

Talent management

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Workforce							
COLOMBIA							
Regular workforce (#)			3.812	3.733	3.746	3.714	
Temporary workforce (#)			419	315	379	385	
Regular workforce - Males (#)		2-7	3.179	3.101	3.110	3.098	
Regular workforce - Females (#)		2-8	633	632	636	616	
Percentage regular workforce - Males (%)		405-1	83,4%	83,1%	83,0%	83,4%	
Percentage regular workforce - Females (%)			16,6%	16,9%	17,0%	16,6%	
Level 1: executive (#)			6	6	6	5	
Level 2: management (#)		2-7	52	49	46	44	
Level 3: direction (#)		2-8	137	127	128	130	
Level 4: specialists (#)		405-1	858	860	852	817	
Level 5: operatives (#)			2.759	2.691	2.714	2.718	
Level 1: executive (%)			0,2%	0,2%	0,2%	0,1%	
Level 2: management (%)		2-7	1,4%	1,3%	1,2%	1,2%	
Level 3: direction (%)		2-8	3,6%	3,4%	3,4%	3,5%	
Level 4: specialists (%)		405-1	22,5%	23,0%	22,7%	22,0%	
Level 5: operatives (%)			72,4%	72,1%	72,5%	73,2%	
Level 1: executive (#) - Men			5	5	5	4	
Level 2: management (#) - Men		2-7	39	37	35	33	
Level 3: direction (#) - Men		2-8	78	70	68	66	
Level 4: specialists (#) - Men		405-1	483	488	482	469	
Level 5: operatives (#) - Men			2.574	2.501	2.520	2.526	
Level 1: executive (%) - Men			83,3%	83,3%	83,3%	80,0%	
Level 2: management (%) - Men		2-7	75,0%	75,5%	76,1%	75,0%	
Level 3: direction (%) - Men		2-8	56,9%	55,1%	53,1%	50,8%	
Level 4: specialists (%) - Men		405-1	56,3%	56,7%	56,6%	57,4%	
Level 5: operatives (%) - Men			93,3%	92,9%	92,9%	92,9%	
Level 1: executive (#) - Female			1	1	1	1	
Level 2: management (#) - Female		2-7	13	12	11	11	
Level 3: direction (#) - Female		2-8	59	57	60	64	
Level 4: specialists (#) - Female		405-1	375	372	370	348	
Level 5: operatives (#) - Female			185	190	194	192	
Level 1: executive (%) - Female			16,7%	16,7%	16,7%	20,0%	
Level 2: management (%) - Female		2-7	25,0%	24,5%	23,9%	25,0%	
Level 3: direction (%) - Female		2-8	43,1%	44,9%	46,9%	49,2%	
Level 4: specialists (%) - Female		405-1	43,7%	43,3%	43,4%	42,6%	
Level 5: operatives (%) - Female			6,7%	7,1%	7,1%	7,1%	
Younger than 30 years			320	271	301	286	
30 to 40 years			1.217	1.128	1.076	1.049	
40 to 50 years		2-7	1.182	1.163	1.169	1.148	
50 to 60 years		2-8	981	1.037	1.050	1.048	
Older than 60 years		405-1	109	131	147	180	
Older than 70 years					3	3	
Younger than 30 years (%)			8,4%	7,3%	8,0%	7,7%	
30 to 40 years (%)			31,9%	30,2%	28,7%	28,2%	
40 to 50 years (%)		2-7	31,0%	31,2%	31,2%	30,9%	
50 to 60 years (%)		2-8	25,7%	27,8%	28,0%	28,2%	
Older than 60 years (%)		405-1	2,9%	3,5%	3,9%	4,8%	
Older than 70 years (%)					0,08%	0,08%	
CENTRAL AMERICA AND THE CARIBBEAN							
Regular workforce			1.021	937	940	957	
Temporary workforce			73	42	42	67	
Regular workforce - Males		2-7	817	744	739	738	
Regular workforce - Females		2-8	204	193	201	219	
Percentage regular workforce - Males (%)		405-1	80,0%	79,4%	78,6%	77,1%	
Percentage regular workforce - Females (%)			20,0%	20,6%	21,4%	22,9%	
Level 1: executive (#)			-	-	-	0	
Level 2: management (#)		2-7	17	16	13	15	
Level 3: direction (#)		2-8	50	51	50	52	
Level 4: specialists (#)		405-1	373	358	377	388	
