
	Strategy for Integrated Land Management		
	Territorial Management		
	CODE GEE-N-001i	Prepared 06/09/2023	Version: 1

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1 INTRODUCTION

For purposes of this strategy, territory is described and explained as the setting where social relations develop as a result of the interaction of people, communities, ecosystems, institutions, and companies. The territory is dynamic and is transformed by social, economic, political, and environmental changes, plus various interactions, and decisions of its stakeholders.

In previous versions of this strategy, the concept of setting was used as a reference, understood as "the biophysical and social space that surrounds the Company and influences the viability of its operations." Instead of the concept of environment, this version considers the territory the fundamental concept for the management of sustainable development, from the business activities carried out by the Ecopetrol Group¹ (hereinafter also referred to as Group or GE), which implies a systemic vision between the biophysical, social, political, economic, and cultural dimensions in a given geographic space. The reason for this change is the adoption of a conception of the company as part of this web of connections rather than as the core of the dynamics that occur in the areas where the business activity materializes.

The operation of GE companies is carried out in the midst of development and change processes that take place not only in the territories, but also as a consequence of national social, political, economic, and cultural dynamics affecting the tension of nation-territory relations. In this sense, the understanding of the dynamics of the territories, and of the role of the companies as transforming agents, are determinant not only in the scope of their economic activities, but also as actors of the territories with the capacity to create value and prosperity along their supply chain, plus the strategic socio-environmental investments that ensure their sustainability and build trusting relationships within a framework of respect and promotion of human rights (HR).


According to the provisions of the Corporate Governance Model applicable to the GE¹, this strategy applies to the Group's companies in which (i) Ecopetrol has a 100% shareholding, (ii) are of an operational nature, and (iii) operate in Colombian territory², in accordance with the provisions of the Relationship Model, which defines the form and intensity used by Ecopetrol to guide the Group's companies and their businesses through management, control, and service interactions, thus enabling the capture of synergies in territorial management.

For the Group's controlled companies in which Ecopetrol does not have a 100% holding, the Strategy for the Integral Management of the Territory will be a reference to promote the unity of purpose and direction of the GE and will apply as long as it is adopted by each company within the framework of the interactions defined in the Relationship Model of the GE.

This document develops GE's corporate strategy for the year 2040, 'Energy that Transforms', as it applies to the territory. It renews the commitment to the environment and society, as part of the creation of value with SostECnibilidad®, and responds to the need to coordinate the comprehensive management of the territory with GE businesses, segments, and companies, based on the creation of value, ensuring alignment between business growth and social transformation, addressing in a systemic manner the national context challenges, with integrality criteria to address regional opportunities and problems, as a necessary condition for the sustainability of GE's operations.

¹ The Ecopetrol Group is comprised of all the subordinated companies and those companies in which Ecopetrol has a holding, as well as the finances and investment of Ecopetrol in Colombia and abroad.

² For Crisis Management and Business Continuity, it also applies to Ecopetrol Group companies i) that have defined synergies in critical operations for the fulfillment of the business strategy, and ii) companies controlled inside or outside Colombia.

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The foregoing, in the context of a Fair and Equitable Energy Transition³ supported by innovation and technology as key factors for accelerating solutions to current and future challenges, added to the use of tools for planning, execution, and performance measurement, control and analysis, under a series of objectives, components, cross-cutting approaches, and guiding principles, which must be assumed by Ecopetrol Group companies.

2 OBJECTIVE

The integral management of the territory is aimed at contributing to territorial development and business sustainability along the value chain of each line of business of the Ecopetrol Group, by building relationships of trust with stakeholders in the territories, and the execution of investments to generate shared prosperity, within a framework of security with respect and promotion of human rights. This overall objective is structured through an ordered set of activities grouped into three mission components and a cross-cutting component.


3 COMPONENTS OF INTEGRATED LAND MANAGEMENT

The Strategy for the Integrated Management of the Territory is implemented through the following mission components:

- **Relationship with Society, Community, and Government:** Build and consolidate relationships of trust based on respect for life and other fundamental rights, and on permanent social dialogue for the agreement of joint visions of the territory, plus the search for comprehensive solutions to territorial conflict factors.
- **Creation of Social Value:** Contribute to territorial development through strategic, relevant, and powerful investment, promoting sustainability, inclusion, and territorial peace along the value chain, in accordance with local, regional, and national government commitments and the Sustainable Development Goals (SDGs); moreover, through the management of alliances and the identification of business models that imply community participation.
- **Physical Security with a human rights approach:** Manage the security of people, infrastructure, and operations of the Ecopetrol Group within a framework of corporate due diligence in human rights.

The three components are cross-cut due to financial and administrative planning, risk management, continuous improvement, and excellence, and are coordinated through an operating model for territorial management comprising processes and sub-processes grouped as illustrated below. (See figure 1).

³ Just Transition refers to policy interventions aimed at changing the economic structure to a low-carbon and environmentally friendly one. A growing body of expert work has contributed to the development of the Just Transition concept in the context of climate change mitigation policies, e.g., Green (2018); Heffron and McCauley (2018); Rosemberg (2010); Stevis et al. (2018); Stevis and Felli (2015).

