



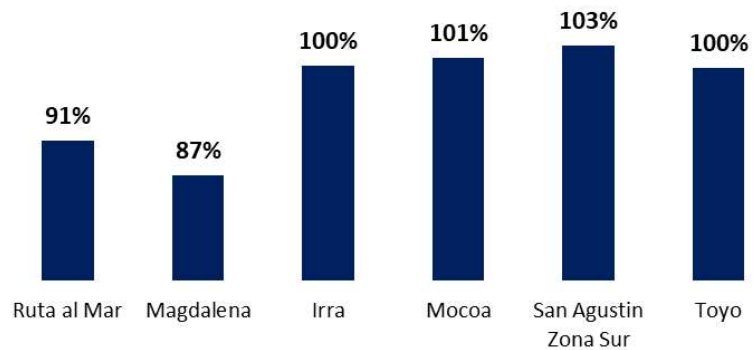
Construcciones
EL CONDOR S.A.
Ingeniería de Infraestructura e Inversiones

2023

MANAGEMENT AND SUSTAINABILITY REPORT

% of Efficiency of Material Sources

During the period, sources of Stone materials for Cóndor projects displayed an efficiency of 97% in a total of 967,180 m3 of material exploited.



Fossil Fuel Efficiency

Road infrastructure projects involve the transportation of large quantities of material, and the need to use energy sources to treat critical inputs; therefore, optimal management is required to minimize the environmental and economic impact derived from the consumption of fossil fuels.

Among the mechanisms worth highlighting for this preventive management, the following stand out:

- Analysis of machinery efficiency by measuring the % of use and the % of availability.
- Reuse of materials from excavations and demolitions, and use of recycled asphalt pavement.
- Development of value engineering and management of material efficiencies.
- Lower consumption and higher efficiency solutions in plants and lighting alternatives.

Project	Tons of CO2 Generated by Material			Tons of CO2 Compensated
	ACPM	Fuel Oil	Gasoline	
Agregados San Javier	1,285	0	0	706
Irra	5,059	179	98	3,289
Taller Central	52	0	6	2
Ruta al Mar	7,273	2,798	111	4,969
Magdalena 2	31,820	0	47	9,159
San Agustín Zona Norte	500	0	21	0
Mocoa- San Agustín Zona Sur	6,455	0	77	0
Toyo	5,040	0	33	2,934
TOTAL	57,483	2,978	392	21,059

The 21,000 tons compensated in 2023 represent 36.6% of emissions; this percentage represents a 19% reduction versus 2022.

Structural Layers Efficiency

The use of cementitious materials such as lime or cement for the stabilization of goods resulting from cuts or lateral zones is, for Construcciones El Condor, an opportunity to guarantee raw material efficiencies while minimizing the environmental impacts derived from the exploitation of resources.

Structure of Pavements			
Project	Cement used for stabilizations (tons)	Lime used for stabilizations (tons)	Material stabilized and/or dried (tons)
Ruta al Mar	2,205	414	137,275
Irra	265	112	38,601
Magdalena 2	466	2,183	215,257
Mocoa	31	0	0
Normalización	0	0	0
San Agustín (Sur)	289	238	29,182
Toyo	0	0	0
Total	3,256	2,946	420,314

Employer of Reference

(2-7) (2-8) (405-1) (401-3)

Guiding the construction of a sustainable future implies for Construcciones El Condor the generation of value, recognizing that employees are paramount for fulfilling its higher purpose. We are aware that behind each mile of a road, there is a team that works hard to connect territories and promote development.

This commitment is reflected in a clear organizational strategy to position ourselves in the sector as a benchmark employer, developing a competitive value proposition for the labor market, and promoting a work culture based on respect, collaboration, and the possibility of professional development.

