



Guide
DIVERSITY
AND INCLUSION





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AND INCLUSION

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1. Objective

We share in this document our motivation, acting principles, commitments and guidelines to add value to diversity in Ecopetrol and the Business Group Companies, accept differences and encourage development of settings increasingly inclusive, where everyone is welcome, appreciated, treated with equity and respect, and where they all have opportunities to contribute the best of themselves.

We also developed the model to encourage diversity and inclusion (D&I) with a comprehensive view of all of our stakeholders, showing our way of contributing to the development of social and more emotionally empathic, safe and happy environments for all.



2. Development of the Diversity and Inclusion (D&I) Program

2.1. Our expression of D&I

As Ecopetrol Group, we are committed to promote diversity and consolidate working and social setting that day after day become more inclusive, promoting a group awareness on the value of differences and the development of equitable conditions.

We make this commitment an organizational quality, where we add **value and welcome differences** existing among human beings without discriminating by sex, disability, ethnic identity, physiognomy, genetic characteristics, age, religious beliefs, political or philosophical ideology, educational level, nationality, family origin, language, sexual orientation, gender identity, socioeconomic level, condition of victim of the conflict, retired from the public force, ex-combatant or any other socio-cultural characteristic, as well as diversity of thought, expression and ways of being. It also enables **developing settings that are gradually become more inclusive**, where everyone feels **welcome, appreciated, treated with equity and respect**.

This capacity enables us to have more diverse teams, from a demographic and cognitive perspective, more diverse, unified under a superior purpose, with greater **innovation capacity, flexible thinking and high performance**. It generates a positive impact on engagement with our stakeholders and develops our ability to **contribute to the Sustainable Development Goals**, thus contributing to the closing of social gaps in Colombia and to greater shareholder value.

2.2. D&I, present in our acting principles:

Our commitment to diversity and inclusion has been reflected in the guiding principles that come together as our driver and inspiration:

In our Business Strategy:

as one of the necessary capacities to promote the sustainable growth of our organization.



In our Superior We are energy that transforms Colombia:

it is included as part of the principle that highlights the significance of having environments that promote diversity and inclusion.

"The development of our work team is one of our greatest sources of energy. We sow leadership, excellence and humility in them, in a diversity, inclusion and exceptional performance setting"

In our Culture Model: whereby we invite everyone to exercise their leadership in the professional field, always based on diversity and inclusion.

LEADERSHIP

"We listen with respect and speak with clarity: we lead from diversity and inclusion"

Key axis of the Human Talent Strategy:

the program drives this strategy and is coordinated with all other components for its promotion in all the areas of Human Talent within the organization.

Also present in our Comprehensive Policy: one of the 7 principles that frame our activity:

"...We promote diversity, inclusion, equal opportunities, respect and full respect for human rights, in an environment of harmony-at-work, well-being, and quality of life of the workers"