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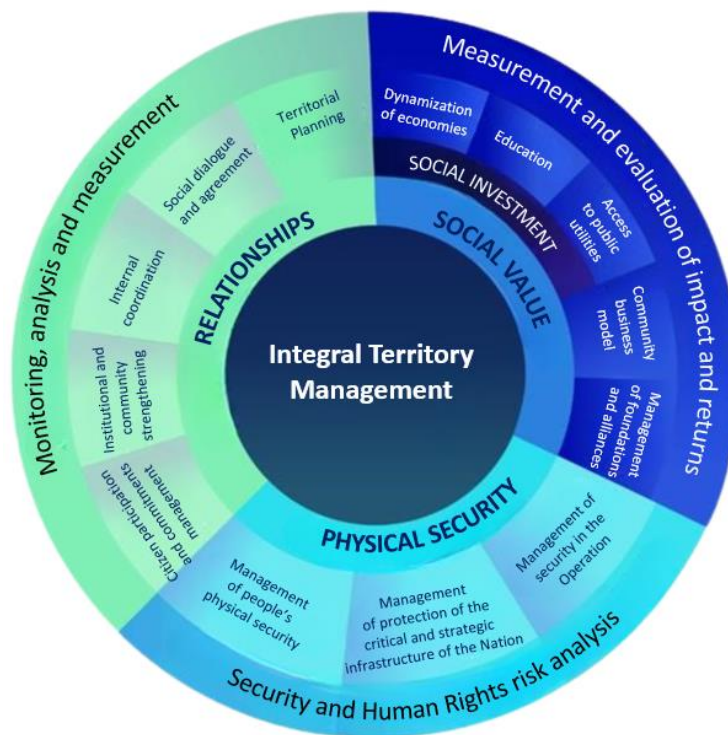


Figure 1. Components of the Strategy for Integrated Territorial Management


3.1 RELATIONSHIP WITH SOCIETY, COMMUNITY, AND GOVERNMENT

The Ecopetrol Group recognizes the determined, inclusive, and permanent relationship with the stakeholders of Society, Community and Government, as a strategic component in the integral management of the territory for building and consolidating long-term relationships of trust, the agreement of shared visions of the territory, the structuring of local development agendas, and the transformation of conflict.

The permanent relationship with these stakeholders allows for direct and timely knowledge of the social, economic, cultural, institutional, political, and environmental realities of the territory and based on this knowledge, the timely design of plans and actions aimed at maximizing their positive impact and minimizing the possible negative effects of their activities, thus generating value in the territory.

This component proposes the strengthening of communication spaces such as participatory, inclusive, proactive, approachable, and strategic dialogues and access to information in a transparent and timely manner. In addition to the foregoing, and in line with SostECnibilidad® and the principle of innovation and technology, the new social dynamics mediated by the digital era, lead to rethink the way of relating, incorporating the use of technological and social innovation tools for an iterative updating of territorial characterization, and permanent communication with the stakeholders in the territory.

Actions are considered within the framework of five mission subcomponents, and a cross-cutting component: **i)** Territorial Planning, **ii)** Dialogue and Social Agreement, **iii)** Internal Coordination, **iv)** Institutional and Community Strengthening, **v)** Citizen Participation and Management of Commitments, **vi)** Monitoring, Analysis, and Prospection.

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3.1.1 TERRITORIAL PLANNING

Territorial characterization

The reading, understanding, and characterization of the territories are based on annual territorial characterizations from the mapping and systemic analysis of variables specific to the identity and context of each region, the analysis of national and regional dynamics, the conflict trends in previous years, and the study of impacts, benefits, risks, and territorial opportunities. This leads to the building of Territorial Integral Management Plans, which are part of the projects and assets operational plan that, in turn, are aligned with the national and local development plans to achieve synergies and focus efforts on the regional convergence bets, reach relevant milestones for the viability of the operations, and define socio-environmental investment strategies for the closing of gaps and sustainable territorial development.

On the other hand, the identification, mapping, and valuation of the key participants in each territory allows for opportunities to improve relationships with the territory and the perception of stakeholders, as an aspect of vital importance, linked to social innovation for the strategic planning of the territory.

Fulfillment of Social Obligations

The operations and projects conducted by the Ecopetrol Group meet international standards in terms of business due diligence in human rights, national regulations, and legal requirements established by the Constitution, the law and environmental authorities, such as the Ministry of Environment and Sustainable Development (MADS), the National Environmental Licensing Authority (ANLA), the Agency of National Hydrocarbons (ANH), the Regional Autonomous Corporations (CAR), and the Ministry of Interior in the specific case of prior consultations. As part of the management of compliance with social obligations, the integral attention of the records allows the timely response and closure of social requirements.


The company ensures the identification, evaluation, and management of social impacts and the definition of prevention, mitigation, control, and compensation measures. For the identification of impacts, ample and sufficient spaces are created for citizen participation, promoting a respectful and representative relationship that favors active listening, and allows access to information in a transparent, complete, and timely manner, adapted to the language and cultural approach in each case.

3.1.2 DIALOGUE AND SOCIAL AGREEMENT

This strategy is based on social dialogue as the main tool to promote relationships of trust, strengthen the social fabric, and build shared visions of the territory within a framework of respect and promotion of human rights. For the Ecopetrol Group, social dialogue is the way to approach and coexist in the territories, under a notion of collective construction, which allows understanding the territorial reality, building bonds of trust, and generating actions for prevention, attention, resolution, and transformation of conflict while strengthening the relationship with communities, local authorities, companies, and other actors, to positively coordinate sustainable business and territorial development.