2023 Achievements	2024 Challenges
- Assessment of the potential of Core Business Management positions. - Identification of critical positions up to Management level. - Implementation of phase two of the Leadership Development program. - Increased value proposition for office personnel: flexi-work, B.E. - Generational handover/identification of potential internal successors. - Structuring and validation of new organizational culture components. - Culture-based campaigns focused on the safety and life of our employees.	- Talent mapping using the Nine Box methodology and calibration of leaders in the Human Talent Committee. The mapping is used for: - Compensation and benefits - Succession and career - Investment in learning and development - Disclosure and appropriation of new culture-related components, by executing organizational initiatives that guarantee an understanding of the main premises determined. - Implement engagement strategies such as determining the Employee Bonus Proposal 2023 – 2024 (depending on the Company's current condition). - Continue enhancing Training Schools and knowledge transfer plans for critical positions.

Our Team

4,490 direct employees*

Type of Contract	Unit	Men	Women	Total
Number of indefinite-term employees	#	268	106	374
Number of employees per work or task	#	3,867	249	4,116

	2023	2022
Local labor		
Percentage of local employees	28%	42%
Generational Diversity		
Percentage of employees younger than 30	30%	29%
Percentage of employees 30 to 50	60%	61%
Percentage of employees older than 50	10%	10%
Women in Labor Categories		
Percentage of women in strategic positions	43%	33%
Percentage of women in tactical positions	43%	41%
Percentage of women in support positions	23%	21%
Percentage of women in operations positions	5%	6%

	2023	2022
Turnover*		
Turnover index of skilled labor	12%	12%
Turnover index of skilled labor (women)	14%	30%
Turnover index of skilled labor (men)	11%	10%

*Turnover rates depend on project execution and duration. Consequently, the above indicates the voluntary turnover rate of strategic, tactical and support positions.

Direct jobs generated

In 2023, we hire **2,953** new employees, with the following characteristics:

- 31% local labor
- 6% women – 94% men

Contractors

In 2023, the Company had 1,086 contractors in our projects, mainly in February, May, and October, carrying out the following tasks:

- General assistants: 41%
- Machine operators: 40%
- Security: 15%
- Pilers: 4%

Parental Leave

The employees that have submitted to parental leave per gender are:

	2023	2022	2021
Women	22	13	12
Men	133	169	140
Total General	155	182	152

The rate of return to work after parental leave is 64%.

65% of those who took parental leave are still active at the end of the period.

Culture

Based on non-negotiable values, the Company's culture is a guide for the team's actions, defining the who and how of the operation; together with the leadership brand, it represents the DNA of a team that transforms ideas into reality.

This process brings a constant attraction of talent aligned with the organizational DNA, strengthens the sense of belonging, and improves team synergy. In addition, it seeks to resonate in the sector, positioning the company in the environment and with its stakeholders.

In this period, a psycho-social risk analysis was conducted, resulting in a management path between the current culture and the desired culture. Similarly, in alignment with the organizational changes at a strategic level, a proposal for a "Condor Culture" was developed, preserving the corporate values and redefining some of the behaviors associated with each value. In addition, we established a new leadership brand integrating the competencies of being and the existing pillars; this adjustment marks the beginning of a cultural transformation in the company under the vision of Senior Management.

MAIN CAMPAIGNS IN 2023			
'RENACER – RUWAYKU'	'EL HUMANO DETRÁS DEL LÍDER'	'MINUTO DE SEGURIDAD'	'GUARDIANES 360'
			
The Company began to operate under a new leadership, with the style and vision of its new president. Upon his arrival, new guidelines in the Company were established, focused on Efficiency and productivity, Comprehensive team development, Safety, Participative leaders, and the Impact we generate.	To provide information about the human beings behind Cónдор leaders, a campaign was made on social media in which several leaders spoke about relevant aspects of their lives, and hence, allowed us to get to know them more on a personal level.	Creating culture through prevention and awareness tips on the importance of the Cónдор team's safety in every dimension (physical, mental, and emotional).	Raising awareness and alerting employees on their responsibility over the Company's information security. It initially began for three months and will continue in 2024.