Level 5: operatives (#)			581	512	500	502	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Workforce							
CENTRAL AMERICA AND THE CARIBBEAN							
Level 1: executive (%)			0%	0%	0%	0%	
Level 2: management (%)		2-7	1,7%	1,7%	1,4%	1,6%	
Level 3: direction (%)		2-8	4,9%	5,4%	5,3%	5,4%	
Level 4: specialists (%)		405-1	36,5%	38,2%	40,1%	40,5%	
Level 5: operatives (%)			56,90%	54,64%	53,19%	52,46%	
Level 1: executive (#) - Men			-	-	-	0	
Level 2: management (#) - Men		2-7	16	15	12	14	
Level 3: direction (#) - Men		2-8	39	42	38	40	
Level 4: specialists (#) - Men		405-1	244	231	245	238	
Level 5: operatives (#) - Men			518	456	444	446	
Level 1: executive (%) - Men			0%	0%	0%	0%	
Level 2: management (%) - Men		2-7	94,1%	93,8%	92,3%	93,3%	
Level 3: direction (%) - Men		2-8	78,0%	82,4%	76,0%	76,9%	
Level 4: specialists (%) - Men		405-1	65,4%	64,5%	65,0%	61,3%	
Level 5: operatives (%) - Men			89,2%	89,1%	88,8%	88,8%	
Level 1: executive (#) - Females			-	-	-	0	
Level 2: management (#) - Females		2-7	1	1	1	1	
Level 3: direction (#) - Females		2-8	11	9	12	12	
Level 4: specialists (#) - Females		405-1	129	127	132	150	
Level 5: operatives (#) - Females			63	56	56	56	
Level 1: executive (%) - Females			0%	0%	0%	0%	
Level 2: management (%) - Females		2-7	5,9%	6,3%	7,7%	6,7%	
Level 3: direction (%) - Females		2-8	22,0%	17,6%	24,0%	23,1%	
Level 4: specialists (%) - Females		405-1	34,6%	35,5%	35,0%	38,7%	
Level 5: operatives (%) - Females			10,8%	10,9%	11,2%	11,2%	
Younger than 30 years			119	96	86	105	
30 to 40 years		2-7	350	328	342	341	
40 to 50 years		2-8	330	305	295	287	
50 to 60 years		405-1	187	184	190	194	
Older than 60 years			33	23	26	30	
Older than 70 years			-	-	1	0	
Younger than 30 years (%)			11,66%	10,25%	9,15%	10,97%	
30 to 40 years (%)		2-7	34,28%	35,01%	36,38%	35,63%	
40 to 50 years (%)		2-8	32%	33%	31%	30%	
50 to 60 years (%)		405-1	18,32%	19,64%	20,21%	20,27%	
Older than 60 years (%)			3,23%	2,45%	2,77%	3,13%	
Older than 70 years (%)			-	-	0,1%	0,0%	
UNITED STATES							
Regular workforce			2.814	2.619	2.364	2.266	
Temporary workforce			26	14	18	12	
Regular workforce - Males		2-7	2.618	2.419	2.157	2.046	
Regular workforce - Females		2-8	196	200	207	220	
Percentage regular workforce - Males		405-1	93,0%	92,4%	91,2%	90,3%	
Percentage regular workforce - Females			7,0%	7,6%	8,8%	9,7%	
Level 1: executive (#)			1	1	1	1	
Level 2: management (#)		2-7	39	36	36	39	
Level 3: direction (#)		2-8	89	87	81	95	
Level 4: specialists (#)		405-1	690	675	643	641	
Level 5: operatives (#)			1.995	1.820	1.603	1.490	
Level 1: executive (%)			0,04%	0,04%	0,04%	0,04%	
Level 2: management (%)		2-7	1,4%	1,4%	1,5%	1,7%	
Level 3: direction (%)		2-8	3,2%	3,3%	3,4%	4,2%	
Level 4: specialists (%)		405-1	24,5%	25,8%	27,2%	28,3%	
Level 5: operatives (%)			70,9%	69,5%	67,8%	65,8%	
Level 1: executive (#) - Men			1	1	1	1	
Level 2: management (#) - Men		2-7	38	35	35	38	
Level 3: direction (#) - Men		2-8	80	77	72	85	
Level 4: specialists (#) - Men		405-1	591	577	534	523	
Level 5: operatives (#) - Men			1.908	1.729	1.515	1.399	
Level 1: executive (%) - Men			100%	100%	100%	100%	
Level 2: management (%) - Men		2-7	97,4%	97,2%	97,2%	97,4%	