Each region has its own social, cultural, economic, and political characteristics, and that is why spaces must be created in a participatory manner according to the living forces that represent and constitute each of the territories.

In particular, the Ecopetrol Group recognizes and respects the ethnic diversity of the country. It engages with different communities and organizations of ethnic groups in the territories of interest of the Group, respecting their habits and customs, their own government and language, always seeking a constructive relationship. The Group's companies are attentive to the dynamics, relationships, and processes among

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these communities, their organizations, and the Government, always seeking a different engagement approach.

The Ecopetrol Group has corporate guidelines to ensure a differential ethnic approach and the rights of ethnic communities, as per current national and international legal norms, pursuant to Article 7 of the 1991 Political Constitution, which recognizes the ethnic and cultural diversity of the nation and commits to its protection.

3.1.3 INTERNAL COORDINATION

Seeking to contribute in a coordinated manner to a comprehensive management of the territory, actions are undertaken within the Group's companies, and between cross-cutting areas and business lines and segments, for establishing dialogue and internal processes to align and provide coherence to their actions in the territories, and nurture the principle of strategic planning from a multidisciplinary perspective, ensuring that the integrity in the approach to the environment is upheld, considering the particularities and mission objectives of each business line.

Internal coordination also seeks to identify and adopt good practices implemented by Group companies nurturing territorial management based on successful experiences and stories that can be shared with other companies, segments, or businesses, which also leverage on the complementarity of territorial management in a coordinated way.


The creation of regional coordination roles for territorial management that secure interdependent visions with the businesses and segments in each region, based on efficiency, translate into alignment of business growth, territorial development, and comprehensive management of conflict factors (labor, goods and services, land, union relations, environmental impacts, among others), based on the understanding of root causes and prospective analysis for early management that avoids escalation, plus attention to events through synergies between cross-cutting areas.

3.1.4 INSTITUTIONAL AND COMMUNITY STRENGTHENING

The development of capacities among stakeholders, society, community, and Government, at the territorial level, is fundamental for the construction of shared visions, the transformation of conflicts, and the promotion of long-term relationships. The qualification of community and institutional interlocutors also contributes to consolidate conditions for constructive social dialogue, while contributing to the creation of social and institutional capital, to deepen democracy, citizen participation, territorial peace, and the collective construction of the public in the territory.

In this vein, through alliances, coordination, and synergies with the public, private, civil society and/or international cooperation sectors, and within the framework of concurrence with public policies, it is foreseen to establish mechanisms that allow community organizations, ethnic groups and/or other social collectives to strengthen their organizational capacities by capitalizing the lessons learned from the GE, in addition to relevant experiences, good practices and methodologies derived from other organizations. Similarly, and in close coordination with the institutional bodies in charge of the subject, we intend to contribute to the strengthening of capacities of the territorial entities in hydrocarbon and renewable energy producing regions, reinforcing competencies associated with efficiency in territorial public management, effective execution of royalties, open government, transparency, and institutional innovation in the design and implementation of public policies, all of which are key for the closing of gaps, and the social and economic development of the territories.

Peace and Reconciliation

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Particularly, in line with the purposes of the Social State of Law, the Ecopetrol Group is committed to overcoming factors of conflict and building peace and reconciliation, beyond the policies of different governments, protected by the preamble of the Political Constitution of Colombia and, especially, Article 22, in the sense that it is one of its purposes and "a right and a duty of mandatory compliance", under the understanding that a sustainable peace is the result of a just and legitimate social, political and economic order.

In this vein, GE intends to contribute from its business management to promote engagement initiatives for the implementation of peace agreements and the promotion of a culture of peace and reconciliation as essential elements for institutional and community strengthening to overcome the structural causes of social and political violence, through the promotion of social and environmental justice and, therefore, the non-recurrence of the armed conflict.

3.1.5 CITIZEN PARTICIPATION AND COMMITMENTS MANAGEMENT

Citizen participation is a fundamental right underpinning Colombian democracy and one of the purposes of the Government (Articles 2 and 40 of the Colombian Constitution), which gives all citizens the opportunity to participate and actively intervene in the control of public management.

GE manages citizen participation based on three principles, i) transparency and access to public information, to ensure that its companies and partners make information about their activities available to stakeholders in a timely, accurate, complete, and accessible manner in line with the internal regulations associated with good governance, ethics, and information security; ii) citizen service, where it has the capacity and presence to interact with stakeholders, control, and monitor the commitments arising from such interaction, manage their information needs, as well as their requests, claims, complaints, and suggestions as per principles of rationality, efficiency, effectiveness, timeliness, transparency, and inclusion to secure the effective enjoyment of their rights; and iii) accountability and social control, where citizens are entitled to question, dispute, review, and ask for explanations about the activity of companies in relation with public interest activities.


In a transversal manner, the Ecopetrol Group promotes citizen participation in the territory through mechanisms, channels, pedagogies, settings and instruments (face-to-face and virtual) that favor the permanent interaction of the companies with their stakeholders to know their perceptions and expectations, promote training processes to strengthen citizen competencies, promote business management, and provide information about the company and the industry, as well as the identification, management, and closure of the commitments acquired.

Considering that building trust is underpinned by the fulfillment of commitments agreed with stakeholders, the Ecopetrol Group follows up on such commitments, particularly those acquired in spaces of engagement with society, the community, and the Government. Commitments are managed according to established internal procedures while being monitored through a digital platform; furthermore, a commitment management indicator has been established to measure performance in this field.

