

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.

New hires	2019				2020				2021				2022			
	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL
Rate of new hires, broken down by gender (female)	18.38%	24.73%	7.22%	10.25%	28.95%	22.22%	7.63%	13.25%	19.29%	32.94%	9.14%	13.32%	22.99%	27.20%	11.12%	15.13%
Rate of new hires, broken down by gender (male)	81.62%	75.27%	92.78%	89.75%	71.05%	77.78%	92.37%	86.75%	80.71%	67.06%	90.86%	86.68%	77.01%	72.80%	88.88%	84.87%
Total new hires	185	93	942	1220	152	54	511	717	280	85	799	1164	261	125	890	1276
New hires, broken down by gender (female)	34	23	68	125	44	12	39	95	54	28	73	155	60	34	99	193
New hires, broken down by gender (male)	151	70	874	1095	108	42	472	622	226	57	726	1009	201	91	791	1083

Complementary KPIs.

New Hires by Age Group

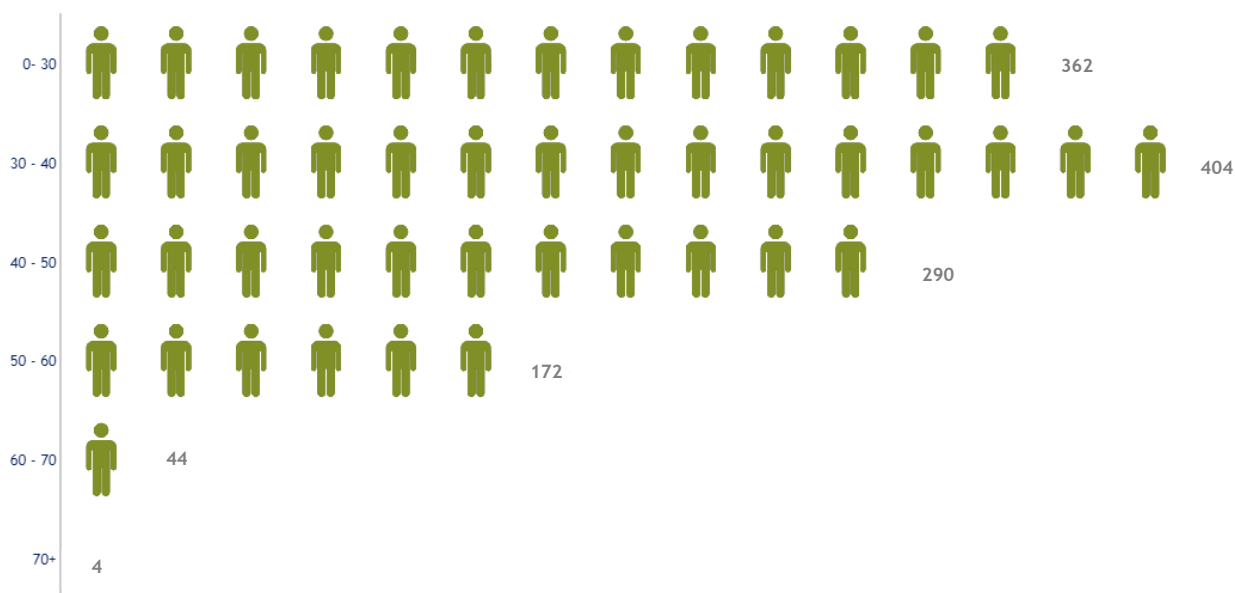
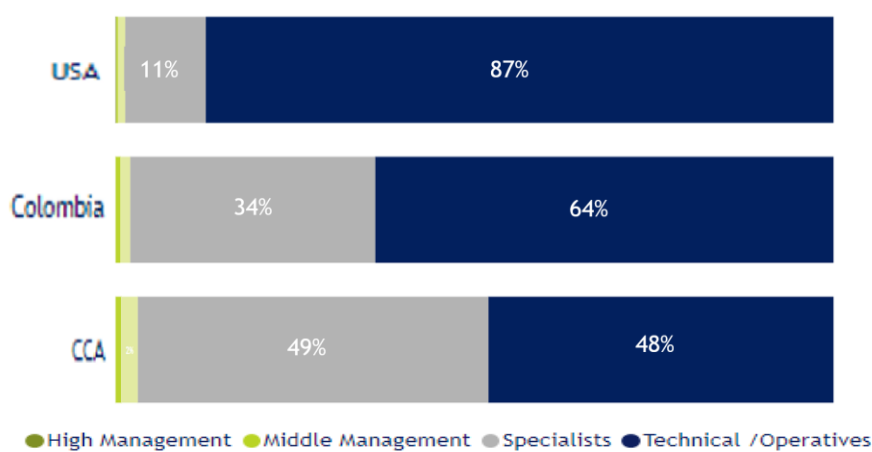


Figure 1: New Hires broken down by Age - Extracted from - Hires & Turnover Dashboard - 2022

Hires by Job Level



Hiring Cost per Employee (COP)

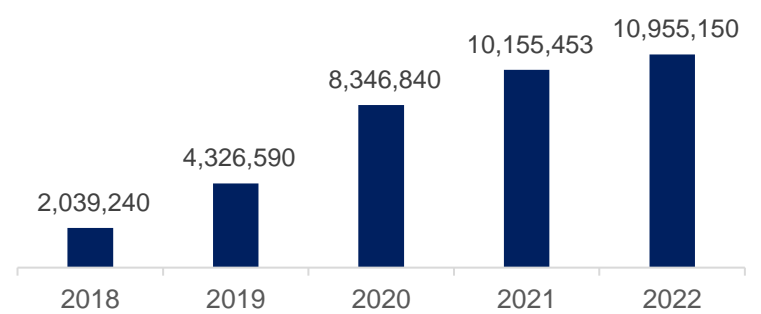
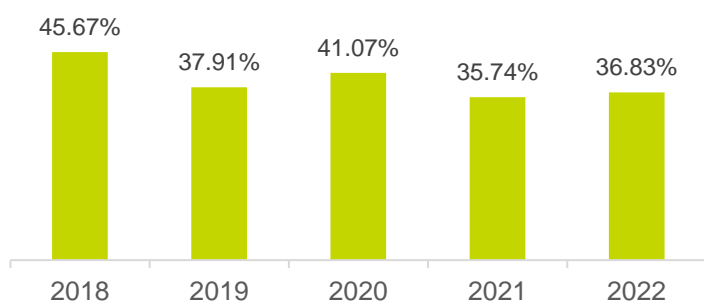