Level 3: direction (%) - Men		2-8	89,9%	88,5%	88,9%	89,5%	
Level 4: specialists (%) - Men		405-1	85,7%	85,5%	83,0%	81,6%	
Level 5: operatives (%) - Men			95,6%	95,0%	94,5%	93,9%	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Workforce							
UNITED STATES							
Level 1: executive (#) - Females			-	-	-	0	
Level 2: management (#) - Females		2-7	1	1	1	1	
Level 3: direction (#) - Females		2-8	9	10	9	10	
Level 4: specialists (#) - Females		405-1	99	98	109	118	
Level 5: operatives (#) - Females			87	91	88	91	
Level 1: executive (%) - Females			0,0%	0,0%	0,0%	0,0%	
Level 2: management (%) - Females		2-7	2,6%	2,8%	2,8%	2,6%	
Level 3: direction (%) - Females		2-8	10,1%	11,5%	11,1%	10,5%	
Level 4: specialists (%) - Females		405-1	14,3%	14,5%	17,0%	18,4%	
Level 5: operatives (%) - Females			4,4%	5,0%	5,5%	6,1%	
Younger than 30 years			247	208	216	230	
30 to 40 years			474	424	396	393	
40 to 50 years		2-7	784	702	594	561	
50 to 60 years		2-8	896	871	779	710	
Older than 60 years		405-1	389	388	350	346	
Older than 70 years			0	0	29	26	
Younger than 30 years (%)			8,8%	7,9%	9,1%	10,2%	
30 to 40 years (%)			16,8%	16,2%	16,8%	17,3%	
40 to 50 years (%)		2-7	27,9%	26,8%	25,1%	24,8%	
50 to 60 years (%)		2-8	31,8%	33,3%	33,0%	31,3%	
Older than 60 years (%)		405-1	13,8%	14,8%	14,8%	15,3%	
Older than 70 years (%)			0,0%	0,0%	1,2%	1,1%	
COMPANY							
Regular workforce			7.647	7.289	7.050	6.937	
Temporary workforce			518	371	439	464	
Regular workforce - Males		2-7	6.614	6.264	6.006	5.882	
Regular workforce - Females		2-8	1.033	1.025	1.044	1.055	
Percentage regular workforce - Males		405-1	86,5%	85,9%	85,2%	84,8%	
Percentage regular workforce - Females			13,5%	14,1%	14,8%	15,2%	
Level 1: executive (#)			7	7	7	6	
Level 2: management (#)		2-7	108	101	95	98	
Level 3: direction (#)		2-8	276	265	259	277	
Level 4: specialists (#)		405-1	1.921	1.893	1.872	1.846	
Level 5: operatives (#)			5.335	5.023	4.817	4.710	
Level 1: executive (%)			0,1%	0,1%	0,1%	0,1%	
Level 2: management (%)		2-7	1,4%	1,4%	1,3%	1,4%	
Level 3: direction (%)		2-8	3,6%	3,6%	3,7%	4,0%	
Level 4: specialists (%)		405-1	25,1%	26,0%	26,6%	26,6%	
Level 5: operatives (%)			69,8%	68,9%	68,3%	67,9%	
Level 1: executive (#) - Men			6	6	6	5	
Level 2: management (#) - Men		2-7	93	87	82	85	
Level 3: direction (#) - Men		2-8	197	189	178	191	
Level 4: specialists (#) - Men		405-1	1.318	1.296	1.261	1.230	
Level 5: operatives (#) - Men			5.000	4.686	4.479	4.371	
Level 1: executive (%) - Men			85,7%	85,7%	85,7%	83,3%	
Level 2: management (%) - Men		2-7	86,1%	86,1%	86,3%	86,7%	
Level 3: direction (%) - Men		2-8	71,4%	71,3%	68,7%	69,0%	
Level 4: specialists (%) - Men		405-1	68,6%	68,5%	67,4%	66,6%	
Level 5: operatives (%) - Men			93,7%	93,3%	93,0%	92,8%	
Level 1: executive (#) - Females			1	1	1	1	
Level 2: management (#) - Females		2-7	15	14	13	13	
Level 3: direction (#) - Females		2-8	79	76	81	86	
Level 4: specialists (#) - Females		405-1	603	597	611	616	
Level 5: operatives (#) - Females			335	337	338	339	
Level 1: executive (%) - Females			14,3%	14,3%	14,3%	16,7%	
Level 2: management (%) - Females		2-7	13,9%	13,9%	13,7%	13,3%	
Level 3: direction (%) - Females		2-8	28,6%	28,7%	31,3%	31,0%	