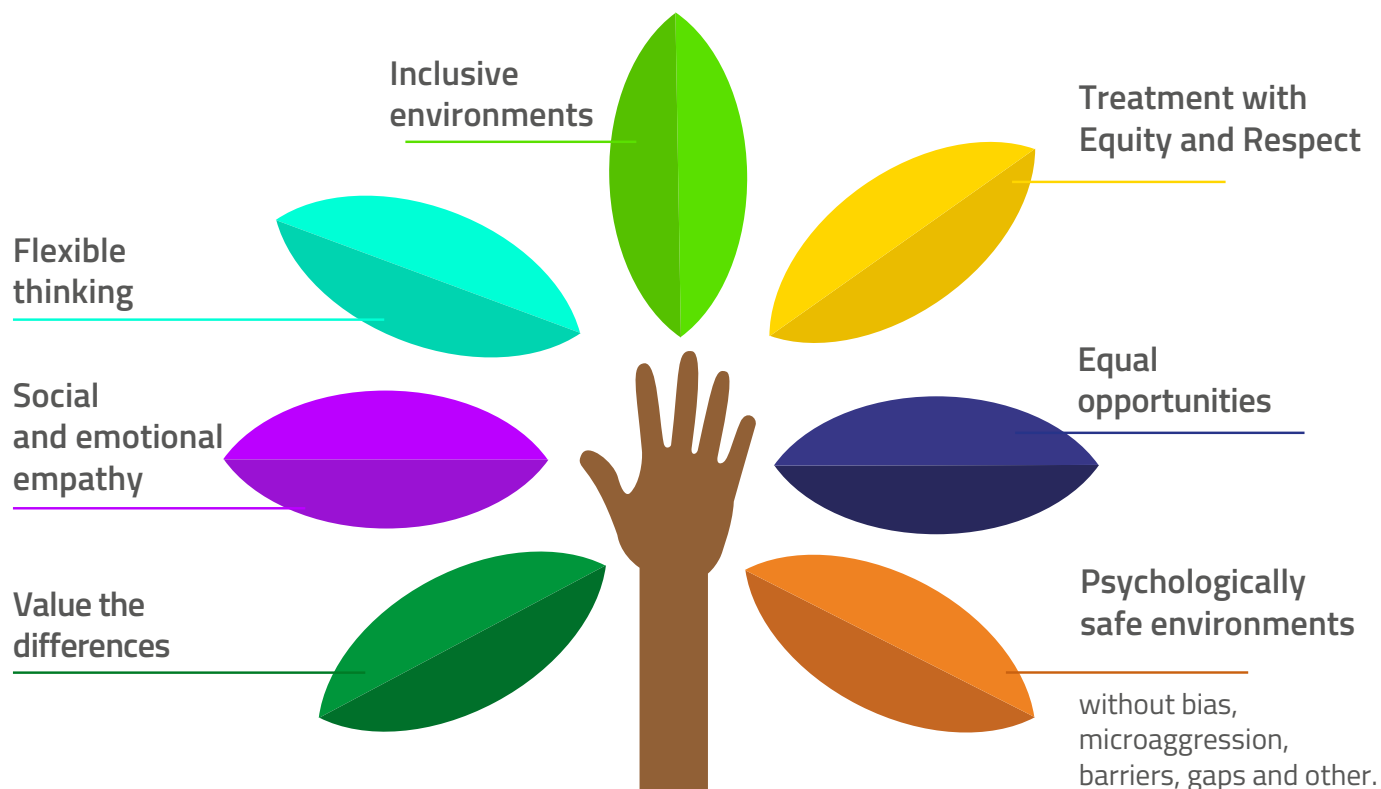
Protected by our Human Rights Guide and our Ethics Code:

both of them are the frame for the human rights and values that govern our acting principles and protect diversity and inclusion.

2.3. Key drivers of our organizational D&I capacity:

These are the components that we incorporate into the Diversity and Inclusion Program as fundamental factors and that we can all promote in the different areas of our organization:

Key Elements of Organizational Capacity



How can they be appropriated?

- Valuing everyone regardless of their differences, treating everyone equally and with respect.
- Promoting inclusive and psychologically safe environments considering the demographic, emotional and cognitive diversity of the people with whom I work or the people reporting to me.
- Recognizing the diversity of thought and ways of being, showing empathy and building from the difference.
- Promoting equal opportunities for all people in the processes, services and activities that I lead or in which I am involved, considering the diversity of the people.

2.4. We recognize the value of promoting D&I:

The value approach that we have developed to manage diversity and inclusion at Ecopetrol has three components:

From a talent perspective:

to improve the working environment, the commitment and happiness of the people, in addition to help close the talent gaps in our industry.

From Corporate Responsibility:

since our responsibility of respecting Human Rights must be active and based on the principle of equality and non-discrimination. As a company, we abstain from carrying out actions intended, be it directly or indirectly, to create discriminating situations promote positive actions to revert them. We reaffirm this commitment by following the guiding principles of the United Nations and we can also help in a tangible manner to close social gaps in the country. We can thus strengthen the engagement with our stakeholders and actually contribute to Sustainable Development Goals.

From an entrepreneurial standpoint:

It strengthens the innovating capacity of the teams and improves talent productivity, inasmuch as every person feels happier and more committed to the challenges proposed.

We also enhance corporate standards, thus adding value for investors and greater options for competing in the market through a management that is responsible with the environment and the people.

We recognize the value of D&I



2.5. We have a model to manage D&I:

We have a Program to promote diversity and manage inclusion in a comprehensive manner, seeking deep ownership in our organization and with an approach that involves all stakeholders. The model has three components:

Activate the conversation

Senior

It is promoted and endorsed by the company's Board of Directors and is, therefore, part of its agenda. We have Sponsors, spokespersons of senior management that make up the Executive Board of Diversity and Inclusion through which the program is promoted and its progress is monitored.

