

Labor practices' alignment with SDG, ILO initiatives, and Human Rights

In line with our purpose to **promote sustainable economic development for everyone's well-being**. In the Human Management VP we are focused on the materialization of the commitments that Grupo Bancolombia has undertaken in accordance with the international initiatives we have joined and/or align to:

1. **The Equator Principles:** (<https://equator-principles.com/members-reporting/>) we have also joined this international initiative since 2008. We seek to ensure that the projects we finance are framed in environmental and social guidelines of measurement and control of risks, and ensuring due diligence in terms of Human Rights, and prioritizing social investment and environmental financing, especially in terms of energy and climate change.
2. **UNEP FI:** (<https://www.unepfi.org/member/bancolombia-sa/>) Since 2011, As member of this partnership between UNEP and the global financial sector to mobilize private sector finance for sustainable development. We are committed to the initiative **Net Zero Banking Alliance and Principles for Responsible Banking** in which along with UNEP FI and more than other 400 banks, insurers, and investors and over 100 supporting institutions, to help create a financial sector that serves people and planet while delivering positive impacts.
3. **Principles for Responsible Investment:** (<https://www.unpri.org/signatory-directory/bancolombia/919.article>) Since 2014 as part of the initiative we have a duty to act in the best long-term interests drive by a ESG perspective (environmental, social, and corporate governance) as key issues that can impact the performance of investment portfolios. We also recognize that applying these Principles may better align investors with broader objectives of society.
4. **OECD Principles:** We use the knowledge provide by the OECD in order to align our policies and actions to standards and good practices. It is important to have the opportunity to discuss the main challenges for policy formulation in a multilateral context, learning from the experiences of OECD member countries that have faced similar challenges in many areas. In return, this dialogue benefits both the knowledge and capacity of the OECD to formulate policies, as well as members and non-members of the organization, by improving their understanding of the countries where we operate.

5. **UN Global Compact:** With our alignment to these standards which are now harmonized with the SDGs, we aim to ratify that our practices are developed under high labor standards and within the framework of respect for human rights, ensuring the protection of rights relating to good name; privacy; access to opportunities without discrimination on the grounds of race, sex, origin, language, religion, political or philosophical opinion; the free development of expression and consciousness, committing ourselves to building from difference.
6. **CEO Water Mandate:** The CEO Water Mandate is a UN Global Compact initiative which we take as a reference to mobilize initiatives on water, sanitation, and the SDG and according to which we commit to continuous progress against six core elements of stewardship and in so doing understand and manage our own water risks.
7. **Declaration of Ethical Principles of ANDI's Colombian Entrepreneur (National Association of Industrialists of Colombia):** Bancolombia, as well as all ANDI's members, welcomed in its networking with all its relationship groups, the principles of human dignity, ethical relations and transparent action, the adoption of models of adequate remuneration and other connatural aspects of Decent Work, ensuring Safety and Health at Work, supporting freedom of association and negotiation, and eliminating child labor and discrimination in employment.
8. **Sustainable Development Goals (SDGs):** Within the framework of the UN's 2030 agenda "*to transform our world*", the UN has achieved the commitment of world leaders to "eradicate poverty, protecting the planet and ensuring prosperity for all" by renewing the commitment to sustainable development. To do so, it has defined 12 objectives, each with goals to be achieved in the next 15 years. From our organization, we have aligned our Corporate Strategy to these objectives as outlined in each of the practices we will share, or that were implemented or maintained in 2019.
9. **ILO's Declaration on Fundamental Principles and Rights at Work:** With regard to the fundamental right to work and freedom of association, we have established our principles and policies. These permeate the decision-making for recruitment within our value chain and have therefore proposed the prohibition of discrimination in employment or occupation and the prohibition of forced and child labor as established by the ILO.
10. **Other International Labour Standards (ILS):** As parameters during the definition of our labor policies, plans and procedures within the Group and for our value chain, we consider ILO's standards, recommendations and international conventions as fundamental rights.