Level 4: specialists (%) - Females		405-1	31,4%	31,5%	32,6%	33,4%	
Level 5: operatives (%) - Females			6,3%	6,7%	7,0%	7,2%	
Younger than 30 years			686	575	603	621	
30 to 40 years			2.041	1.880	1.814	1.783	
40 to 50 years		2-7	2.296	2.170	2.058	1.996	
50 to 60 years		2-8	2.064	2.092	2.019	1.952	
Older than 60 years		405-1	531	542	523	556	
Older than 70 years			-	-	33	29	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Workforce							
COMPANY							
Younger than 30 years (%)			9,0%	7,9%	8,6%	9,0%	
30 to 40 years (%)			26,7%	25,8%	25,7%	25,7%	
40 to 50 years (%)		2-7	30,0%	29,8%	29,2%	28,8%	
50 to 60 years (%)		2-8	27,0%	28,7%	28,6%	28,1%	
Older than 60 years (%)		405-1	6,9%	7,4%	7,4%	8,0%	
Older than 70 years (%)			-	-	0,5%	0,4%	
Employees covered by collective bargaining agreements							
COLOMBIA							
Total employees covered by collective bargaining agreements		2-30	1.632	1.629	1.742	1.750	
Percentage of employees covered by collective bargaining agreements (%)			42,8%	43,6%	46,5%	47,1%	
CENTRAL AMERICA AND THE CARIBBEAN							
Total employees covered by collective bargaining agreements		2-30	321	276	273	266	
Percentage of employees covered by collective bargaining agreements (%)			31,4%	29,5%	29,0%	27,8%	
UNITED STATES							
Total employees covered by collective bargaining agreements		2-30	278	267	256	269	
Percentage of employees covered by collective bargaining agreements (%)			9,9%	10,2%	10,8%	11,9%	
COMPANY							
Total employees covered by collective bargaining agreements		2-30	2.231	2.172	2.271	2.285	
Percentage of employees covered by collective bargaining agreements (%)			29,2%	29,8%	32,2%	32,9%	
Management from the local community							
COLOMBIA							
Number of senior management hired from the local community		202-2	27	30	31	29	
Percentage senior management hired from the local community (%)			100,0%	85,7%	96,9%	100,0%	
CENTRAL AMERICA AND THE CARIBBEAN							
Number of senior management hired from the local community		202-2	2	2	2	4	
Percentage senior management hired from the local community (%)			13,3%	10,52%	16,7%	16%	
UNITED STATES							
Number of senior management hired from the local community		202-2	6	1	6	5	
Percentage senior management hired from the local community (%)			54,5%	10,0%	54,5%	55,6%	
COMPANY							
Number of senior management hired from the local community		202-2	35	33	39	38	
Percentage senior management hired from the local community (%)			66,0%	51,6%	70,9%	60,3%	
New employee hires and employee turnover rate							
COLOMBIA							
Employee turnover rate (%)			9,7%	6,1%	7,2%	7,6%	
Employee turnover rate - Females (%)			1,9%	1,2%	1,4%	2,1%	
Employee turnover rate - Males (%)			7,8%	4,9%	5,8%	5,5%	
Employee turnover rate - Involuntary (%)			1,4%	1,2%	1,3%	0,9%	
Employee turnover rate - Voluntary (%)			3,1%	3,0%	2,7%	3,9%	
Employee turnover rate - Mutual agreement (%)			5,1%	1,9%	3,3%	2,8%	
Terminations - Voluntary			120	113	100	144	
Terminations - Involuntary			54	44	47	35	
Terminations - Mutual agreements			195	72	123	103	
Total terminations		401-1	369	229	270	282	
Terminations - Females			72	46	51	77	
