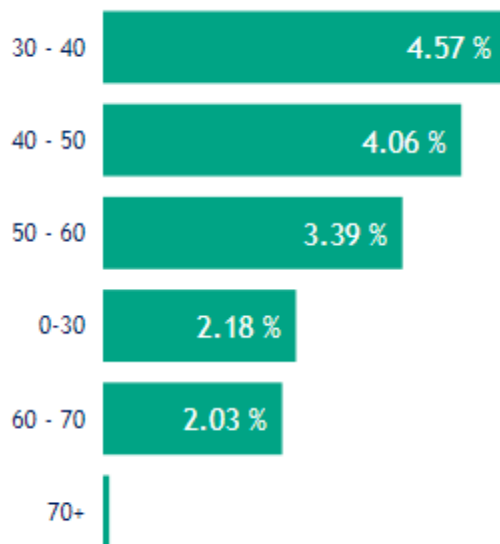


GRI (401-1) Total number and rates of employee turnover.

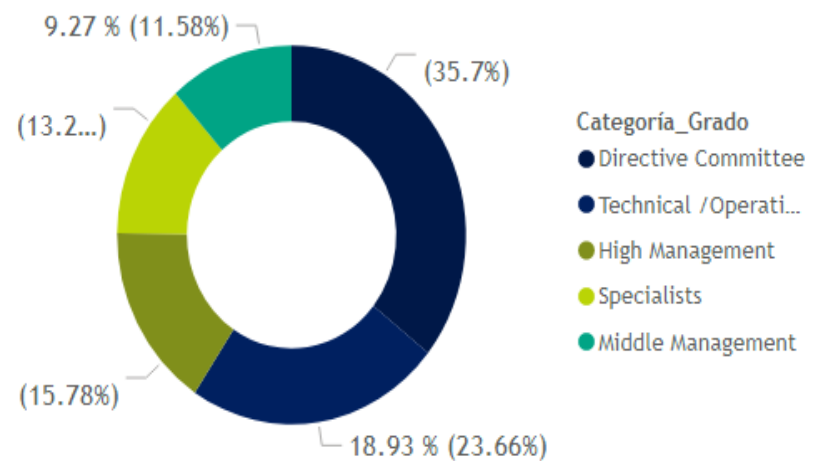
	2018				2019				2020				2021			
	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL
Employee turnover rate	9.55%	9.70%	36.15%	19.25%	9.68%	17.92%	29.96%	18.24%	6.13%	14.62%	26.46%	14.53%	7.21%	8.72%	33.71%	16.30%
Employee turnover rate - Females	2.44%	2.07%	1.98%	2.22%	1.89%	3.82%	1.95%	2.17%	1.23%	2.13%	1.34%	1.39%	1.36%	2.23%	2.28%	1.79%
Employee turnover rate - Males	7.10%	7.64%	34.17%	17.03%	7.79%	14.10%	28.00%	16.07%	4.90%	12.49%	25.12%	13.14%	5.85%	6.49%	31.43%	14.51%
Employee turnover rate - Involuntary	1.10%	2.43%	10.13%	4.57%	1.42%	2.94%	12.30%	5.62%	1.18%	5.87%	12.07%	5.69%	1.25%	1.81%	13.45%	5.42%
Employee turnover rate - Voluntary	4.39%	3.77%	16.92%	8.86%	3.15%	4.90%	16.28%	8.21%	3.03%	2.35%	12.87%	6.48%	2.67%	2.66%	19.04%	8.16%
Employee turnover rate - Mutual agreement	4.06%	3.50%	9.11%	5.82%	5.12%	10.09%	1.39%	4.41%	1.93%	6.40%	1.53%	2.36%	3.28%	4.26%	1.23%	2.72%

Complementary KPIs.

Turnover by Age Group



Turnover by Job Level



Figures 21 & 22: Turnover broken down by Age Group and Job Level - Hirings & Turnover Dashboard - 2021