Thus, we have a set of labor policies based on international standards and principles in the matter, specifically regarding:

<p>Goals: 3.6 and 3.9</p>	<p>Goals: 4.3; 4.4; 4.5; 4.8</p>	<p>Goals: 5.1, 5.2, 5.4; 5.5, 5.A and 5.B</p>	<p>Goals: 8.5; 8.6; 8.7; 8.8 and 8.B</p>
<p>ILO Policies:</p> <ul style="list-style-type: none"> • Social protection base. • Health and Safety in the Workplace. 	<ul style="list-style-type: none"> • Youth employment. • Technical knowledge and employability. 	<ul style="list-style-type: none"> • Gender equality and non-discrimination 	<ul style="list-style-type: none"> • Abolish Forced and child labor
<p>Goals: 10.2; 10.3; 10.4 and 10.7</p>	<p>Goals: 11.2; 11.2.1</p>	<p>Goals: 16.7; 16B</p>	
<ul style="list-style-type: none"> • Equality • Working Conditions 	<ul style="list-style-type: none"> • Labor Standards • Future of Work 	<ul style="list-style-type: none"> • Social Dialog • Freedom of association and collective bargaining 	

11. International Bill of Human Rights

According to our **Human Rights compliance digest** we aim our actions to comply with international standards on Human Rights in all the countries where we have presence even going beyond the national regulations.

We are convinced that the core of our organization is people. We affirm that through our corporate strategy “Movement B”, we guarantee healthy practices for associates, their families and workers throughout the value chain. Generating employment opportunities for **ALL** with decent working conditions, without any form of discrimination, and with special attention to the empowerment of women and contributing to the future we want.

Through our Corporate Strategy, which includes our Culture Strategy expressed through “Movement B” specifically within our cultural traits of 1. “Human Being: Where People Make a Difference”, 2. “Integrity: Our honesty, coherence and righteousness make us worthy of trust” and 3. “Extraordinary Performance: Where we always want to be our best version and exceed our goals,” all of these features have been incorporated into our Corporate Model, so they are applicable in each of the countries where we operate, which clearly determine our behaviors and how we make decisions, always framed in our business policies, our Codes of Ethics and Good Governance, as published on our portal.

<https://www.grupobancolombia.com/wps/portal/about-us/corporate-information/sustainability/inclusive-bank>

As an example of our public and repeated commitment to the fulfillment and adherence to the Universal Declaration of Human Rights, within the Group and by our shareholders, employees, suppliers, customers and relationship groups in general, we maintain our **Human Rights Policy**, <https://www.grupobancolombia.com/wps/wcm/connect/67d2001d-5d87-4937-b0b6-9e496a550e63/HUMAN+RIGHTS+POLICY+.pdf?MOD=AJPERES&CVID=n68ZlvV>

This policy allows us to continue consolidating financial business with strong foundations of coherence and to contribute to the construction of resilient, inclusive, and sustainable societies. Based on it, we have maintained our due diligence in terms of Human Rights:

We understand that the materialization of the SDGs and the policies of the ILO have as their focus the protection and promotion of Human Rights.

As part of the 10 principles of the United Nations Global Compact, an initiative to which we have adhered since 2008, we confirm that our practices are developed under high labor standards and within the framework of respect for Human Rights. This ensures the protection of rights relating to good standing; privacy; access to opportunities without any discrimination on the grounds of race, gender, origin, language, religion, political or philosophical opinion; the free development of expression and conscience, committing ourselves to building from difference.

Therefore, as part of the Human Rights due diligence strategy, in our labor practices we pay special attention to: the Universal Declaration of Human Rights (Articles 22-28), the International Covenant on Civil and Political Rights (Articles 6, 8, 17.1, 18.1, 19.1, 22.1, 23.1, 26 and 27), the International Covenant on Economic, Social and Cultural Rights (Articles 6.1, 7, 8.1, 9 - 13).



We have different mechanisms for our stakeholders to report any type of human rights violation, including discriminatory behavior, harassment behavior, and other incorrect acts or conflicts of interest. In the event of findings, the company implements action plans.

The mechanism most used by our stakeholders is the **“Ethical Line.”**

Similarly, **the Committees on Coexistence** which are formed in accordance with Colombian and Panamanian standards by representatives of the company and employees democratically elected) are also used by employees to denunciate all forms of harassment at work.

And during 2021 the recently launch **SISTEMA CONTIGO (“whit you” System)** was also a mechanism for employees, their families and workers in the supply chain to report issues related to discrimination, harassment at work and unappropriated sexual behaviors and to find psychological support and legal assistance.

All cases are investigated under strict parameters of neutrality and confidentiality when protecting the persons is a priority.

For 2021, one case presented in which related third parties were likely to violate Human Rights and an action and redress plan was immediately implemented.