Policies and guidelines

We make our commitment visible in different policies and high-level regulatory documents that express our acting principles. This in turn represents the framework of action that facilitates the integration of other more tactical regulations of the organization.

Objectives and indicators

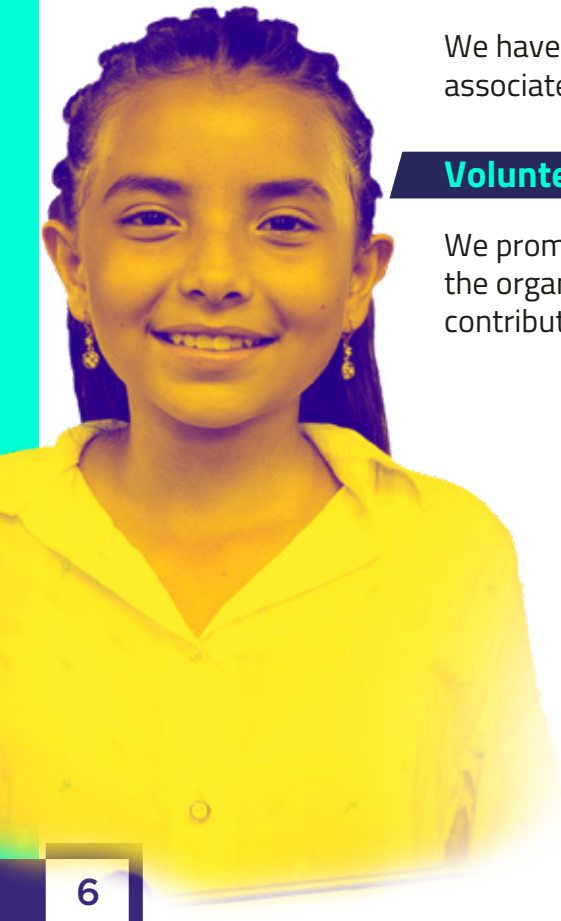
We have objectives and indicators relative to D&I that respond to challenges associated with the development of this organizational capacity.

Volunteers and other organizational areas

We promote the engagement of volunteer Champions from different areas of the organization, who, regardless of their role or type of engagement, wish to contribute volunteer work for promoting program initiatives and activities.



In this manner, the view of diversity is built from a wider perspective.



Get together in the difference

Training and awareness

We include projects that promote training on various diversity and inclusion themes, added to raising awareness activities that help create new narratives, transformation of paradigms and stereotypes, prevention of discrimination of any type, while encouraging greater collaboration and understanding with each other.

Communication

We include consistent internal and external communication actions, which make visible our commitment to diversity and inclusion.

We coordinate our actions

Processes, practices, and behaviors:

We progressively advance in incorporating national and international diversity standards in our processes. The initiatives facilitate this implementation, as well as the development of activities that contribute to implement practices and behaviors that promote D&I.

Partnerships:

We develop a network of partners, since together we can have greater impact inside and outside our Business Group. We work with different organizations that are knowledgeable of D&I challenges and work towards such purpose. We also collaborate with them to develop or make available guides, tools, training, events, and other elements associated with the program.



Organizational capacity for diversity and inclusion: by combining the value approach that we give to diversity and the management model, we have as a result a program that facilitates our ability to become an organization of everyone and for everyone. Diversity and inclusion are the result of developing visible, coordinated and progressive efforts, with a comprehensive approach.

2.6. Learn about our D&I program:

Our program develops five edges found under an umbrella that symbolizes the expression of diversity in all ways of thinking and ways of being.

The 5 edges include:

Gender:

Promoting gender equity, inclusion and neutrality of practices with respect to individuals, regardless of sex. This edge has a binary approach (man-woman) as another edge focuses on the wider approach of the perspective of sex and gender identity and its own challenges.

Disability:

It promotes equity on functional diversity, inclusion and neutrality of practices regardless of any disability. It also includes the inclusion of family members or caregivers of people with disabilities.