Training (404-1)

79,337	15.8	5,009
hours of on-line and in-person training	hours in average per employee	employees trained in training schools

	# of hours of training	Average hours per person	# of people trained
OPERATIONS TRAINING SCHOOL	61,190	12.9	4739
ADMINISTRATION TRAINING SCHOOL	10,731	47.5	226
LEADERSHIP AND DEVELOPMENT SCHOOL	2,998	4.6	655
MACHINERY TRAINING SCHOOL	2,012	8.8	228
MACHINERY SCHOOL	1,345	7.2	187
MACHINERY TRAINING SCHOOL	659	5.7	116
ENGINEERING SCHOOL	404	6.1	66

The Company determines tools to close gaps and develop skills among the Cóndor team, with special emphasis on:

- Educational aid to close organizational gaps.
- Emotional benefits for the tactical personnel with the alternative to redeem the employee's study.
- Specific programs designed based on the needs identified in the performance assessment, growth opportunities in the organization, and given the necessary regulatory compliance, framed in the training schools and the Knowledge Management Model in force.

Occupational Safety and Health (OSH)

(403-1) (403-2) (403-3) (403-4) (403-7) (403-8) (403-9) (403-10)

To guarantee a healthy and safe environment for each employee one must understand that each Condor team member is also a family member, and each leader needs to guarantee their safe return home.

The Organization, aware of the hazards and risks generated in routine and non-routine activities of road infrastructure construction, continuously manages the prevention and mitigation of unsafe acts and conditions, to avoid accidents, through the identification and management of hazards and risks, as well as the management of a culture of safety and care for life throughout the value chain.

2023 Achievements	2024 Goals
• Recognition from the ARL (worker's compensation system) as 2nd in OSH Innovation. • Reduction of inventories of more than 4 months in Public-Private entities by 42%. • Incorporation of changes in the Road Safety Strategic Plan under Resolution 40595 of 2022. • Completion of 100% of the qualitative and quantitative analysis for	• Create mechanisms to reduce absenteeism. • Implementation of regulatory changes per the Hygiene Regulation for Breathable Silica. • Ensure a 100% implementation of changes on the Road Safety Strategic Plan per Resolution 40595 of 2022 within the Company's processes. • Enhance the Occupational Safety and Health training programs for leaders

carcinogenic chemical products or critical to health per Decree 2090, displaying a favorable result. The analysis concluded there are no criteria for exposure to substances and/or products detected as critical to health in which exposure to 8 hours of work leads to special pensions. • Launching of “A Day Without Accidents” campaign. • Training program on road safety using virtual reality glasses.	and training on lifting tasks for 100% of the operators of excavators and selection of riggers. • Implement the Psychosocial Risk Prevention Program in connection with Organizational Climate and Culture issues. • Engage the OSH culture in every activity of the Organization to anticipate risks and avoid 100% of accidents.
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4,364 employees received, in average, 13,3 hours of training on OSH

	2023	2022
Company's accident rate	6.12	7,30
Accident rate (men)	6.6	7,02
Accident rate (women)	1.7	0,28
Injuries per accident in the Company	279	273
Injuries per accident (men)	272	261
Injuries per accident (women)	7	12
Deaths related to the job	0	1
Days of absenteeism in the Company	28.478	24.252
Days of absenteeism (men)	25.623	21.778
Days of absenteeism (women)	2.855	2.474
Company's rate of absenteeism	1.8	1,59
Rate of absenteeism (men)	1.8	1.6
Rate of absenteeism (women)	2	1.6
Company's severity index	106.5	70.36
Severity index (men)	115.0	68.89
Severity index (women)	20.7	1.47
Number of events diagnosed by work-related disease	1	1

One of the channels for employee participation and consultation is the Joint Committee for Occupational Safety and Health, created according to the number of employees by company

representatives and the same number of employee representatives per Resolution 2013 of 1986; it is held every month at each of the Organization's sites and projects.

Indicator	Unit	Total
Number of employees covered by the system	#	4,557
Percentage of employees covered by the system	%	100%

Labor Claims

(406-1)

No labor claims were observed related to discrimination by the Company's Coexistence Committee.