This case, in accordance with the Guiding Principles on Business and Human Rights, specifically as set out in Principle 13, do not correspond to a direct violation by Grupo Bancolombia. (Additional we publicly report **GRI 406-1** Complaints made about discriminatory conduct or conduct that could

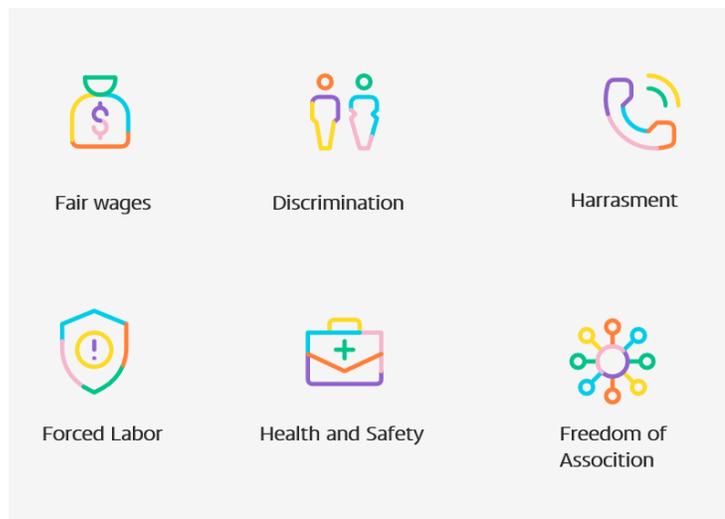
threaten/violate human rights in Annual report 2021 Memorandum of independent review _ Deloitte_ GRI 406-1 page 188 Discrimination incidents and corrective actions taken.)

Grupo Bancolombia, in line with its Diversity, Equity and Inclusion Policy, the Human Rights Policy and the Code of Ethics, understands the importance of generating a strategy to intervene those Human Rights violation events. Since 2020 we exercise a Methodology for Remediation and Reparation in Human Rights' related Cases.

Taking this methodology as a framework, and since in the cases employees could have been affected, a specific remediation protocol was implemented through the Human Management VP. We considered the GRI indicators (406) and international instruments, in particular:

- ILO, Conventions 100 and 111, as well as Recommendations 111 and 206.
- OECD Guidelines 2011.
- UN's Convention on the Elimination of All Forms of Discrimination against Women (CEDAW 1979).
- UN's Declaration on the Elimination of All Forms of Intolerance and of Discrimination Based on Religion or Belief 1953.
- UN's Declaration on the Elimination of All Forms of Racial Discrimination, 1963.
- UNGPs

The most commonly reported violations against “employees” deal with are:



Discriminatory acts against minority groups (on the grounds of: age, educational level, health conditions, abilities, ethnicity, cultural identity, religion, ideology, sex, sexual orientation, gender

identity, family composition, or socio-economic background) gender based violence and labour and sexual harassment. The priority of this protocol is to develop actions to fight these possible behaviors.

In this protocol together with the many preventive actions that we actively deploy from the Vice-President of Human Management framed in communications, training, cultural deployment, as well as the publication of guidelines for action directed to employees that contemplate concrete actions in cases of discrimination, violence or harassment within and outside the work environment, and follow-up to compliance with our **Zero Tolerance Policy to any form of Discrimination and Harassment, as in accordance with our Code of Ethics and our Diversity and Inclusion Policy, we categorically reject the conduct of discrimination and harassment, as well as any other conduct that threatens human rights.**

As responsible actors in our society, we intend to repair the right to those who have been affected and to generate the necessary actions to avoid repetition. Thus, we have established the process to identify the occurrence of an event, the actions for initial accompaniment to employees and timely reparation actions that must be implemented in accordance with the conduct displayed, which will be framed as follows:

- **Symbolic Actions:** To express written or verbal apologies, individually or at a specific event. They should be expressed in a clear, respectful and sincere manner.
- **Material Actions:** For our employees and their families, within the framework of the welfare strategy, settings for conversations, rehabilitation and training are programmed, as the case may be and in accordance with the recommendations of experts and health institutions. Training programs and communications will be strengthened by replicating lessons learned. Administrative and disciplinary actions shall be taken against the employee who displays such conduct in a proven manner.
- **Guarantee of Non-Repetition:** First, improvement actions resulting from the research will be implemented.

So, the way we acted in both cases ensured that this situation was completely repaired in favor of our employees. The rights of our employees were threatened, but they are now repaired.

How do we live diversity, Equity and Inclusion?

We create inclusive models of work that generate equal opportunities, in an organization that builds its purpose by recognizing in diversity a fundamental attribute to promote sustainable economic development to achieve the well-being of ALL.