Victims, ex-combatants and retired from public forces:

Victims: people who, individually or collectively, have suffered damage from events occurred as of 1 January 1985, resulting from breaches of Humanitarian International Law or serious, evident violation of Human Rights international norms related to the internal armed conflict.

Ex-combatants: people who belonged to outlaw groups, who are no longer part of them, nor carry out criminal activities and have gone through reincorporation or reintegration processes in accordance with the regulations in force in Colombia.

Retired from the public force: people retired from police forces that serve our country or the country where we have operations.

Ethnicity, origin and sociocultural conditions:

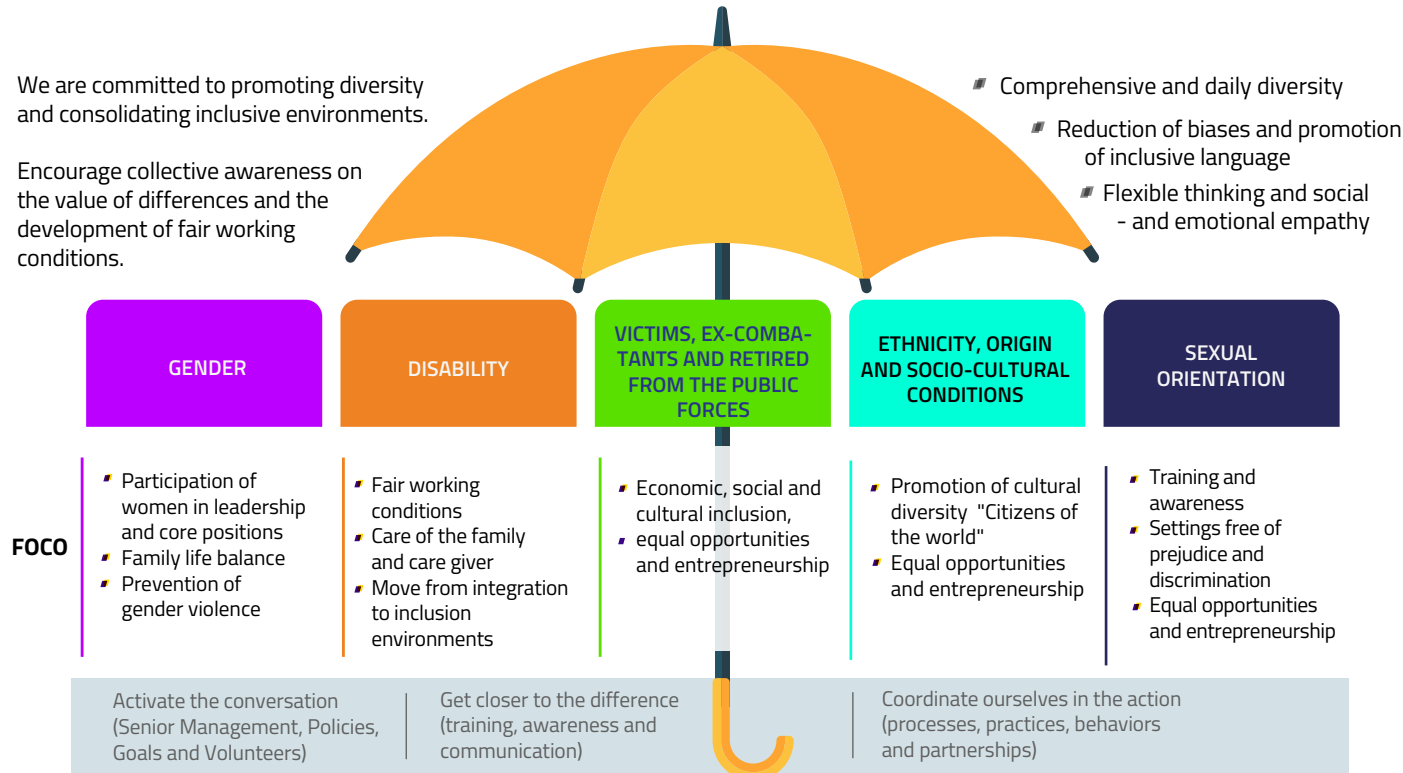
It promotes equity, inclusion and neutrality of practices regardless of the conditions of ethnicity, race, nationality, region, culture, language, religion, political ideology, age, educational level, socioeconomic, and any other sociocultural characteristics.