Figure 2: New Hires broken down by Job level - Hirings & Turnover Dashboard - 2022

Figure 3: Hiring Cost per Employee - Extracted from Hiring & Recruitment Consolidated Data - 2022

Total Internal Promotions



Total Internal Promotions by Gender

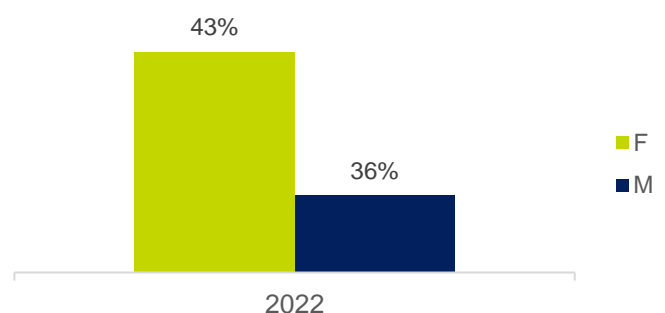


Figure 4 & 5: Total Internal Promotions & Total Internal Promotions by Gender- Extracted from Hiring & Recruitment Consolidated Data - 2022

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	2022
Level 1: Executive	8	8	5	13	10
Level 2: Management	32	40	27	26	32
Level 3: Direction	37	43	48	41	40
Level 4: Specialists	38	42	48	42	42
Level 5: Operatives	46	48	31	39	34

Complementary KPIs.

Average Training Hours by Age/Generation

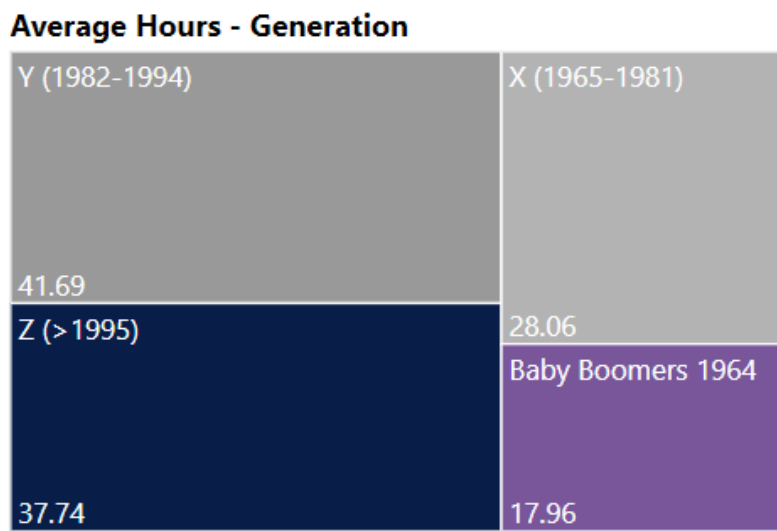


Figure 6: Training Hours broken down by Generation (Age)- Extracted from Training Metrics Dashboard - 2022

Training/employee (COP)

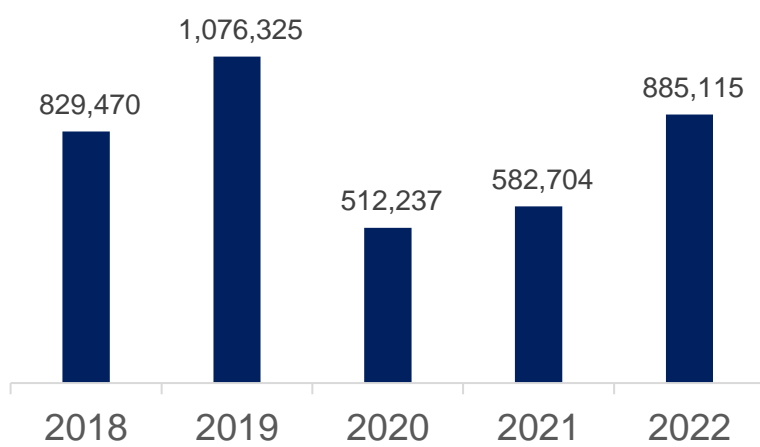


Figure 7: Training/Employee- Extracted from Training Metrics Consolidated Data - 2022

Training Hours per Employee

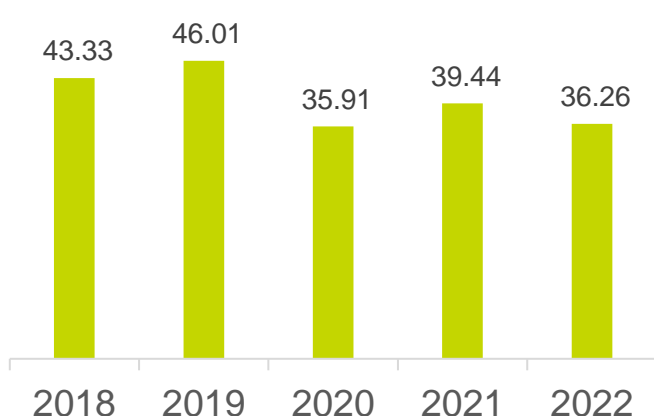


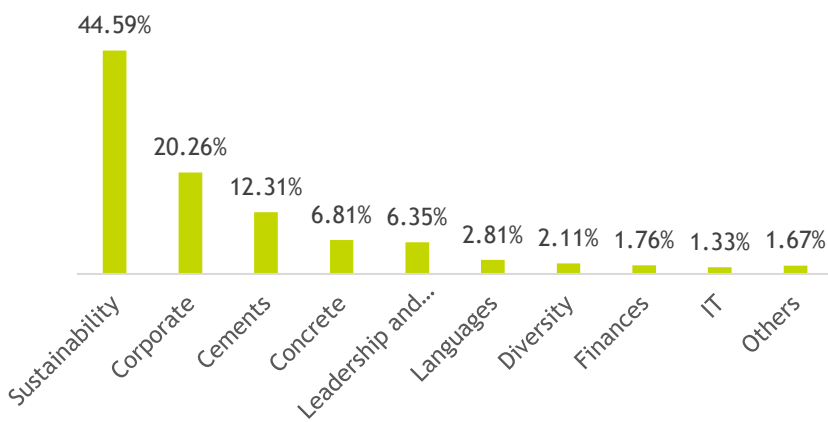
Figure 8: Training Hours per Employee - Extracted from Training Metrics Consolidated Data - 2022