One of the fundamental characteristics of our organization is the respect for human dignity. Therefore, our cultural traits as an organization with a Human-centered approach, is aimed at the dignity of the

human being, as opposed to discriminatory or harmful treatment of fundamental rights; conducts banned in accordance with our Equity, Diversity and Inclusion Policy. https://www.grupobancolombia.com/wps/wcm/connect/1ddffc27-a5bc-4887-af62-a3607bc0beac/Diversity+and+Inclusion+at+Grupo+Bancolombia_.pdf?MOD=AJPERES&CVID=nCv-2wx

During 2021, from the Human Management VP we strengthened the strategy to provide a decent, respectful, safe and healthy working environment was designed, recognizing diversity as an advantage to generate inclusive experiences, without distinction as to: age, educational level, health conditions, abilities, ethnicity, cultural identity, religion, ideology, sex, sexual orientation, gender identity, family composition or socio-economic background; providing equal opportunities and being aware of our role in the social environment. (See Equal, Diversity & Inclusion policy for our employees - Gender Mainstreaming)

We also have an equal employment generation strategy in place, and we fight discrimination by publishing external vacancies through tools provided by public entities and by the Employment Portal of the Ministry of Labor. In addition, in our web page, under the link “*work with us*” job profiles are previously defined and published for all candidates. Profiles exclusively seek competencies, professional experience and academic knowledge.

We continue strengthening diversity-focused opportunities by closely monitoring vulnerable populations and how we can protect and deliver job opportunities:

- We have partnerships with different entities to promote employment inclusion for people victims of violence and/or internal national conflicts, as well as young people starting their working lives, and migrant workers. (Goals: 4.3; 4.4; 4.5; 4.b; 10.2; 10.3; 10.4 and 0.7). In 2020 we had 0.56% migrants, as well as 6 people classified as victims of the armed conflict.
- Also, within the framework of the Sustainable Development Goals (**Goals 8.7 and 10.7**) and within the framework of ILO policies on Equity and Working Conditions, the report on nationalities of workers is published here <https://www.bancolombia.com/wps/wcm/connect/5e20d42f-d97d-4764-a2b2-81346a9b3919/Workforce+Breakdown+Race+Ethnicity+%26+Nationality.pdf?MOD=AJPERES&CVID=nCvxK2E> . as we expanded participation in the selection processes, where the place of residence and nationality ceased to be relevant and is assured at the time of the linkage to promote equity and maintain their immigration status before Colombian authorities and in those places where we have a presence.

- We have **20%** of employees we call “golden talents” (including people with less than 10 years to retire -47 years women and 52 years men) whom we continue accompanying in their training and professional updating.

For us, it is essential to accompany people who are close to their retirement, and that is why our program “*How do I retire?*” and or counseling program for planning a proper retirement is in place to ensure a decent life with a guaranteed income after retirement. We are aligned with the Sustainable Development Goal of Poverty Elimination, we supported more than **1000** people in their retirement process in 2021. Also, our retention programs ensure a turnover level of just **10%**, and so far our employees can make a career plan that allows them to stay for longer in our organization.

- We also promote employability; in 2021, **26** of applicants met the requirements of Colombian legislation to be considered as eligible for the **First Employment program**.

We also strengthened our Talent B initiative, a talent incubator for university students who have shown learning capacity and intellectual curiosity. We accompany them with real mentors and challenges within the program who will enable them to develop their knowledge through practical processes focused on global trends. **Over 50** people participated during 2021.

We have a tripartite alliance: Company – University – State, so we can get closer to the labor market, position our employer brand and fulfill our purpose of generating development for the well-being of ALL, providing educational and labor tools to students, by feeding back educational institutions and providing learning opportunities while they are studying. To do so, we have talent incubators, the Bancolombia Experience Program, the portfolio of skills development for students and participation in fairs or events to publicize our brand and our vacancies.

At Grupo Bancolombia, we have great talent challenges, one of which has to do with employees having the knowledge and skills that enable them to exercise their current role, while preparing them for the future, and having the talent that makes a difference. Thus, in order to achieve this challenge, we have a strategy called **Training Schools**, whose purpose is to provide a structured, intentional and integral content offer to participants, which seeks to impact their behaviors according to the aspirational profile.