	2023
Number of cases received by the Coexistence Committee	0
Number of cases managed by the Coexistence Committee	0
Number of cases followed-up by the Coexistence Committee	0

Contribution to Local Development

(413-1) (411-1) (203-2)

The generation of social and environmental value where Construcciones El Condor is present transcends the legal obligations of the contracts in execution; it is based on a constant and strategic relation with the main stakeholders of the territory and an understanding of the possible impacts of the operation.

Social Value

Relations with communities are based on knowing the context of the territory and stakeholders, to achieve in-depth knowledge of the relevant actors as a reference point to determine the impacts and validate the social intervention strategies to be applied in the territory.

This process, managed by the Social area, is joint and interdisciplinary work with all the roles in the project, seeking the timely fulfillment of the objectives and commitments of the organization with the communities.

Within the fundamental components of this interaction we have determined:

- Channels
- Sensitive aspects of the intervention
- Main community dynamics
- Relation risks
- Key players
- Prior commitments
- Limits of the relation

Program	Activity	Result	Municipalities
User service	PQR (Question-Complaint-Claim)	412	25
Citizens' Information/Participation	Meetings/Oversights	85	13
Road Culture	Road Education	93	10
Neighborhood Minutes	Preparation of neighborhood minutes	6,100	20

77 tons of granular material were delivered to communities close to the Agregados San Javier Quarry

	2023
Claims for potential negative impacts of the operation	1*
# of proceedings for possible violation of Human Rights with indigenous communities	0
# of prior consultations under contractual obligation	1

*The San Javier Quarry observed a claim for an assumed damage of the property. The case was analyzed by external experts who studied the blasting procedures and the construction procedures of the claimant houses, concluding that the damages do not have a direct origin in the blasting process.

2024 Challenges

Continue building social networks in the communities by updating the relation plans.

Reduce social conflict risks.

Maintain open channels of dialogue with key community stakeholders, understanding the likely impacts of changes made by local governments to develop the relation.

EL CÓNDOR FOUNDATION

The El Cóndor Foundation has been the main tool to reinforce our commitment to the social development of the communities in our areas of influence, guaranteeing the use of the resources allocated by the Organization in two clear actions: Education and Community Enhancement.

The Foundation's interventions are carried out according to the diagnosis of the social dynamics and the duration of the infrastructure project in the territory; allowing it to prioritize the needs and establish the purpose of the projects, in a coherent manner with the focuses above.

4 programs

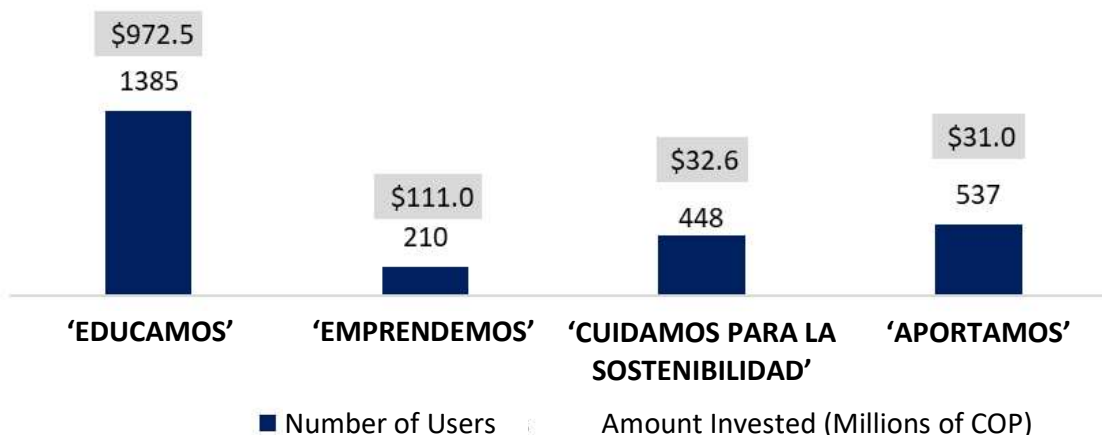
\$1.147.003.379
invested

2,580
beneficiaries

- Today, most of the Foundation's efforts are focused on the 'Educamos' program delivering school kits for the families of the Company's direct employees.
- Investments in this period were prioritized based on areas of influence of projects with extraction and/or material processing plants in operation
- The 'Emprendemos' program also prioritized initiatives led by women.