On-Site vs Virtual Training

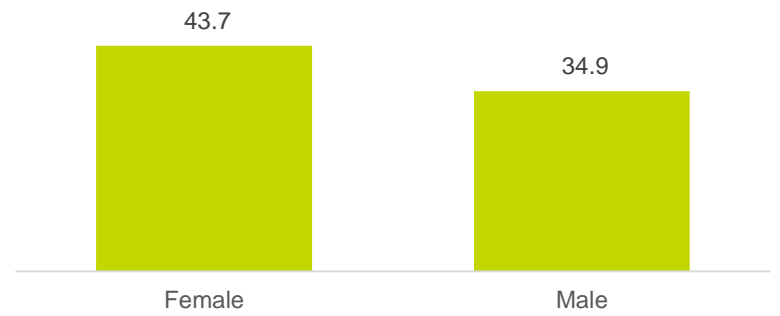
	2018	2019	2020	2021	2022	Trend Line
On Site Training	312,784	314,726	139,081	160,606	166,949	
Virtual Training	36,335	37,145	122,641	117,416	84,621	

Figure 9: On-site/Virtual- Extracted from Training Metrics Consolidated Data - 2022

% Training hours by school



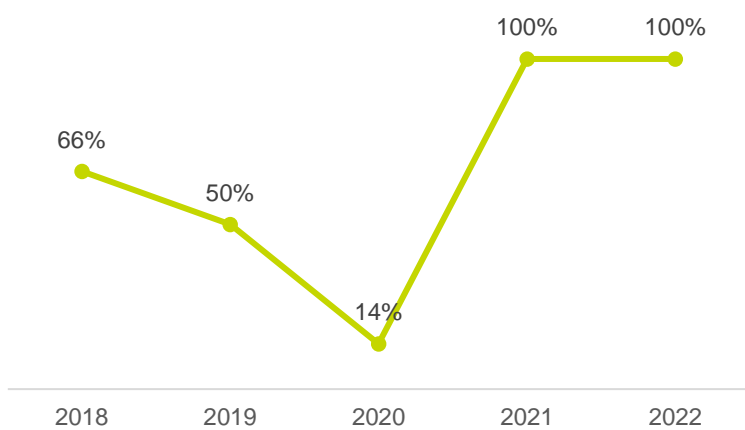
Average training hours per employee by gender



*Others: Supply Chain, Academy E4, Summarte, infrastructure, Cement aggregate.

Figure 10 & 11: Trainign hours by school and Average training hours per employee by gender -Extracted from Training Metrics Consolidated Data - 2022

Employees with a PA 360°



Employees with management by objectives

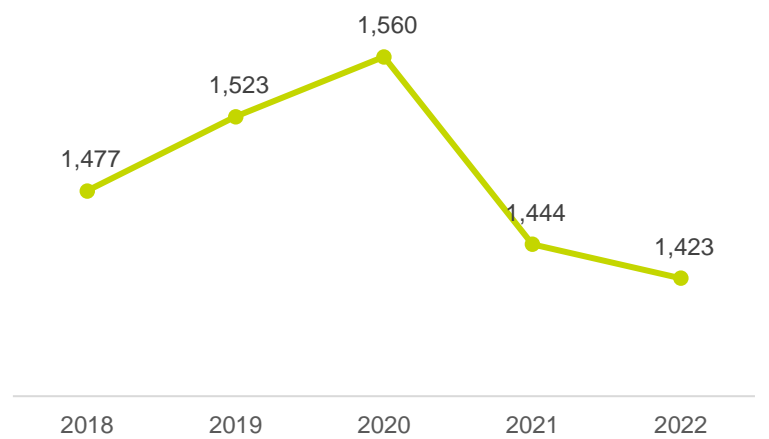
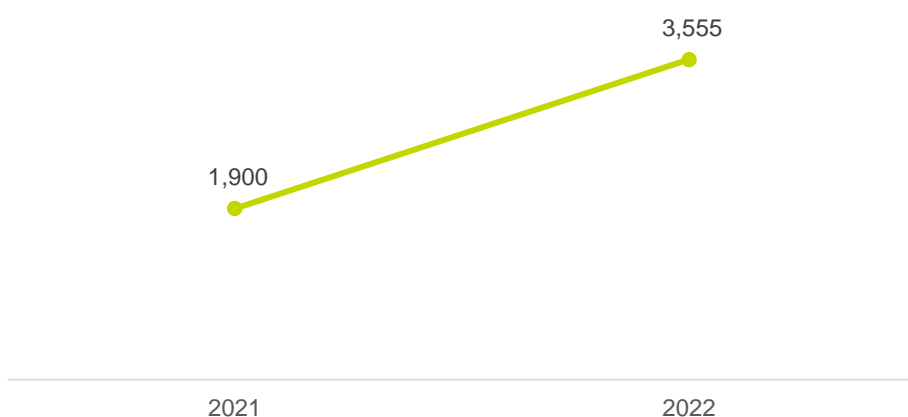


Figure 12 & 13: Employees with a PA 360 -Extracted from Training Metrics Consolidated Data - 2022

Performance appraisal conversations per year



Continuous performance management is based on the Conversations Feedback Recognition model, with an ongoing basis, embracing an agile methodology that focuses on the key issues to keep the company moving forward.