3.1.6 MONITORING, ANALYSIS, AND FORESIGHT

With the aim of strengthening decision-making tools, based on identification, description, analysis and foresight, the monitoring, analysis, measurement, and follow-up of critical variables that may impact the territories, added to incidents and alarms, are carried out to enable anticipation and building knowledge for informed decision making.

This sub-process, called Setting Monitoring, develops a systematic knowledge of the environment based on the follow-up and assessment of alarms and incidents, identifying causes, situations, and territorial

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dynamics leading to the opening and direction of regional and national Situational Environment Analysis Spaces (EASE), intended for effective internal coordination and decision making at regional and national levels.

Now, with respect to analysis and foresight for prevention and anticipation, the Business Environment Observatory describes, understands, reflects, analyzes, and foresees the dynamics in the setting in which GE operates, thus enabling planning, prevention, informed decision making, and resolution of conflicts that may affect the business activity.

The observatory is in charge of capturing, transforming, and organizing relevant information of the territory to understand its conflict dynamics, promote the analysis of the current and prospective situation based on open sources of information and different databases, for the transformation of information and the production of knowledge, seeking to impact the management of the territory through strategic anticipation.

3.2 CREATION OF SOCIAL VALUE

The Ecopetrol Group recognizes that the development and growth of its value chain has contributed to the creation of social value materialized in the growth, development, and transformation of the regions, hand in hand with national and local authorities, together with various allies, to generate sustainability, inclusion, territorial peace, and improve the quality of life of people, a contribution that in the long term leads to consolidating high levels of trust.


GE's contribution to territorial development intends to promote a long-term development vision, the strengthening of local economies within the principle of legality, and the construction of joint visions that are differentially identified in each region of the country.

The criteria that guide the materialization of the Ecopetrol Group's contribution to the country's territorial development imply: i) contributing to the development and future vision shared with various territorial participants, ii) generating efforts mainly focused on the country's rural areas to close gaps; iii) ensuring that the contributions verify their alignment with the crosscutting approaches of the strategy, and iv) their construction and planning through participation and social dialogue processes.

The Group is committed to the 2030 Agenda and thus to the United Nations Sustainable Development Goals. It recognizes the integrality and interdependence of all the SDGs and, therefore, although there are some with greater impact, it considers them a comprehensive, cohesive agenda. (See figure 2).



Figure 2. The Sustainable Development Goals (PNUD, 2016)

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The Ecopetrol Group's contribution to the generation of social value is embodied through social investment for territorial development, which is planned, structured, and executed through a portfolio of investments for territorial development, as well as through community business models, alliances for development and management of corporate foundations. The social value generated is measured, evaluated, promoted, and communicated on an ongoing basis.

3.2.1 SOCIAL INVESTMENT FOR SUSTAINABLE TERRITORIAL DEVELOPMENT

The "Generate Value with SosTECnibilidad®" pillar contained in GE's corporate strategy 2040, establishes local development as an exceptional material component that allows giving relevance to stakeholders and creating value through the consolidation of high levels of trust in the territories of influence, stimulating social investment in three strategic options that respond to the challenges of the business lines and coincide with the needs and inequity gaps of the regions, namely: dynamization of local economies, education, and closing gaps in access to public services.

Social investment is materialized through projects that are identified, agreed upon and prioritized in spaces of social dialogue with the participants of the territory, according to the shared visions and agendas that allow coordinating efforts around the collective purposes defined. In this regard, initiatives and projects must be identified as per the aforementioned guiding criteria, and formulated, structured, and executed in accordance with planning standards, institutional competencies, technical rigor and implementation of risk management and controls.

a) Revitalization of local economies

The regions where mining-energy sector activities are present have generated a high socioeconomic dependence, particularly with respect to labor contracting and acquisition of local goods and services necessary for the development of the business activity, conditions that increase social conflict given the high local expectations and the difficulty of the sector to satisfy them in a continuous and sustainable manner.


Therefore, there is a need to contribute to the diversification and dynamization of local economies, to the promotion of productive employment, strengthening territorial vocation and capacities of the various sectors of the economy, with special emphasis on the rural, community, and popular economy through the incentive of inclusive rural development, promoting entrepreneurship and consolidation of micro, small, and medium-sized enterprises, green businesses, social innovation initiatives through capacity building, as well as strengthening road and community infrastructure to encourage trade, connectivity, and rural and urban social cohesion.

b) Education

The Ecopetrol Group considers education the main driver of social development. The gaps in quality and educational coverage in the country, and the difficulties for students to remain in the educational system, justify developing interventions to improve quality, coverage, and school retention, primarily, but not limited to, the areas of interest of the Ecopetrol Group, and by these means generate social capital and convey culture and democratic values.

It is also necessary to promote skills for innovation, the development of scientific and technological knowledge aimed at promoting solutions to social problems and job skills, with the premise of adapting capabilities to the challenges of the energy transition.

c) Closing gaps in access to public services

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According to the National Planning Department, poverty is not only measured by the lack of income of an individual or family group; it is defined by 5 dimensions that are collected through the Multidimensional Poverty Index, a mechanism that allows public policy makers and governors to identify with greater accuracy the actions necessary to overcome poverty.

The methodology of Unsatisfied Basic Needs (UBN), established by the National Department of Statistics (DANE) seeks to determine, with the help of indicators, if the basic needs of the population are covered, where groups not reaching a minimum threshold are classified as poor.