In 2021 we continued with that schools strategy the report on attendance can be find here https://www.bancolombia.com/wps/wcm/connect/2cc5a523-1c3c-4aa9-8766-d224ec7d6542/Annual_management_report_year_2021.pdf?MOD=AJPERES&CVID=o54fq8f in page **21**

Thanks to our employee’s performance assessment, compliance with training plans and their results, are part of this strategy. The schools allow them to study technical contents associated with the role

of bankers, soft skills to achieve the perfect balance between being and doing, and also the opportunity to learn from new content related to the fourth industrial revolution and what we will be required in the future from the working environment. This is why schools leverage the challenge we have of reskilling and upskilling employees.

In addition, we have our Bancolombia Apprenticeship Program (Goals 8.5; 8.6; 8.B; 10.2 and 10.3). We hope to continue fulfilling the promise of providing superior experience that will enable students to adapt harmoniously in the work world.

Within the framework of the Sustainable Development Goals (goals 8.5,8 and 8.B) and within the framework of ILO's policies on youth employment, skills, employability and equality, in 2021, we continued strengthening partnerships with entities with the potential to develop talent and contribute to the realization of the SDGs. Partnership with organizations as the Makaia Foundation, a foundation that trains young people for work and helps them to improve their quality of life; Bancolombia contributed with mentors, a competence development and financial support program. We also contributed with the *Academia Geek* program, in which women from the city of Medellin were trained *in front-end development*, to allow them to develop skills to ensure rapid employability: **we contribute to closing the gender gap in technology areas.**

This year we also find that women, based on their training in STEM careers and who contribute from their professional role to the realization of our corporate strategy, represent 45% of our workforce.

Also, thanks to the women's empowerment and leadership initiative, we continue implementing affirmative actions in terms of gender equity and, therefore, we maintained the percentage of women in middle management and senior management positions. Given that the turnover rate of these posts is very low 4%, **we strengthened our succession line for them where women represent 34%**. (Goals: 5.1; 5.2; 5.4; 5.5; 5.a and 5.b) we set the following goals: https://www.bancolombia.com/wps/wcm/connect/02e12bd6-be05-4be6-bf46-0f93eccd60a5/Demographics_goals.pdf?MOD=AJPERES&CVID=o550aER

Grupo Bancolombia has a high capacity to retain female talent the report correspondint to 2021 can be found here https://www.bancolombia.com/wps/wcm/connect/05a7b263-5dd0-494f-a702-94a359d3dac1/Women_in_leadership_roles_demographics.pdf?MOD=AJPERES&CVID=o53TzxM

We continue with different alliances created in previous years with educational institutions, especially in the city of Medellín, where our "*Talent Alliance*" programs were generated to develop and promote initiatives for the improvement of education in the country in STEAM professions. A proof of this is the support given to the *ITCs Mission* program of the National Government, who trained 1,200 young people in technology and, on our part, we provided employability possibilities, offered 6 vacancies for those talents, of which 66% achieved the objective.

In addition, along with Fondo Sumanti and Acamica, we have sponsored a group of 21 young people to study FullStack Software Development. After the training period ended, 42% of cases are successful working with us since 2021. You can find more detailing indicators in this report https://www.bancolombia.com/wps/wcm/connect/37914444-a80d-4a88-9f51-7fac89d9dda4/Steam_women_demographics.pdf?MOD=AJPERES&CVID=o54X6LC

Within the framework of SDG 10 (goals 10.2 and 10.3) and ILO's policies: the future of labor, gender equality and non-discrimination, labor conditions, forced labor and equality, another of our labor practices that made us feel proud again in 2021 has to do with equal opportunity and equal treatment guaranteed by our Vacancy and Selection Matrix policy (see **Annex 3.2.5.10 Vacancy Policy and Annex 3.2.5.11 Intranet Selection Matrix**) as well as our policy on Covering Internal and external vacancies <https://www.bancolombia.com/wps/wcm/connect/90ce8206-eb7a-436c-92a7-556dc3a38bb0/Vacancies+Policy.pdf?MOD=AJPERES&CVID=nCLO6Ma> , which guarantees the publication of vacancies, the transparency of the internal selection processes and the equal participation of any employee who applies to any of the vacancies within the organization.

Finally, the percentage of people with special health conditions (to whom we call talent with diverse capabilities) represents 9% (**1875** employees) of our total number of employees. They have the support of our **Quality of Life** program and our human management department to develop their work activities and plan their professional development in the same conditions as the rest of our employees.