Terminations - Females (%)			19,5%	20,1%	18,9%	27,3%	
Terminations - Males			297	183	219	205	
Terminations - Males (%)			80,5%	79,9%	81,1%	72,7%	
Total new hires			185	152	280	261	
New hires - Females			34	44	54	60	
New hires - Males			151	108	226	201	
New hires - Females (%)			18,4%	28,9%	19,3%	23,0%	
New hires - Males (%)			81,6%	71,1%	80,7%	77,0%	
CENTRAL AMERICA AND THE CARIBBEAN							
Employee turnover rate (%)			17,9%	14,6%	8,7%	11,3%	
Employee turnover rate - Females (%)			3,8%	2,1%	2,2%	1,9%	
Employee turnover rate - Males (%)			14,1%	12,5%	6,5%	9,4%	
Employee turnover rate - Involuntary (%)			2,9%	5,9%	1,8%	3,6%	
Employee turnover rate - Voluntary (%)			4,9%	2,3%	2,7%	3,3%	
Employee turnover rate - Mutual agreement (%)			10,1%	6,4%	4,3%	4,4%	
Terminations - Voluntary			50	22	25	32	
Terminations - Involuntary			30	55	17	34	
Terminations - Mutual agreements			103	60	40	42	
Total terminations			183	137	82	108	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
New employee hires and employee turnover rate							
CENTRAL AMERICA AND THE CARIBBEAN							
Terminations - Females			39	20	21	18	
Terminations - Females (%)			21,3%	14,6%	25,6%	16,7%	
Terminations - Males			144	117	61	90	
Terminations - Males (%)			78,7%	85,4%	74,4%	83,3%	
Total new hires		401-1	93	54	85	125	
New hires - Females			23	12	28	34	
New hires - Males			70	42	57	91	
New hires - Females (%)			24,7%	22,2%	32,9%	27,2%	
New hires - Males (%)			75,3%	77,8%	67,1%	72,8%	
UNITED STATES							
Employee turnover rate (%)			30,0%	26,5%	33,7%	36,6%	
Employee turnover rate - Females (%)			2,0%	1,3%	2,3%	3,8%	
Employee turnover rate - Males (%)			28,0%	25,1%	31,4%	32,7%	
Employee turnover rate - Involuntary (%)			12,3%	12,1%	13,5%	13,2%	
Employee turnover rate - Voluntary (%)			16,3%	12,9%	19,0%	22,1%	
Employee turnover rate - Mutual agreement (%)			1,4%	1,5%	1,2%	1,3%	
Terminations - Voluntary			458	337	450	501	
Terminations - Involuntary			346	316	318	298	
Terminations - Mutual agreements			39	40	29	30	
Total terminations		401-1	843	693	797	829	
Terminations - Females			55	35	54	87	
Terminations - Females (%)			6,5%	5,1%	6,8%	10,5%	
Terminations - Males			788	658	743	742	
Terminations - Males (%)			93,5%	94,9%	93,2%	89,5%	
Total new hires			942	511	799	890	
New hires - Females			68	39	73	99	
New hires - Males			874	472	726	791	
New hires - Females (%)			7,2%	7,6%	9,1%	11,1%	
New hires - Males (%)			92,8%	92,4%	90,9%	88,9%	
COMPANY							
Employee turnover rate (%)			18,2%	14,5%	16,3%	17,6%	
Employee turnover rate - Females (%)			2,2%	1,4%	1,8%	2,6%	
Employee turnover rate - Males (%)			16,1%	13,1%	14,5%	14,9%	
Employee turnover rate - Involuntary (%)			5,6%	5,7%	5,4%	5,3%	
Employee turnover rate - Voluntary (%)			8,2%	6,5%	8,2%	9,8%	
Employee turnover rate - Mutual agreement (%)			4,4%	2,4%	2,7%	2,5%	
Terminations - Voluntary			628	472	575	677	
Terminations - Involuntary			430	415	382	367	
Terminations - Mutual agreements			337	172	192	175	
Total terminations		401-1	1.395	1.059	1.149	1.219	
Terminations - Females			166	101	126	182	
Terminations - Females (%)			11,9%	9,5%	11,0%	14,9%	
Terminations - Males			1229	958	1023	1037	