Sexual orientation and gender identity:

It promotes equity, inclusion and neutrality of practices, regardless of sexual orientation and gender identity.

We are committed to promoting diversity and consolidating inclusive environments.

Encourage collective awareness on the value of differences and the development of fair working conditions.



Comprehensive approach by edges

The initiatives of the program are developed under this D&I management model, so they address standards, allow for review of norms, processes and working conditions, promote the prevention of any form of discrimination or violence, propose clear actions for training, communication, peer support networks - and affirmative measures aimed at our stakeholders, including the productive chain and the community. In the edges we promote the participation of all the people of the organization, obviously including of the populations of each edge so that they can be an active part of the program.

2.7. We advance guided by our Executive Board of Diversity:

We have an invaluable team of people from our management team who assume their responsibility to be Sponsors of this program, showing their commitment, dedication and inspiration. Their fundamental role is to activate conversations within the various scenarios of which they are part, encourage understanding of the diversity and inclusion in all settings of the organization and coordinate the action, fostering initiatives hand in hand with diversity Champions.

Meetings of the D&I Executive Board:

Periodically the Sponsors and the diversity team meet in this board with the following purposes:

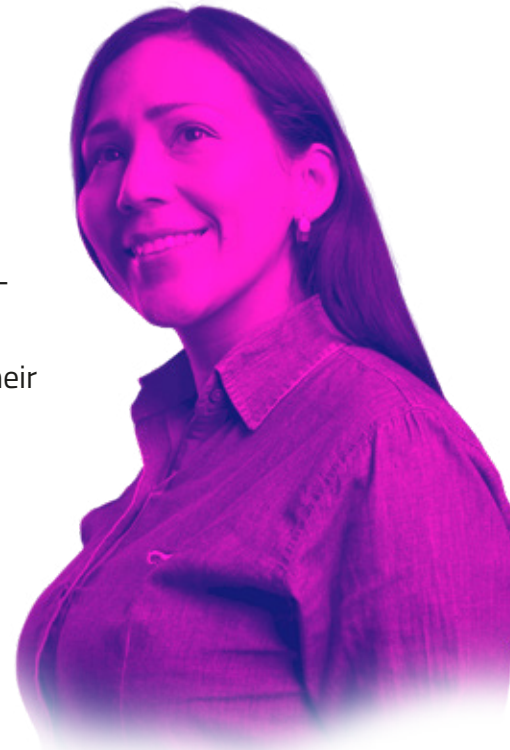
- Foster D&I from senior management level in the organization.
- Serve as direct link of D&I with the corporate strategy, the Presidency and other strategic leaders.
- Strengthen the D&I business case.
- Direct actions to favor D&I at all levels and stakeholders of the organization.



- Monitor D&I metrics and progress.
- Communicate clearly the D&I objectives and results.
- Direct a long-term strategy driven by progressively implemented initiatives.
- Encourage Champions in the development of their initiatives and foster activities from their role.

Community meetings:

The Sponsors meet periodically with the communities of voluntary champions in each of their edges, with the aim of boosting their work focus and associated initiatives.



2.8. D&I foundations:

We have set the following foundations as inspiring guidelines in the route towards diversity and inclusion at Ecopetrol:

■ Merit-based D&I:

All talent management process decisions, such as recruitment, selection, development, compensation, learning, performance, disengagement, without limitation, must be based on individual skills and competences, so that people with the various diversity characteristics can have access thereto without being subject of discrimination caused by conscious or unconscious bias, or any other inclusion barrier.

Our human talent processes and others at Ecopetrol and the Group companies must be characterized for no discrimination for reasons of gender, disability, ethnic identity, physiognomy, genetic characteristics, age, religious beliefs, political or philosophical ideology, educational level, nationality, family origin, language, sexual orientation, gender identity, socioeconomic level, victim of the conflict conditions, retired from public forces, ex-combatant or any other sociocultural characteristic, as well as diversity of thinking, expressing and ways of being.

■ D&I as the base for equality, justice and equal opportunities:

the Group companies strive for the implementation of practices that promote equal opportunities, the elimination of barriers and the promotion of inclusion in all aspects of the work environment and of the engagement environments with our stakeholder; all of the foregoing intended to provide environments free of discrimination, violence, harassment, victimization or any type of exclusion, where people feel welcome, respected and listened to, and where they can maximize their potential regardless of their diversity.