In order to contribute to the **Goals: 5.1; 5.5; 8.5; 10.2; 10.4** and within the framework of **SDG 3** to improve the quality of life of our employees, we continue promoting flexible working schemes under the Telework and Flexiwork methodologies. Since late 2020 and during 2021 we continue a massification process for these schemes, the report can be found here https://www.bancolombia.com/wps/wcm/connect/d4d6d041-3b45-476c-9b97-900a97d5f5ec/2021_flexible_work_arrangements_closing_report.pdf?MOD=AJPERES&CVID=o54Oj.y

Under this model, in which we are a national reference and leaders in implementation in Colombia, we continue providing our associates with the opportunity to adjust their working hours and places according to their family, personal, social and/or academic needs. (We have the Telework Policy; Working Day Circular, and Vacation and Schedules Policy.)

All of the above has generated national and international recognitions such as MERCO (Corporate Reputation Business Monitor) for 2021 where we were again listed as the best place to work in Colombia. This index is an independent and transparent assessment that compares the companies that most attract and retain talent. The measurement is carried out using a multi-stakeholder methodology composed of multiple assessments and sources of information, such as HR directors, human

management experts, university students, etc. It considers aspects such as career and personal growth opportunities, remuneration and recognition models, the relationship of associates with leaders, the perception of experts and the community in general, among others. Results published on <http://www.merco.info/co/ranking-merco-talento>

We therefore confirm that our employees are key in driving value generation and transforming society in a sustainable way. We're constantly conducting demographic studies, allowing us to:

1. Develop quality of life programs tailored to the needs of our employees and their families that leverage national and ILO public policies on occupational safety and health.
2. Design wellness activities (cultural, social, educational, sports, etc.)
3. Develop labor inclusion projects for minority groups.
4. Know the level of satisfaction of employees in different aspects that are part of their working life. By using different methodologies, we analyze the results obtained in order to design action plans.
5. Design our Culture Map to ensure that our actions are integral and in accordance with the corporate values of responsibility, respect, closeness and integrity.
6. Identify gaps between countries by recognizing points of improvement and applying good practices to achieve SDG 10: *Reduce inequality within and among countries.*

Our focus from the Human Rights perspective to inclusion:

The focus on gender equity and the integration of LGBTQ+ community members is experienced at Grupo Bancolombia in the daily dynamics of the Organization, through the following dimensions of the labor environment:

Recruitment and selection: both in the processes of attraction and development carried out internally and in those carried out through allies, there are criteria that guarantee non-discrimination and equal opportunities among candidates regardless of gender, sex or sexual orientation. This is why a guide has been developed to design vacancy publications, containing the name of the employer, title, position and/or name of the vacancy, essential functions to be performed, level of education and/or experience required and/or supplementary training requirements, special requirements (if applicable),

travel requirements, location of the workplace and documentation required to apply (if applicable). All of the above has been designed to ensuring staff selection without bias.

With regard to the promotion of gender-equitable participation in selection processes, especially in senior management positions (directors and superiors), we have designed a strategy that allows a gender-equitable number to be included in the final stage of the process.

We also periodically review the relative proportion of a diversified group of applicants, especially women, at all levels.

In 2021, we strengthened a portfolio for external employees and candidates. For external candidates who do not achieve a satisfactory outcome in their selection process, we share a guide with information on how to develop the competencies that are currently a trend in different industries. Additionally, we publish different contents to give them tools for the world of work on our jobsite.

Professional Development and Promotion: In the performance evaluation of our staff, the criteria and mechanisms used are free of gender biases and are associated with models for the management and development of competencies.

According to the demographic information of our staff, taking into account the variables gender / position, we generate development models that allow us to break traditional recruitment schemes for certain roles within the organization, providing opportunities for knowledge and training through different actions.

In addition, we periodically offer workshops, flash information, free talks and trainings on relevant and gender-related issues.

In 2021, we managed to deliver a consolidated strategy of webinars and virtual courses for all our employees with a focus on recognizing and managing unconscious biases, women's empowerment, prevention of gender violence, programs the detailed report can be found here https://www.bancolombia.com/wps/wcm/connect/b0aca699-f140-4229-859a-244c34197039/TRAINI_1.pdf?MOD=AJPERES&CVID=o5tBcqZ

All of this in line with the portfolio for employees and external candidates mentioned above, specifically for employees consisting of a series of individual and group actions that we deliver to the bank's employees to strengthen the competencies required for the new context and to strengthen their potential. They range from group workshops to individual coaching providing feedback and the construction of a development plan.

Organizational Design: Given the recommendations of the United Nations, we use inclusive language for job titles, which seeks to foster a culture free of unconscious biases. These denominations are periodically reviewed seeking to eliminate those in which feminization and/or masculinization is generated. Also, periodically, the demographic composition of the organization is reviewed, taking into account the variables at the country, city and professional level, to ensure continuity as a diverse and inclusive group in all our organizational units and levels.