Terminations - Males (%)			88,1%	90,5%	89,0%	85,1%	
Total new hires			1220	717	1164	1276	
New hires - Females			125	95	155	193	
New hires - Males			1095	622	1009	1083	
New hires - Females (%)			10,3%	13,3%	13,3%	15,1%	
New hires - Males (%)			89,8%	86,8%	86,7%	84,9%	
Training per year							
COLOMBIA							
Total training hours - Executive			51,0	34,5	91,6	59,3	
Total training hours - Management			3.053,6	1.654,7	1.319,0	1.446,0	
Total training hours - Direction			6.872,0	8.034,4	6.746,0	5.508,5	
Total training hours - Specialists			49.266,2	55.941,7	47.737,6	37.307,0	
Total training hours - Operatives			130.644,0	112.583,7	155.896,1	123.845,7	
Total classroom style training hours - Executive			-	15,5	31,1	0,8	
Total classroom style training hours - Management		404-1	-	913,3	485,0	652,3	
Total classroom style training hours - Direction			-	3.792,9	3.184,2	1.552,8	
Total classroom style training hours - Specialists			-	23.447,1	21.370,3	21.032,8	
Total classroom style training hours - Operatives			-	54.101,1	96.724,4	92.894,5	
Total classroom style training hours			161.356,5	82.269,9	121.795,0	116.133,2	
Hours of classroom style training by gender - Female			-	11.758,0	14.113,9	13.361,0	
Hours of classroom style training by gender - Male			-	70.512,9	107.681,1	102.772,2	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Training per year							
COLOMBIA							
Total virtual training hours - Executive			-	19,0	60,5	58,5	
Total virtual training hours - Management			-	741,4	834,0	793,7	
Total virtual training hours - Direction			-	4.241,4	3.561,8	3.955,7	
Total virtual training hours - Specialists			-	32.494,6	26.367,3	16.274,3	
Total virtual training hours - Operatives			-	58.482,6	59.171,7	30.951,2	
Total virtual training hours			-	95.979,0	89.995,3	52.033,4	
Hours of virtual training by gender - Female			-	18.542,1	20.333,1	14.066,3	
Hours of virtual training by gender - Male			-	77.436,9	69.662,2	37.967,0	
CENTRAL AMERICA AND THE CARIBBEAN							
Total training hours - Executive			-	-	-	-	
Total training hours - Management			671,1	775,6	820,5	1.201,7	
Total training hours - Direction			2.869,0	3.688,6	2.929,0	4.109,6	
Total training hours - Specialists			19.662,8	28.234,6	24.352,4	30.102,8	
Total training hours - Operatives			15.553,1	23.162,3	11.383,4	16.781,1	
Total classroom style training hours - Executive			-	-	-	-	
Total classroom style training hours - Management			-	303,3	155,0	468,0	
Total classroom style training hours - Direction			-	1.709,9	553,6	1.628,1	
Total classroom style training hours - Specialists			-	15.209,3	6.880,6	13.651,0	
Total classroom style training hours - Operatives			-	17.571,8	7.614,6	11.010,1	
Total classroom style training hours			33.992,6	34.794,4	15.203,8	26.757,2	
Hours of classroom style training by gender - Female			-	3.704,5	3.174,8	6.415,7	
Hours of classroom style training by gender - Male			-	31.089,9	12.029,0	20.341,5	
Total virtual training hours - Executive			-	-	-	-	
Total virtual training hours - Management			-	472,3	665,5	733,7	
Total virtual training hours - Direction			-	1.978,7	2.375,4	2.481,6	