The Foundation's investment in the period amounted to 1,147,003,379 pesos; 85% of this figure corresponds to the investment in the 'Educamos' program which delivers school kits for the families of the Company's employees.

Number of Beneficiaries and Amount Invested Per Program (in millions of COP)



Environmental Value

Construcciones El Cóndor is committed to the conservation and protection of ecosystems and the care of natural resources, by meeting its obligations associated with the execution of projects as well as the identification, adaptation, and timely mitigation of the negative impacts related to the value chain of the construction business.

This year emphasized the processing of the licenses and permits required for the development of the projects, as well as the implementation of the environmental management strategies consolidated in the Environmental Management Plan (PMA) and the Environmental Management Adaptation Plan (PAGAS).

All measures adopted are associated with the environmental aspects and impacts identified in each of the organization's projects, and are defined in the environmental management plans for each project; in general terms, the organization's management plan is comprised of the following programs associated with each environmental component (biotic, abiotic, and socioeconomic):

- Water resource management
- Solid and liquid waste management (usable, non-usable, recyclable, and hazardous)
- Atmospheric emissions and noise management
- Industrial and/or Residential wastewater management
- Fauna species management
- Flora and endangered species management
- Socioeconomic component management
- Archeological component management.

Biodiversity

(304-2) (304-1)

To reduce direct and indirect pressures on biodiversity and its ecosystem services, and to compensate for negative impacts or effects, our operations actively identify and monitor ecosystems and implements concrete restoration and conservation measures.

Project	Area protected or of great biodiversity value	Position	Size of area intervened
Agregados San Javier	DMI Divisory of Aburra Valley – Cauca River	Within the area	> 1km
Antioquia -Bolívar	DRMI Swamp Complex of Bajo Sinú	Next to the area	> 1km
Toyo	Substraction of the Reserve of Natural Resources of the bank of Cauca River	Next to the are	4.565 ha
Mocoa	Forest Reserve of the high basin of Mocoa River	Next to the area	> 1km

Water

(303-5)

Water management, which is a limited natural resource, is paramount in terms of the impacts of the operation. This is why it is necessary to generate management plans that promote the efficient use of this resource in the development of projects.

Water resource management is based on regulatory compliance associated with the identification of the impacts of the operation; it promotes a culture of care which drives efficiency and optimization in the use of water in operations.

Total water consumption of the operation was 312,931 M3, of which 77% comes from surface water. The operation understands the importance of having good practices associated with the recirculation of industrial wastewater, such as:

- Magdalena 2. Wastewater recirculation systems for the machinery washing system and concrete batching plants
- Toyo. Water recirculation system for the mixer washing system as well as wastewater from tunnels
- Pacifico 3. Water recirculation system for the mixer washing system
- Ruta al Mar. Water recirculation system for the mixer washing system
- Agregados San Javier. Water recirculation system for the sand washing system
- Mocoa. Water recirculation system for the mixer washing system.

Waste and Circular Economy

(306-3) (306-4) (306-5)

The Company reuses and takes advantage of waste by including it in production processes, giving it a new useful use and avoiding the extraction of new natural resources, achieving the **reuse of 46% of construction and demolition waste (CDW)** on site.