In this vein, the Ecopetrol Group has its technical, scientific, and technological capacity to promote access to basic services, such as natural gas, energy, drinking water and sanitation, thus consolidating the justice of the energy transition, under the understanding of the corporate purposes and objectives and in the territories with the greatest gaps.

Similarly, and understanding that the contribution to the full exercise of rights promotes the quality of life and wellbeing of the population, the Group encourages access to health services and actions aimed at promoting it, which generate conditions for the effective exercise of rights.

3.2.2 INVESTMENT PORTFOLIO FOR TERRITORIAL DEVELOPMENT

The investment portfolio for sustainable territorial development is the instrument used by the Ecopetrol Group to manage and consolidate its contribution to create social value under planning criteria, capital discipline, and in synchrony with corporate financial planning and management processes.

The portfolio incorporates social, environmental, strategic, mandatory investments, and investments that imply financing from various sources such as the mechanism of Works for Taxes and Works for Royalties, among others. It also consolidates initiatives, sponsorship, and projects that are developed in favor of territorial engagement.

3.2.3 COMMUNITY BUSINESS MODELS


Justice and equity in the energy transition require a differential contribution for closing gaps, particularly in dealing with access to energy in rural areas of the country that promote economic diversification through the use of renewable sources while allowing the implementation of business models for social participation in the territories, in line with the business strategy and complemented with strategic social investments for territorial development. Hence, the Ecopetrol Group relies on its technical capacities, where the most outstanding are skills related to territory, scientific, technological management, planning, structuring and consolidation of energy communities or business models that translate into economic engagement with the communities.

3.2.4 PARTNERSHIP MANAGEMENT FOR DEVELOPMENT

In line with the Sustainable Development Goals, the Ecopetrol Group's strategic alliances at national and international level, are consolidated as the basis for the constant referencing of good practices in the creation of social value and the possibility of leveraging new opportunities and cooperation resources to generate solutions for the creation of value and bring social prosperity to the territories of interest, contributing to position the Ecopetrol Group as a world class organization in this area.

3.2.5 ROLE OF CORPORATE FOUNDATIONS IN TERRITORIAL MANAGEMENT

Ecopetrol Group companies have participated in the creation and development of corporate foundations with the aim of leveraging territorial development through different fields of social and environmental

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action, executing projects that have generated positive impacts in the regions and their recognition as actors with incidence in the territory.

Bearing in mind the strength of some of these foundations and their specialization in areas of regional socio-economic development, they are considered within this strategy as actors that can complement or expand the strategic options for generating social value, while they can act as relevant allies in the execution of initiatives and social investment projects, maintaining their rigor, specialty, and independence, applying their governance and sustainable vision principles.

3.2.6 MEASUREMENT AND EVALUATION OF IMPACT AND RETURNS

The prioritization of the different forms of social value generation relies on the diagnoses and main socioeconomic gaps described in the territorial characterization, which include official secondary indicators as a reference, and the relevance of the projects is analyzed by selecting those that are strategic for the relationship, local development, and value generation. Furthermore, methodologies are applied for the prioritization of resources based on the value of the operation's assets.

The strategy considers the measurement and evaluation of the impact of social projects implemented as the compass to guide and plan investments and manage the expected transformation with sustainability criteria under the premise of action without harm.

3.2.7 PROMOTION AND COMMUNICATION OF SOCIAL VALUE CREATION


The creation of social value of the Ecopetrol Group must be promoted and conveyed through internal and external channels, with a differentiated approach depending on the audience. Investors, employees, associates and partners, suppliers, customers, society and community, the Government, among others, must have access channels and timely and truthful information so that they can know the destination of public resources, improving their perception of the company, and enabling the transmission of information.

Hence, criteria and methodology are established to shape and manage plans for the promotion and communication of social investment, community business models and development partnerships, strengthening knowledge, trust, and reputation and offering means of feedback to know the expectations and feedback of stakeholders and direct efforts towards material issues for business and territorial sustainability.

The promotion and communication of social investment has multiple benefits throughout the investment management cycle (planning, execution, follow-up, and closure), achieving an alignment and complement with the relationship and communication efforts.

3.3 PHYSICAL SECURITY WITH A HUMAN RIGHTS APPROACH

Within the framework of the corporate strategy 2040, the GE defines the Strategy for the Integral Management of the Territory, which in turn includes the strategic component of Physical Security with a human rights approach developed in this section, through the definition of the Enabling Plan as an instrument for implementing a preventive and anticipatory model to manage the security of people, infrastructure, and operations whose center of gravity is the cultural principle "Life First". (See figure 3)