Total virtual training hours - Specialists			-	13.025,3	17.471,8	16.451,8	
Total virtual training hours - Operatives			-	5.590,4	3.768,8	5.771,0	
Total virtual training hours			4.763,5	21.066,7	24.281,5	25.438,1	
Hours of virtual training by gender - Female			-	8.051,6	9.569,3	9.729,3	
Hours of virtual training by gender - Male			-	13.015,1	14.711,8	15.708,8	
UNITED STATES							
Total training hours - Executive			2,5	1,5	1,0	1,0	
Total training hours - Management			596,3	309,5	329,6	509,9	
Total training hours - Direction			2.211,6	904,9	1.056,9	1.383,2	
Total training hours - Specialists			11.039,2	7.545,6	6.653,7	9.470,1	
Total training hours - Operatives			109.378,2	18.849,9	18.705,6	19.844,1	
Total classroom style training hours - Executive			-	-	-	1	
Total classroom style training hours - Management			-	183,9	162,7	206,4	
Total classroom style training hours - Direction			-	532,5	789,6	520,9	
Total classroom style training hours - Specialists			-	5.125,2	4.585,9	4.534,0	
Total classroom style training hours - Operatives			-	16.174,8	18.069,2	18.796,6	
Total classroom style training hours			119.376,8	22.016,4	23.607,4	24.058,9	
Hours of classroom style training by gender - Female			-	823,5	1.567,8	1.316,4	
Hours of classroom style training by gender - Male			-	21.193,0	22.039,4	22.742,5	
Total virtual training hours - Executive			-	1,5	1,0	0,0	
Total virtual training hours - Management			-	125,6	166,9	303,6	
Total virtual training hours - Direction			-	372,4	267,3	862,3	
Total virtual training hours - Specialists			-	2.420,5	2.067,8	4.936,1	
Total virtual training hours - Operatives			-	2.675,1	636,4	1.047,5	
Total virtual training hours			3.850,9	5.595,0	3.139,4	7.149,4	
Hours of virtual training by gender - Female			-	505,3	565,9	1.202,4	
Hours of virtual training by gender - Male			-	5.089,7	2.573,5	5.947,0	
COMPANY							
Total training hours - Executive			53,5	36,0	92,6	60,3	
Total training hours - Management			4.321,0	2.739,7	2.469,1	3.157,7	
Total training hours - Direction			11.952,6	12.627,8	10.731,9	11.001,3	
Total training hours - Specialists			79.968,2	91.722,0	78.743,7	76.880,0	
Total training hours - Operatives			255.575,2	154.595,8	185.985,1	160.470,9	
Total training hours			351.870,4	261.721,3	278.022,4	251.570,1	
Total training hours - Classroom style			314.725,9	139.080,7	160.606,2	166.949,3	
Total training hours - Virtual style			37.145	122.640,6	117.416,2	84.620,9	
Total training hours - Classroom style - Females			-	16.285,9	18.856,4	21.093,1	
Total training hours - Classroom style - Males			-	122.795,8	141.749,6	145.856,2	
Total training hours - Virtual style - Females			-	27.099	30.468,3	24.998,0	
Total training hours - Virtual style - Males			-	95.542	86.947,6	59.622,8	
Total number of training hours by gender - Female			-	43.384,7	49.324,8	46.091,1	
Total number of training hours by gender - Male			-	218.337,6	228.697,0	205.479,0	

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Performance assessment - employees receiving regular performance and career development reviews (%)							
COLOMBIA							
Level 1: Executive		404-3	100,0%	100,0%	100,0%	100,0%	