Figure 14: Performance appraisal conversations per year - Extracted from Training Metrics Consolidated Data - 2022

TRAINING & DEVELOPMENT KPIs

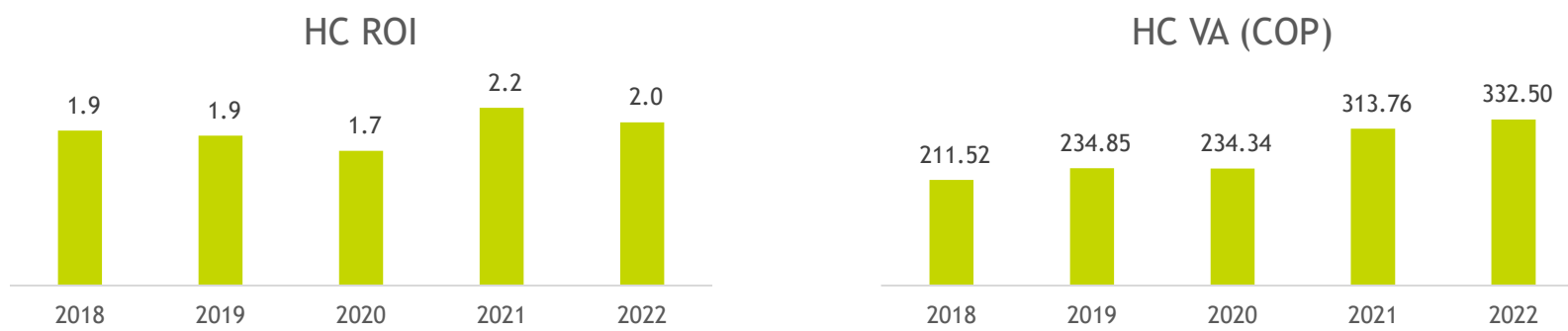


Figure 15 & 16: HC ROI & HC VA - Extracted from Training Metrics Consolidated Data and Financial Results - 2022

Employee development programs

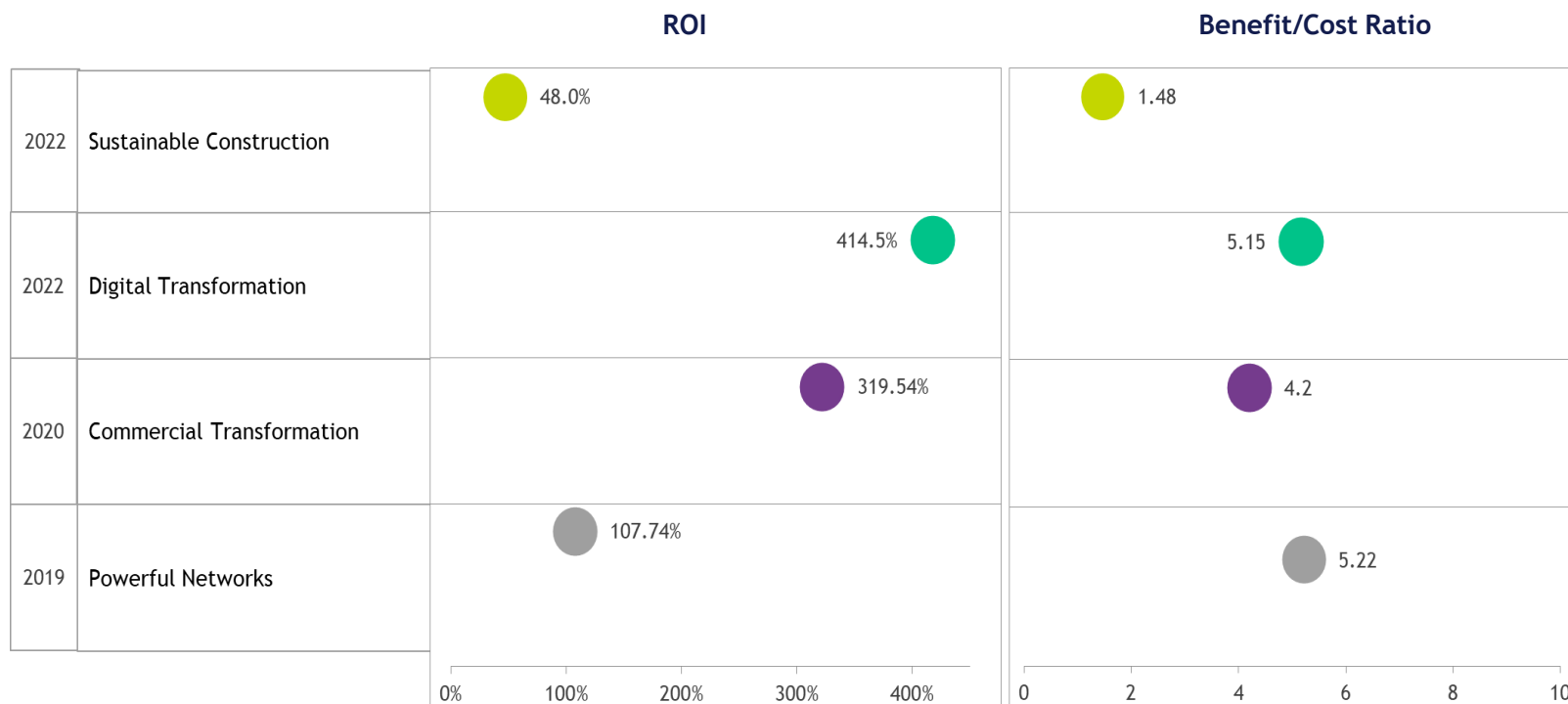


Figure 17 & 18: Employee development programs - Extracted from Training Metrics Consolidated Data and Financial Results - 2022