D&I together with language and communication:

We understand that thought shapes words, words drive behaviors, and behaviors determine our reality. This is how we build environments where the use of language and other forms of communication convey empathy for others and show our understanding of the impacts related to the use of expressions in the work and social environment.

Our communication, without losing efficiency, must be inclusive; this means avoiding all kinds of offensive language, not reinforcing stereotypes, avoiding micro-aggressions in the way of questions or comments that can make people feel bad about themselves, discriminated against, attacked or uncomfortable. See the Language and Inclusive Communication Guide.



D&I a matter that belongs to everyone, for everyone:

Diversity is a commitment of all, for all, it is about understanding that it is not merely an effort intended for some underrepresented groups, but that we can all win in diversity. If we commit ourselves to creating a collective awareness of the value of differences that make us unique and unrepeatable beings, we can have emotionally safe, more empathetic settings, with room for dialogue, listening and where all people can freely share what they are, give their best, feel valued and part of a higher and common purpose, which unites us as an organization. Hence, at Ecopetrol and the Group companies, we belong to everyone, we are meant for everyone.

Promoting diversity and inclusion is everyone's responsibility, as it is in our hands to demonstrate true inclusion in our day-to-day actions, feel more comfortable in difference, judge less and be the voice that represents reconciliation, building on other people ideas, respect, trust and empathy.



2.9. Our channels are available:

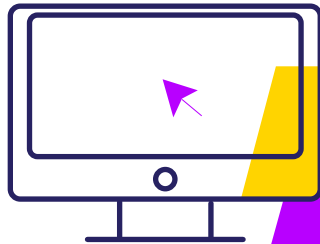
We have communication channels available for several purposes:

Join the program:

If you want to be part of the community of volunteer champions who promote and multiply our program, you can write to the email connectiondiversa@ecopetrol.com.co, where you will receive all necessary guidance.

In situations of workplace harassment: if you are in a persistent and evident situation of harassment, aimed at instilling fear, intimidation, terror and anguish, causing damage at work, generating demotivation or even inducing resignation due to mistreatment, harassment or discrimination, report your case to the Work Coexistence Committee, to the mail comitedeconivencia@ecopetrol.com.co. The committee will address the issue.

In situations of discrimination or behaviors that violate the principles of our Code of Ethics: **If you are subject to discrimination or any conduct that breaches respect, which is one of the fundamental principles of our code of ethics, you may resort to any of the following channels:**



<http://lineaetica.ecopetrol.com.co>

International Telephone Line:

01800 9121013

Línea telefónica Nacional en Bogotá:

(03 +1) 234 3900 Ext. 43900

Remember the importance of relying on the channels that the company has set up to guide and address these situations, as they are set up under strict confidentiality rules and operate pursuant to the principle of non-retaliation.

See Ethics Code



2.10. Together in diversity, Ecopetrol belongs to everyone, it is for everyone:

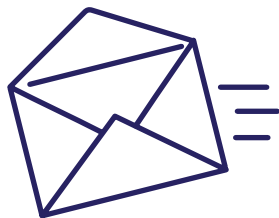
Our company is a model in Colombia. A place where people are as diverse as the landscapes of our regions and their cultures, with different tastes, abilities, talents and disciplines, all as varied as the flora and fauna of our territories. A place with people from different countries, different cultures and multiple ways of perceiving life. A place where we all give our best and want to live together in harmony as a team.

All this diversity makes us unique, makes us more creative, encourages us to break schemes, to overcome biases and put an end to taboos, beliefs or prohibitions that limit us without even realizing it.

**Yes, we are different... but we are... the same!
What unites us is more than what separates**

Among all of us the differences are neither right nor wrong, we are neither better nor worse, we simply welcome the difference with joy and enthusiasm, being open to be surprised by the richness of the other. We are aware that sometimes differences with others make us feel uncomfortable, and we tend to disqualify those who are not like us.

It is in our hands to open ourselves to others, recognize them and feel comfortable with the difference. This will be possible if we give ourselves the opportunity to be ourselves and display all the richness of our personality, because only then will we give this same opportunity to others. Ecopetrol is a company of everyone, for everyone.



For more information, write to us at:

conexiondiversa@ecopetrol.com.co