Remuneration: The definition of remuneration for our staff follows objective models where age, educational level, health conditions, abilities, ethnicity, cultural identity, religion, ideology, sex, sexual orientation, gender identity, family composition, or socio-economic background are not relevant factors in determining wage levels or categories.

The wage structure for operational positions is constructed in conjunction with the unions by exercising our social dialog model and is periodically reviewed by the Hierarchy Committee. The wage structure for professional positions is based on the Hay methodology.

In order to avoid unconscious biases innate to human decisions, reports have been designed to monitor wage gap behavior, in order to generate work plans that alert on such biases.

Work environment, health and quality of life: the behavior of our staff, the conversations between the different working groups, coexistence, the solution of differences, the development of talents, flexibility and the opportunities for work and participation must be permeated by equity and inclusion. That's why our benefits are designed to improve the quality of life of our employees and their families every day, especially by seeking to create entertainment spaces, reconciling family and personal life with working life and professional development. Always generating diversity of options by understanding that WE ALL have different realities and needs.

How do we network?

We have designed a relationship matrix in which we identify common interests with the relationship groups of the Human Management VP, the best way to communicate (frequency, channels, topics of interest) and we assign those responsible to ensure that the promise is fulfilled and that work relationships are built on trust and respect:



Feedback schemes

We have developed our individual and collective labor relations by building on differences, and therefore we promote freedom of conscience, religion, thought, opinion and expression, always within the framework of respect and inclusion.

Our strength is social dialog:

Our working relationships are characterized by **respectful conversation spaces**, which demonstrate our willingness to balance **the well-being of employees, their families and the sustainability** of our organization.

We are a referent in Colombia in terms of the degree of maturity in our relationship with unions, thanks to respect and mutual recognition.

<http://ail.ens.org.co/entrevistas/bancolombia-el-exito-de-unas-relaciones-laborales-basadas-en-el-dialogo-habla-su-vicepresidente-corporativo/> Interview to our Human Management Vice President, Enrique Gonzalez Bacci by the National School of Unions of Colombia.

By December 31, 2021, Grupo Bancolombia generated 31,245 jobs, of which 20,406 are direct posts: 11,291 operating personnel and 9,115 administrative employees. During 2021 the Bank employed an average of 254 persons through temporary service companies each month.

Of the direct employees of Bancolombia, approximately 28.9% are members of Sintrabancol (Union of Bancolombia Workers), 13.9% are members of the industry union UNEB (Union of Banking Employees), 3.9% belong to the industry union called Sintraenfi (Union of Financial Institutions Workers) and approximately 1.9% belong to the other union organizations that have a presence within the Bancolombia Group.

Bancolombia and the unions Sintrabancol and UNEB conducted a collective bargaining agreement in October 2020, which generated the collective agreement in force from November 1, 2020 to October 31, 2023. This agreement benefits, during 2021, approximately **11.572** employees of Bancolombia and its subsidiaries in Colombia, regardless of whether or not they are affiliated with one of the 32 unions with a presence within Grupo Bancolombia.

Sintranefi, another union, also submitted a statement of petitions on September 30, 2020, against which no agreement was reached and, as a result, in December 2020, that union invoked an arbitration tribunal to resolve the collective conflict. However, the collective agreement signed with UNEB and Sintrabancol applies in its entirety to employees affiliated to Sintrafi. In the same vein, another minority union called ACEB also submitted a statement of petitions, without reaching any agreement, a dispute that will be resolved through a court of arbitration, in accordance with the legal regulations of Colombia, without affecting the benefits of these employees as they are covered by the 2020-2023 convention signed with UNEB and Sintrabancol.

On October 28, 2018, another of our unions, Conexión Sindical, also submitted a statement of petitions without reaching an agreement, which is why this union requested the intervention of an arbitral tribunal. However, the collective agreement signed with UNEB and Sintrabancol applies in its entirety to employees affiliated to Conexión Sindical.