WORKFORCE BREAKDOWN KPIs

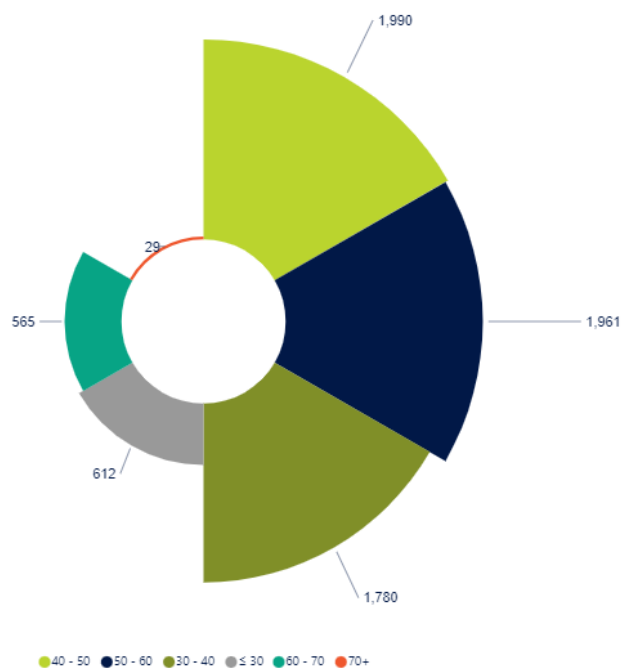


GRI (102-7) (102-8) Workforce broken down by organizational level/Age/Gender

KPI	2022				Broken down by country (Caribbean and Central America)								
	Colombia	CCA	EE.UU.	Total	Panama	RD	Haiti	Honduras	Puerto Rico	Surinam	French Guyana	Guatemala	Antilles
Regular workforce	3,714	957	2,266	6,937	285	139	100	225	77	66	30	6	29
Temporary workforce	385	67	12	464	34	16	0	10	1	0	0	6	0
Regular workforce - males	3,098	738	2,046	5,882	220	109	87	168	58	47	26	4	19
Regular workforce - females	616	219	220	1,055	65	30	13	57	19	19	4	2	10
Percentage regular workforce - males	83.4	77.1	90.3	84.8	77.19	78.42	87.00	74.67	75.32	71.21	86.67	66.67	65.52
Percentage regular workforce - females	16.6	22.9	9.7	15.2	22.81	21.58	13.00	25.33	24.68	28.79	13.33	33.33	34.48

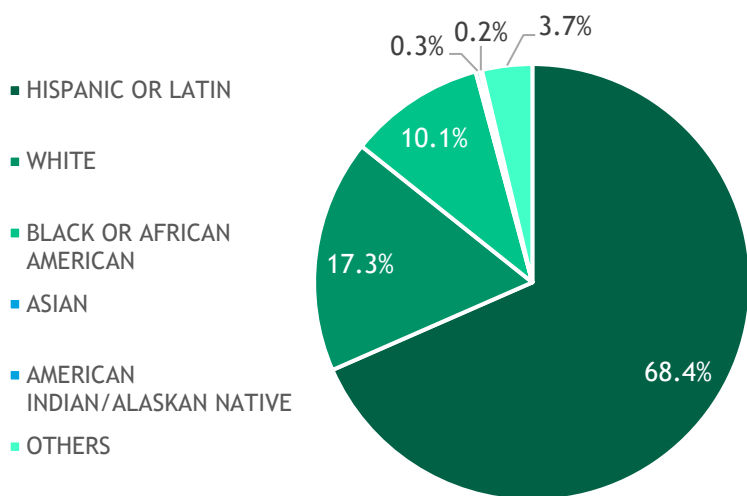
Complementary KPIs.

Workforce by Age Group

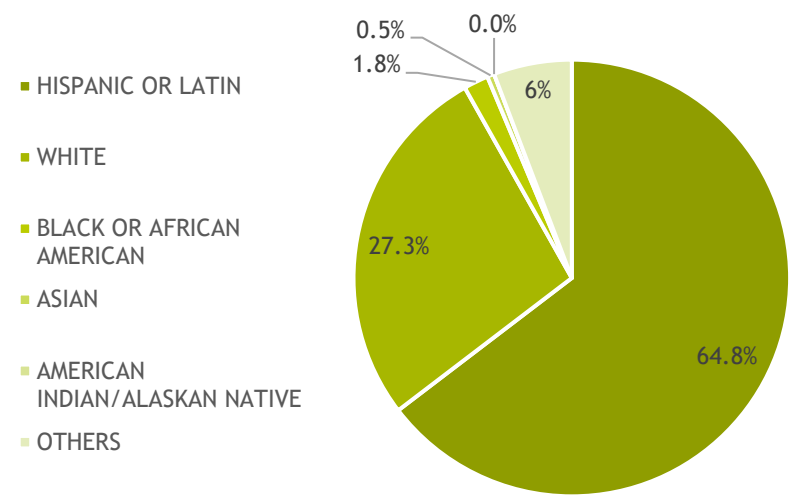


Figures 19: Workforce by Age Group- Extracted from Headcount Consolidated Data - 2022

Share in total workforce (as % of total workforce)

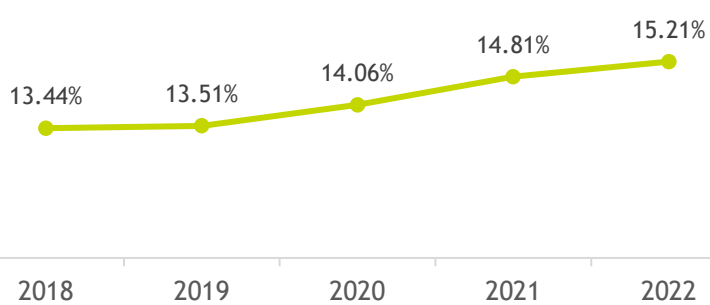


Share in all management positions, including junior, middle and senior management (as % of total management workforce)

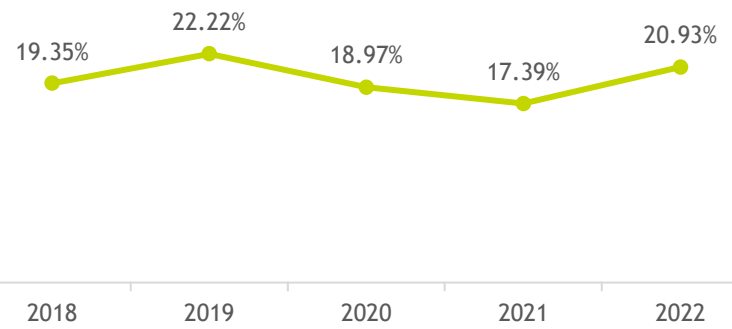


Figures 20 & 21: Workforce broken down by Race/Ethnicity - Extracted from Headcount Consolidated Data - 2022