Project	Waste							
	RCD		Hazardous			Non-Hazardous		
	Reuse (m3)	Disposal (m3)	Reuse (Kg)	Incineration (Kg)	Others Kg	Reuse	Recycle	Landfill (Kg)
Ruta al Mar	148,452		43,146	9,765		971	0	24,106
Toyo	8,661	340,379	7,563	2,704			10,490	120,570
Mag2	3,232,620	3,862,852	77,455	14,941	15,174		15,320	246,150
Normalización			1,513	488			0	255
Mocoa	67,459	54	21,132		1,075	80	4,211	42,909
Taller			2,042	21,974			932	2,404
San Javier			3,809	4,370			995	3,391
Pacifico 3	48,349	24,218	16,503	2,956			49,460	68,472
San Agustín ZS	10,660	1,086					27,560	926
San Agustín ZN	26,091	4,448	827	829			1,840	22,950
Total	3,542,293	4,233,038	173,989	58,028	16,249	1,051	110,807	532,133

Human Rights

(410-1)

Caring for the environment and the lives of people impacted by the Company's operation is a formal commitment of Construcciones El Condor, embodied in the Human Rights Policy that was formalized in 2023, advocating for their respect and promotion in operations.

The Company is committed to protecting and respecting human rights in terms of its stakeholders, abiding by the provisions of the International Bill of Human Rights and ILO declarations, as well as the regulatory provisions of the countries where it operates.

[Visit the Human Rights policy here](#)

Ensuring the commitments outlined in said policy:

- Training on human rights was provided to 2,023 people who work in the area of operations of the projects.
- We ensured the contractor that provides safety services that 100% of its personnel would be trained on human rights.
- The Coexistence Committee and the Ethics hotline were followed up regarding cases of discrimination or sexual or work harassment.

Construcciones El Cóndor has channels for complaints and reports of this nature, such as the e-mail comitedeconvivencia@elcondor.com and the Ethics line.

Ethics, Compliance and Transparency

(2-25) (2-26) (205-2) (205-3)

Construcciones El Condor acknowledges that the trust built in the market and with all its stakeholders underscores its competitive edge. For this reason, it seeks consistency in the development of its corporate purpose and transparency in its actions.

In line with good Corporate Governance practices, the Company implemented a compliance program that includes the Code of Ethics, which establishes the ethical guidelines and rules that must govern the actions of its employees, shareholders, administrators, vendors, contractors, and subordinates. This program also engages all policies, procedures, and guidelines for risk management that contravene business ethics and corporate values.

These policies, together with adequate risk management, seek to create a controlled environment in which the Company's actions and relations with stakeholders are regulated, ensuring that corporate practices comply with the law and the rules and principles of good governance that govern the Company.

Through the Audit and Risk Committee, the Board of Directors ensures that the Company's actions are carried out under the established regulations and verifies adequate internal control for the organization.

The Company has an Ethics hotline and a policy that regulates it. Through this channel, stakeholders can report conducts contrary to the law or the rules and principles of good governance governing the Group. The Ethics hotline is operated by external personnel, thus guaranteeing the independence of the mechanism. The identity of the persons providing the information is kept under absolute confidentiality.

The hotline serves reports related to:

- Economic fraud.
- Corruption.
- Theft of internal information.
- Harassment, discrimination, and abuse.
- Poor performance | Favoritism.
- Misuse of goods or services.

	2023	2022
TOTAL REPORTS	51	206
Cases closed	42	204
Cases followed up	9	2
Cases managed	100%	100%
Cases of corruption, fraud or information tampering	10%	0%
Cases confirmed	31%	18%
Cases partially confirmed	0%	8%

- Fifty-one risk events associated with corruption, fraud, and events that contravene business ethics were evaluated, equivalent to 10% of the total risks identified in all projects.

Members of the Governance Body	2023	2022
Total number of members of the governance body provided anticorruption policies and procedures	7	7
Percentage of members of the governance body briefed on anticorruption policies and procedures	100%	100%

Employees	2023	2022
Number of strategic employees briefed on anticorruption policies and procedures	7	3
Number of tactical employees briefed on anticorruption policies and procedures	201	201
Number of support employees briefed on anticorruption policies and procedures	133	133
Number of operations employees briefed on anticorruption policies and procedures	398	398
Total number of employees briefed on anticorruption policies and procedures	739	735