At Grupo Bancolombia, we recognize differences and collective conflict as ways of building things together through dialog based on shared values such as respect and trust. Therefore, we continue working for the consolidation of long-term labor relations. To this end, along with Sintrabancol and UNEB organizations, we have permanent work agendas and joint academic training forums where issues of common interest between the Bank and unions are discussed, such as the future of work, new technologies, labor relations of the future, among other issues. In 2021 we had about **194** such settings, with an average duration of **328** Hrs. to facilitate the sustainability of the organization and well-being of our employees and their families, taking into account the crisis generated by COVID-19. Many of these settings were designed to discuss and consolidate actions in the face of the pandemic. (See Annex. Joint Declaration of Unions)

The economic benefits that were improved included an agreement on new Telework and Flexible Work from Home measures, as well as a new preliminary procedures to apply fair dismissal causes, ensuring employee stability and transparency in decisions.

1. Wage increase and associated benefits of 4.8% during the first year; an increase higher than the CPI (consumer price index) variation in Colombia certified by the DANE (Colombian statistical bureau) for the period November 2020 to October 2023. For 2020 it was 1.61%, an increase that represents the organization's genuine interest in strengthening the quality of life of its work teams.
2. For salary increases and associated benefits for the second and third year, the Bank will apply the largest variation in the total national CPI in the last 12 months, between the variation observed on October 31 and that observed on December 31 of the respective year, by adding 2.3 and 2.5 points, respectively.
3. The definition of a 43-hour work week, meaning a day less than the legal one (which in Colombia is established in 48 hours a week), means that overtime pay is now recognized from hour 44 (rather than from hour 49.)
4. The express commitment to ensure, for the termination of a work contract with a fair cause, an instance of due process, results in an additional guarantee for employees since, regarding unilateral decisions, the Colombian legislation do not have this prerequisite. On our part, we provide approximately 10 business days to listen to the employee and discuss their explanations before making the decision.
5. In the economic field, the points agreed for the increase of the already existing benefits, associated with the social pyramid, include: Housing, Health and Education as follows:

Validity	November 1, 2020 to October 31, 2023
Salary increases	First year = 4.8% Second year = IPC + 2,3% Third year = IPC + 2,5% <i>*Shield clause is established in the event of a negative IPC</i>
Living place	Rate 4.8% , amount 70 salaries , seniority 4 years Term : 20 yearsrs, ex-employee rate 9%
Health	Health policy protection increase to 7%
Increase conventional aid	Conventional aid increased to 4.8% and other aid increased to 5.3%

Important advances in telework schemes and due process were agreed on regulatory issues

In terms of **GENDER and LABOR INCLUSION**, Bancolombia ratifies its conviction of respect for gender equity in its collective convention, and in this regard will refrain from adopting any discriminatory practices in this field (current rule of previous Conventions: Article 28, 2014 -2017 Collective Convention) and also maintains a gender committee in force in which representatives of the unions Sintrabancol and UNEB participate. As well you can find a deeper analysis on the Gender payment Gap here <https://www.bancolombia.com/wps/wcm/connect/96d3f4a3-682b-4991-ba63-a63f1fc8e44c/Monitor+and+disclose+the+results+of+our+equal+pay+analysis..pdf?MOD=AJPERES&CVID=nDozv4C>

More information on the benefits that apply to workers can be found in <https://www.bancolombia.com/wps/portal/about-us/corporate-information/sustainability/inclusive-bank>

And in our supply chain:

In order to ensure that the practices implemented in the field of human rights, especially the right to decent work, are replicated throughout the value chain, best practices in human talent have been

successful shared at Grupo Bancolombia to facilitate a humanistic and high-performing culture we share with our suppliers. Acting as a reference for quality progress and employment.

For such purpose, we have a Strategic Ally that accompanies issues related to the respect for a decent work and labor law fitting.

We continue with our program of recognition to suppliers that are characterized by a Humanist Culture and High Performance within their organization.

To participate in this program, our contract managers can postulate your company. They highlight the actions that the suppliers developed in terms of an excellent service delivery combined with human management practices that materialize decent work, quality job generation and inclusive economic growth. The best qualified are nominated and ultimately evaluated by a qualifying jury in which a public recognition event awards the best in both ways: Humanist culture and high performance.

In the future, recognition is expected to be System B-oriented and sustainability, which will combine environmental, economic and other human rights issues, in addition to labor.

In 20201 considering multiple streamings aimed at suppliers and strategic partners to strengthen our communication with them and discussed issues related to good practices and alignment of organizational purpose and strategies for leverage. We also convey communications and topics of interest to our stakeholders through our *"Boletín Sinergia."*

Likewise, multiple references were made to enable our suppliers to have an adequate implementation of the remote working models.

Finally we keep a close look on Human Rights related cases such as harassment at work, unappropriated sexual behavior and working conditions and we involve our experts and especially our HR Business Partner for Allies to cooperate in the remediation process.