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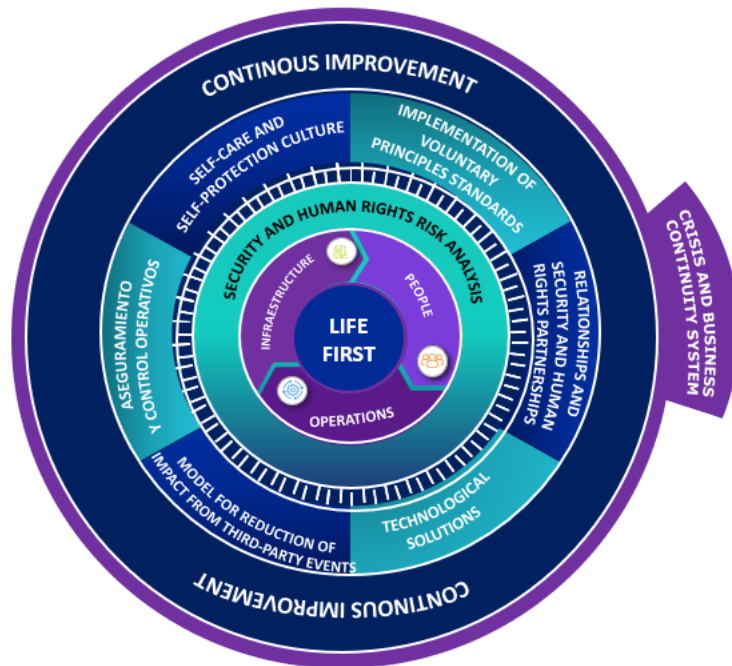


Figure 3. Enabling Plan Physical Security and Human Resources Management

3.3.1 MANAGEMENT PILLARS


- **Management in the protection of people:** Define and implement a Physical Security model focused on protecting the lives of workers during the performance of their duties.
- **Management in the protection of the Nation's critical and strategic infrastructure:** Define and implement cost-effective solutions and delay barriers to have self-protected assets to prevent and/or reduce the security impacts of the territory on people and the operation. Management in the protection of the Nation's critical and strategic infrastructure is fundamental, since these assets guarantee the country's supply, the provision of essential public services and constitute the fundamental pillar of energy security.
- **Management for the viability of the Operation:** To make viable the development of the company's operations, projects and new businesses to support the energy transition, the wellbeing of the communities and the provision of essential public services to all Colombians.

3.3.2 PROMOTER: RISK ANALYSIS IN PHYSICAL SECURITY AND HUMAN RIGHTS

The proponent seeks to ensure that management is carried out based on security risk analysis and identification of possible impacts on human rights, in accordance with the international standard of Voluntary Principles on Security and Human Rights, through the definition of a methodological standard. Further, the physical security and human rights risk analyses constitute the basis and roadmap for the implementation of the action lines that enable the management of the identified risks.

3.3.3 ACTION LINES

Based on the promoter, action lines that seek the integral management of Physical Security and Human Rights risks that impact the pillars that are the object of this Enabling Plan are implemented.

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3.3.3.1 Culture of self-care and self-protection

Its objective is to raise the level of awareness and coherence of employees on the importance of deploying self-care and self-protection behaviors to face threats and challenges in the territory (public order) as a pillar for physical security within the framework of due diligence in security and HR. It is implemented by means of:

- Analysis of safety and human rights in the territory with recommendations for the workers' functioning and safety.
- Requests to competent entities for risk level studies for those workers who require it according to the results of the business risk matrix.
- Self-care and self-protection training plans aligned with the identified risk level.

3.3.3.2 Implementation of standards on voluntary principles

Its objective is to implement the international standards of the Voluntary Principles through bidirectional risk analysis in security and human rights to prevent and mitigate the materialization of human rights impacts that affect people and the company's reputation. To have a transparent and human rights-respectful relationship with the Public Force (FFPP), civil authorities responsible for public order management, competent authorities in protection matters, private security companies, and other actors in the territory within a framework of due diligence in security and human rights.


The Enabling Plan defines the competencies related to security and human rights, which are limited to the implementation of Voluntary Principles on Security and Human Rights standards. It is implemented by means of:

- Analysis of security and HR bidirectional risks.
- Updating and strengthening of controls to mitigate the materialization of security and human rights risks.
- Awareness-raising on Voluntary Principles and Due Diligence in security and HR.
- Liaison with FFPP, civil authorities responsible for public order management, protection authorities and other participants in the territory within a framework of security and human rights Due Diligence.
- Inclusion of the Voluntary Principles clause on security and human rights in private security contracts and agreements with FFPP, among others.
- Issuance of internal regulations (policies, guidelines, procedures) on security and HR.
- Receipt, follow-up, and response to security and HR PQRS.
- Alignment with the company's human rights plans, together with the Corporate Liability Management of the Vice-Presidency of Corporate Affairs and General Secretariat (VAC).
- Promote awareness campaigns on security and human rights issues.

3.3.3.3 Transparent relations and security alliances

Its objective is one of transparent relations, collaboration, and alliances of the Ecopetrol Group with the Colombian Ministry of Defense, Public Forces and State entities as required, working for a common goal: to protect the country's energy security, guarantee the country's supply, and promote development in the territories where the Ecopetrol Group is present, considering the dynamics of the territory, generating new models of strategic alliances that strengthen aspects related to the corporate culture of security, and promoting compliance with and enforcement of the Constitution and the law. It is executed by means of:

- Participation in regional spaces for the management of coexistence and security.

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- Strategies and methodology for engagement with the various stakeholders.
- Communication channels and mechanisms for building trust and confidence with the communities where we operate, coordinating it with the company's responsible area.
- Relationship strategies with subordinates and companies in the sector.