Females share of total workforce (%)

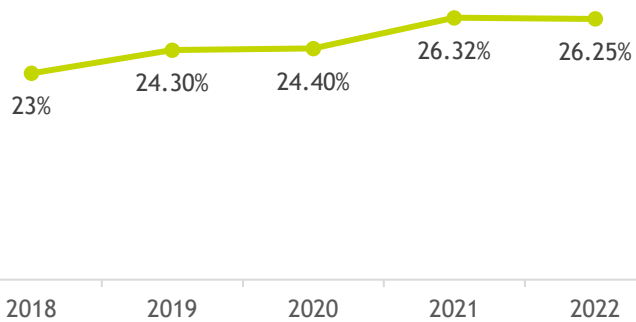


Females in top management positions (% of total management workforce)

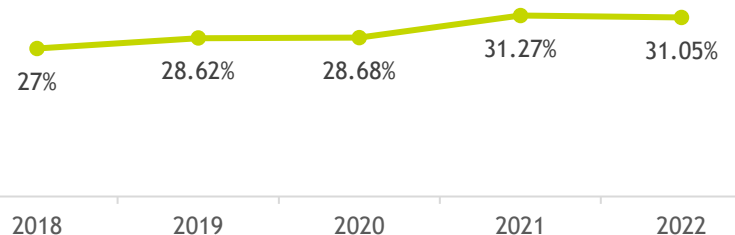


Figures 22 & 23: Females Metrics - Extracted from Headcount Consolidated Data - 2022

Females in management positions (% of total management workforce)



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



Figures 24 & 25: Females Metrics - Extracted from Headcount Consolidated Data - 2022

**TARGET FOR WOMEN
IN LEADERSHIP
POSITIONS**

YEAR: 2030

35%



Females in management positions in revenue-generating functions

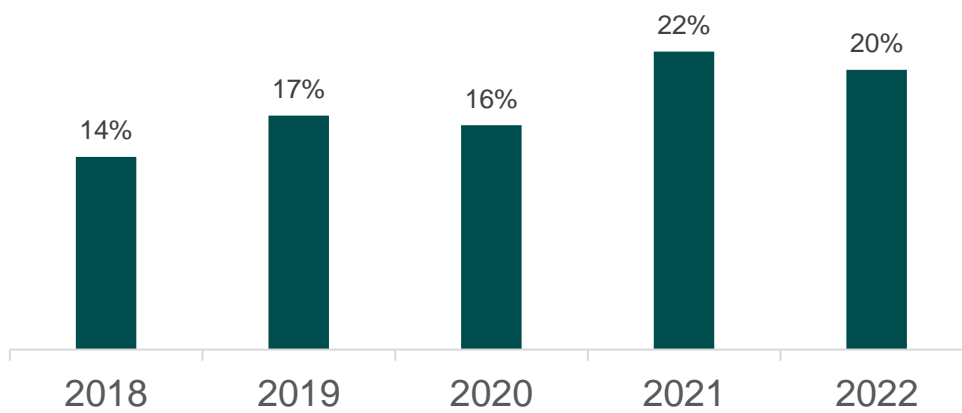


Figure 26: Females in revenue-generating functions - Extracted from Headcount Consolidated Data - 2022

STEM-RELATED POSITIONS

335 Positions



24.18%

VS. 21.20% in 2021

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

81 Women with a STEM position
335 positions

Figure 27: Share of women in STEM-related positions - Extracted from Headcount Consolidated Data - 2022

PEOPLE WITH DISABILITY



0,52%

VS. 0,55% in 2021

23 Colombia
1 CCA
12 USA

36 employees

Figure 28: People with Disability - Extracted from Headcount Consolidated Data - 2022