Level 2: Management			100,0%	100,0%	100,0%	100,0%	
Level 3: Direction			100,0%	100,0%	100,0%	100,0%	
Level 4: Specialists			100,0%	100,0%	100,0%	100,0%	
Level 5: Operatives			100,0%	100,0%	100,0%	100,0%	
Total			100,0%	100,0%	100,0%	100,0%	
CENTRAL AMERICA AND THE CARIBBEAN							
Level 1: Executive		404-3	0,0%	0,0%	0,0%		
Level 2: Management			100,0%	100,0%	100,0%	100,0%	
Level 3: Direction			100,0%	100,0%	98,0%	98,1%	
Level 4: Specialists			98,9%	98,6%	98,1%	98,5%	
Level 5: Operatives			55,0%	53,7%	49,0%	60,8%	
Total			0,0%	88,5%	89,0%	89,3%	
UNITED STATES							
Level 1: Executive		404-3	100,0%	100,0%	100,0%	100,0%	
Level 2: Management			100,0%	100,0%	100,0%	100,0%	
Level 3: Direction			100,0%	100,0%	100,0%	100,0%	
Level 4: Specialists			100,0%	100,0%	100,0%	100,0%	
Level 5: Operatives			96,5%	100,0%	100,0%	100,0%	
Total				100,0%	100,0%	100,0%	
COMPANY							
Level 1: Executive		404-3	100,0%	100,0%	100,0%	100,0%	
Level 2: Management			100,0%	100,0%	100,0%	100,0%	
Level 3: Direction			100,0%	100,0%	100,0%	99,6%	
Level 4: Specialists			100,0%	100,0%	99,6%	99,6%	
Level 5: Operatives			94,0%	99,7%	99,6%	99,7%	
Total				95,3%	94,7%	95,8%	
Board of directors broken down by							
COMPANY							
Younger than 30 years		405-1	-	-	-	-	
30 to 40 years			-	-	-	-	
40 to 50 years			3	3	2	2	
50 to 60 years			2	2	2	1	
Older than 60 years			2	2	2	3	
Older than 70 years			-	-	1	1	
Total of women (%)			14,0%	14,0%	14,0%	14,3%	
Total of men (%)		86,0%	86,0%	86,0%	85,7%		
Ratio of basic salary and remuneration of women to men							
COLOMBIA							
Level 2: Management		405-2	0,86	0,88	0,81	0,84	
Level 3: Direction			0,92	0,91	0,92	0,92	
Level 4: Specialists			0,92	0,92	0,92	0,91	
Level 5: Operatives			0,92	0,91	0,93	0,91	
CENTRAL AMERICA AND THE CARIBBEAN							
Level 2: Management		405-2	0,68	0,67	0,56	0,76	
Level 3: Direction			0,88	0,96	0,78	0,83	
Level 4: Specialists			1,02	1,05	1,01	1,02	
Level 5: Operatives			0,97	0,99	0,94	0,94	
UNITED STATES							
Level 2: Management		405-2	0,93	0,90	0,89	0,88	
Level 3: Direction			0,97	0,98	0,99	0,90	
Level 4: Specialists			0,94	0,94	0,94	0,94	
Level 5: Operatives			0,99	0,98	0,97	0,97	
COMPANY							
Level 2: Management		405-2	0,85	0,83	0,77	0,83	
Level 3: Direction			0,93	0,96	0,91	0,88	
Level 4: Specialists			0,95	0,96	0,95	0,95	
Level 5: Operatives			0,97	0,97	0,96	0,95	
Movility							
Colombia (VP)		A-TM1	7,4%	4,4%	8,5%	7,2%	
Central America and the Caribbean (VP)			6,6%	6,8%	7,3%	6,2%	
United States			9,6%	10,0%	10,0%	13,4%	
Design and service areas consolidated			18,7%	6,3%	13,0%	48,1%	
Company			8,7%	6,9%	9,2%	10,7%	
Leadership positions							
COMPANY							
Leadership positions held by women (%)		A-TM4	30,0%	29,3%	30,3%	29,9%	35,0%

	ARGOS	GRI	2019	2020	2021	2022	META 2030
Succession							
COMPANY	A-TM3						
Succession success rate			45,5%	50,0%	70,0%	33,3%	
Key talent							
Colombia (VP)	A-TM2		94,9%	96,6%	93,9%	93,8%	
Central America and the Caribbean (VP)			92,0%	96,0%	93,2%	94,2%	
United States			97,4%	90,5%	85,1%	93,1%	
Design and service areas consolidated			92,6%	93,0%	94,3%	92,6%	
Company			93,4%	95,2%	93,0%	93,6%	