3.3.3.4 Physical Security Technological Solutions

Its objective is to identify, define, and implement cost-effective technological solutions as part of the integral management of physical security risks for the Ecopetrol Group to protect the lives of workers, generate self-protected assets, prevent, and mitigate impacts on physical security due to actions of the territory, contribute to make the operation viable and support crisis and continuity management. The scope of the solutions to be implemented must address, from prevention and anticipation, some of these components of the integrated system:

- **Delaying** measures, which delay the materialization of the risk and enable its detection.
- Immediate **detection and verification** of the event, facilitating timely response and ensuring traceability of the incident.
- **Remote technical response** to strengthen delay and immediate deterrence.
- Acquisition and processing of information in real time to support the **effective response** of the authorities and cooperate with the authorities for the due process of **prosecution**, ensuring the recording of evidence.


It is executed by means of:

- Technical-economic analysis of existing and emerging technologies that can address the needs identified in the different physical security and HR risk analyses.
- Promote the development and adapting technologies to mitigate the risks associated with physical security and human rights.
- Focus human resources on activities that add greater value to the operation, concentrating on decision making.
- Create self-protected facilities that require less logistical resources, strengthening delay measures in critical assets, and implementing detection and verification systems.
- Create an integrated security model as a benchmark for the Ecopetrol Group, which provides resilience to corporate processes.
- Implement efficient access controls for both people and vehicles.
- Verify that the protection standard is applied as projects mature.
- Design and propose strategies to mitigate the risk of trespassing/ intrusion to Ecopetrol's properties.

3.3.3.5 Operational assurance and control

It is intended to implement physical security models and/or devices for the protection of people, infrastructure, and operations, according to the physical security and human rights risk analysis for each region and available resources. It is executed by means of:

- Risk analysis in physical security and HR by region: identify strategic objectives, vulnerabilities, criminal behavior, and potential risks.
- Resources available by region: analysis of resources versus needs, optimization, and integration of resources, updating resources according to needs (including own and external resources).
- Preparation and execution of tactical plans aligned with matrix processes by region, including indicators to measure effectiveness.
- Perform failure analysis with opportunities for improvement through constant monitoring.

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- Analysis and feedback: periodic review of plans versus results aligned with continuous improvement.

3.3.3.6 Impact reduction model for third party events

Seeks to identify, anticipate, and manage risks and impacts to infrastructure and operations associated with criminal acts. It is implemented by means of:

- Physical security and human rights risk analysis by region: identification of criminal behavior and connections.
- Methodological standardization for gathering information and preparing reports: guiding criteria and focus on the areas of operation.
- Methodological standardization for the identification of damage: impacts on infrastructure and operations.
- Generate country impact matrix: record of crimes, connections, impacts, etc.
- Support for judicial investigations: integration with alliances, judicial representation, awareness raising and training on our operations for judicial authorities (targeting and guiding criteria).
- Relationship strategies with subordinates and companies in the sector.

3.3.3.7 Crisis and business continuity system


Raise the capacity to prevent, prepare, respond, and learn in the face of challenging scenarios within the business context, which may affect corporate reputation, continuity of the supply chain, country's supply and compliance with the corporate strategy, and business sustainability.

The Crisis and Continuity Management system, as part of the strategic component of physical security and HR, works synchronously with other areas of the Company such as cybersecurity and cyber defense management, technological continuity, territorial planning, risk management, emergency management, among others, promoting the alignment of organizational objectives and priorities to avoid the escalation or minimization of impacts derived from any alarm, incident and/or emergency regardless of their origin, complexity, or nature.

The Crisis and Business Continuity Management cycle is carried out in four phases: preparation, prevention, response and recovery, and continuous improvement. (See figure 4).



Figure 4. Crisis and Business Continuity Management Cycle

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Preparation:

- Definition of the objective and scope.
- Identification of risks and Crisis and Continuity scenarios.
- Design of strategies / Generation of lines of action (Crisis).
- BIAS (Business Impact Analysis), Risks, Strategies, and Continuity Plans.
- Planning and execution of tests / simulations.
- Training and education at strategic, tactical, and operational level.

Prevention:

Preventive activation of continuity plans, escalation to crisis. Through the Crisis Management Center, we secure:

- Monitoring and analysis of KRI alarms, incidents with potential to affect continuity or escalate to crisis.
- Conduct situation analysis, evaluation of potential and actual impacts.
- Preventive activation of response teams.
- Close or start evaluation of procedures for the activation of the actual crisis response.

Response and Recovery:

Coordinated response structure is activated: Active Incident Command, Vice Presidential Command - ESN and Corporate Crisis Committee.

- Activation of the actual crisis committee and declaration of the operation in contingency and/or declaration of business crisis.
- Activation of response teams and continuity plans.
- Impact management.
- Monitoring and evaluation of response performance.
- Business recovery and return to normal.
- Activation of communications and recovery strategies.
- Definition of post-incident or crisis plans and return to normal.
- Closure of response teams and post-crisis follow up.


Continuous Improvement:

- Measurement of Crisis and Business Continuity Management performance and maturity.
- Generation and implementation of lessons learned from Crisis and Business Continuity incidents.
- Follow-up on the incorporation of lessons learned and improvements.
- Measurement of the maturity level, projecting new goals.
- Dissemination and validation of organizational learning.

4 CROSSCUTTING APPROACHES

Crosscutting approaches are understood as integrating guidelines contained in three components that allow overcoming fragmented visions of the strategy and which optimal combination is decisive for the achievement of the expected transformation through a holistic view of the process.