TURNOVER KPIs

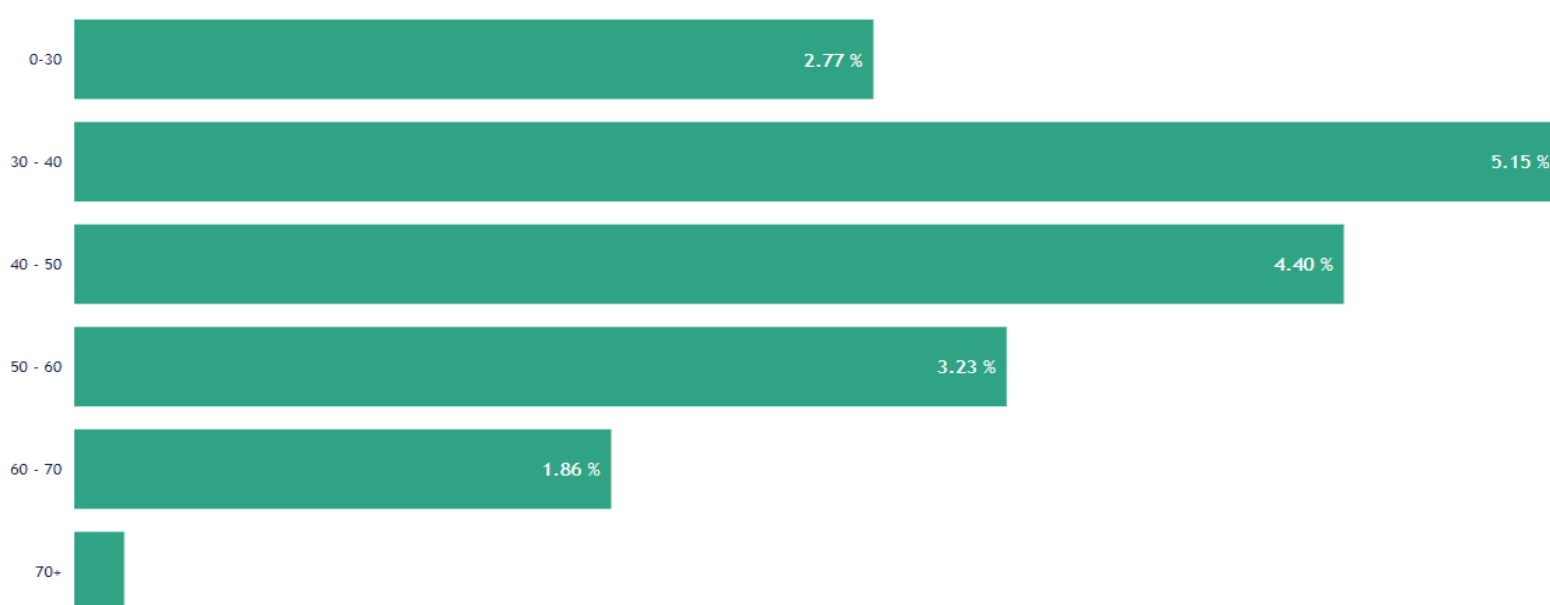


GRI (401-1) Total number and rates of employee turnover.

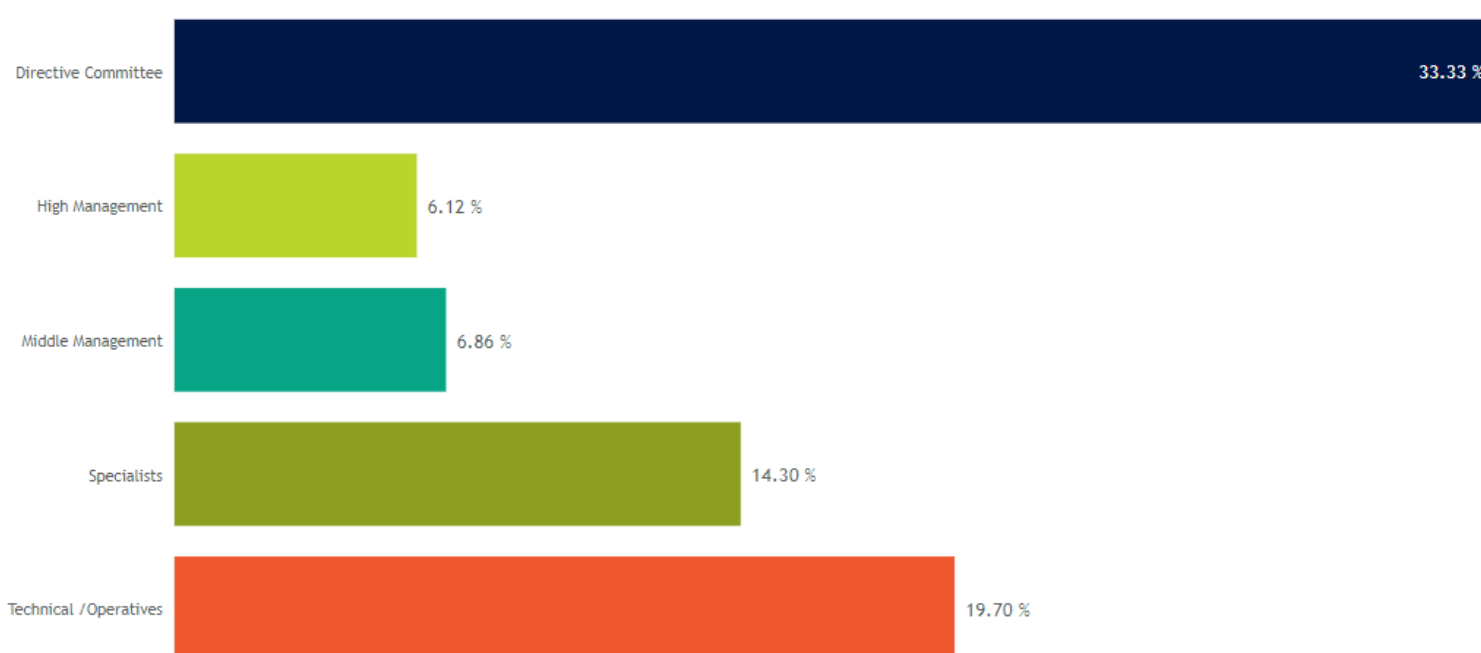
Turnover Rate	2018				2019				2020				2021				2022			
	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL	COL	CCA	USA	TOTAL
Employee turnover rate	9.55%	9.70%	36.15%	19.25%	9.68%	17.92%	29.96%	18.24%	6.13%	14.62%	26.46%	14.53%	7.21%	8.72%	33.71%	16.30%	7.59%	11.29%	36.58%	17.57%
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%	2.07%	1.88%	3.84%	2.62%
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%	5.52%	9.40%	32.74%	14.95%
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%	0.94%	3.55%	13.15%	5.29%
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%	3.88%	3.34%	22.11%	9.76%
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%	2.77%	4.39%	1.32%	2.52%

Complementary KPIs.

Turnover by Age Group



Turnover by Job Level

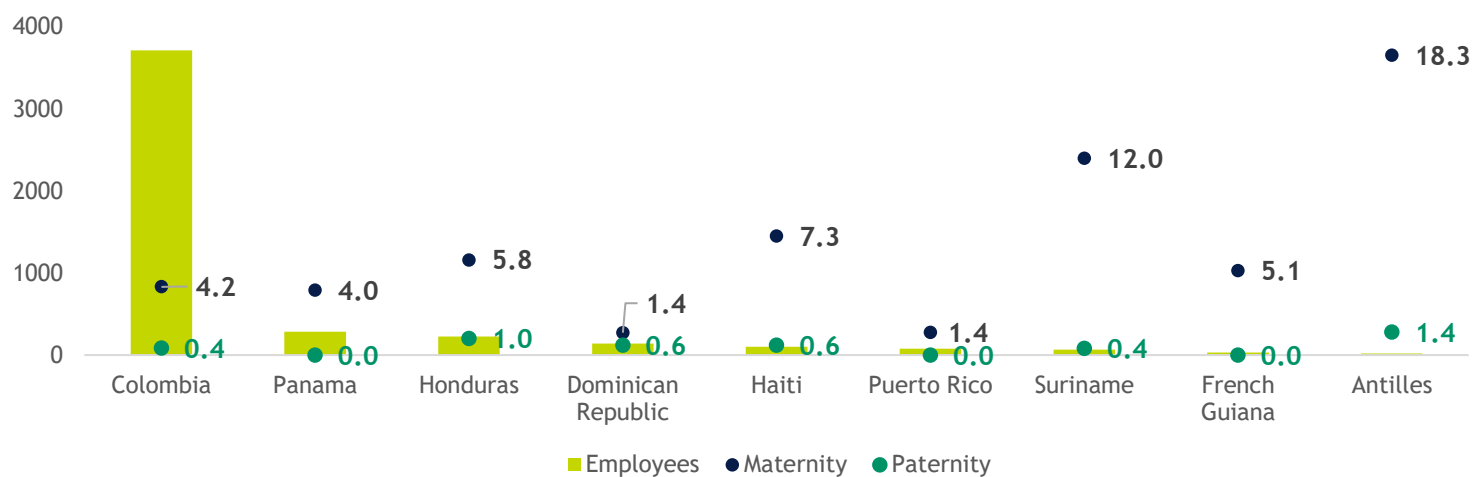


Figures 29 & 30: Turnover broken down by Age Group and Job Level - Hirings & Turnover Dashboard - 2022

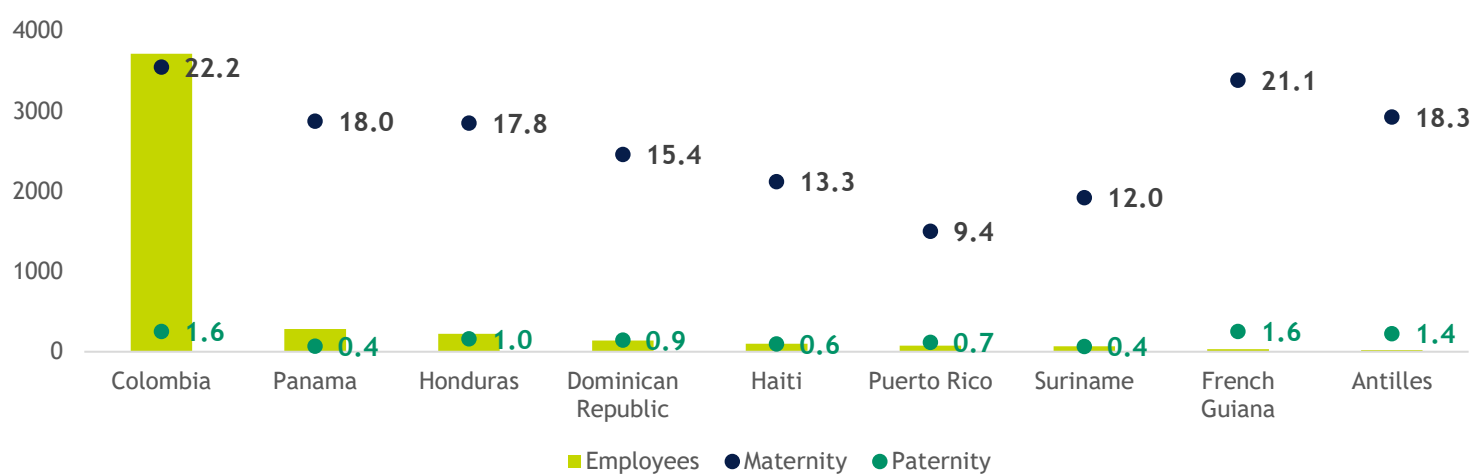
EMPLOYEE SUPPORT PROGRAMS KPIs



Additional parental leave weeks by country



Total parental leave weeks by country



Figures 31 & 32: Maternity and Paternity leave by country - Extracted from consolidated data - 2022

Number of maternity and paternity leave in 2022

Country	# Maternity leave	# Paternity leave	Total
Colombia	24	47	71
Dominican Republic	1	3	4
Suriname	0	2	2
Antilles	0	1	1
Puerto Rico	0	2	2
Honduras	0	7	7
Panamá	2	2	4
Total	27	64	91

Teleworkers by geography

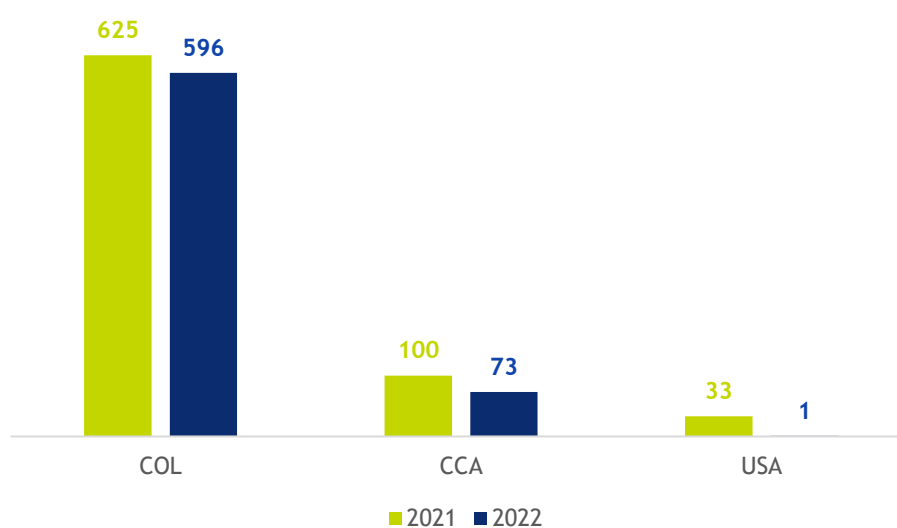


Figure 33: Teleworkers by location - Extracted from employee consolidated data - 2022