4.1 FAIR, EQUITABLE, AND SUSTAINABLE ENERGY TRANSITION

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The challenges imposed by climate change and the commitments that countries have been assuming regarding the reduction of greenhouse gas emissions and, hence, the decarbonization of economies, have brought with them demands for the mining-energy industry, not only in technical, technological and environmental mitigation terms, but also in the field of adaptation and labor transformation and sustainable uses by the communities settled in territories where the Ecopetrol Group's activities are performed.

A proactive management of the territory must consider the systemic impacts derived from the decisions related to the energy transition, fundamentally in central aspects such as social and labor reconversion, the generation of sustainable alternatives for petroleum territories or the democratization of energy resources and their management in an associative framework, articulating the inclusion of the communities in the energy transition processes. In this exercise, which must consider a strong component of participatory planning and social dialogue, the involvement of territorial entities, business sector, academia, and social organizations is indispensable.

4.2 DIVERSITY AND INCLUSION

The Ecopetrol Group is committed to equity and non-discrimination; therefore, its employees and contractors recognize and respect diversity in all its expressions within their organizations and in the territories, promoting an inclusive perspective that considers the existing diversity and promotes collective awareness of the value of difference for the achievement of Peace and Reconciliation. As the Declaration of Culture states: "We listen with respect and speak with clarity, we lead from diversity and inclusion".

The integrated management of the territory implies contributing to overcome the structural causes of violence, so the Ecopetrol Group promotes territorial transformation comprehensive projects that materialize social and environmental justice and, therefore, reconciliation and guarantee of non-repetition.

In this regard, the integrated management of the territory privileges in its three components a diverse and inclusive approach, and implements actions for the reduction of gaps and socioeconomic barriers that affect vulnerable groups of society, plus proper valuation of identities and cultural expressions.

4.3 INNOVATION AND TECHNOLOGY


Integrated territorial management is approached from a perspective of innovation, understood as the capacity to create and disseminate new rules and practices that strengthen the mentality for change and generate solutions to problems in an effective and sustainable manner, providing value to society at large and to communities in particular, with the support of technology.

This means finding solutions in the social, environmental, economic, cultural, political, and institutional areas, in a transversal way to the integrated management of the territory, taking advantage of the spaces and opportunities to establish synergies between the companies of the Ecopetrol Group and its different stakeholders.

5 GUIDING PRINCIPLES

The performance of the GE for the integrated management of the territory is governed by the following principles:

5.1 COMMITMENT TO HUMAN RIGHTS

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The Ecopetrol Group adheres to the United Nations Guiding Principles on Business and Human Rights, the Ten Principles of the Global Compact, the guidelines of the Organization for Economic Cooperation and Development (OECD) for multinational companies, the observance of the Voluntary Principles on Security and Human Rights, Convention 169 of the International Labor Organization (ILO) and Performance Standard Seven, Indigenous Peoples of the International Finance Corporation (IFC).

In line with the above, and in accordance with the provisions of its Human Rights and Business Guide⁴, the Ecopetrol Group is committed to the respect and promotion of human rights in a framework of business due diligence in human rights as a criterion for action and decision making, implementing actions that contribute to prevent and mitigate adverse impacts on human rights arising from business management, and adopting the necessary corrective measures to improve processes, maximize positive impacts, and remedy human rights violations, further to establishing a corporate culture of respect and promotion of human rights among its employees and contractors.

5.2 THE CONSTITUTION AND THE LAW AS A FRAMEWORK FOR ACTION

Each and every one of the Ecopetrol Group's actions are conducted in accordance with the principle of legality, with due respect and in full compliance with the Political Constitution, the law, and other regulations in force within the framework of corporate due diligence. Legality, as a principle that ensures respect and enhancement of individual and collective fundamental and constitutional rights of stakeholders, and compliance with contractual, social, and environmental obligations, is the framework to enforce the rights and liabilities of the Ecopetrol Group as a relevant actor in the development of the country.

In this vein, Ecopetrol Group companies comply with their obligations, particularly environmental and social legal obligations⁵, which includes the identification and evaluation of impacts derived from their activities, and defines, with the participation of those affected, management measures to prevent, mitigate, correct, or compensate them.

As for integrated land management, the EG bases and develops its activities in accordance with the principles of the social rule of law and pursuant to public policies, land-use planning instruments, and government social programs. It recognizes the value of public-private and community alliances to coordinate efforts and maximize the expected benefits of its actions. Thus, the integral management of the territory by the Group contributes to strengthen the legitimacy and presence of the government in the territories where it operates, contributing to the construction of the public and the culture of civility.


5.3 TRANSPARENCY IN ACTIONS

Ecopetrol Group companies shall communicate in a clear, timely, and transparent manner with their stakeholders, making public their values, principles, objectives, actions and achievements, and remaining aware of their perceptions and expectations.

It responds in a timely and quality manner to requests, complaints or claims received, while facilitating access to public information. Likewise, the companies report on the different activities of their projects and operations in the territory.

⁴ GEE-G-035 - Guide to Human Rights and Business. Ecopetrol S.A.

⁵ Legal social obligations are established through administrative acts by environmental authorities, control entities and other bodies (ANH, Ministry of the Interior, etc.) within the framework of the regulations corresponding to each entity for the development of activities and/or projects in the oil industry.

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The systematic and two-way communication promoted by the companies of the Ecopetrol Group is aimed at creating and strengthening reliable human connections. Continuous communication allows generating a positive perception and position of the stakeholders towards the activity of the Ecopetrol Group companies.

5.4 PLANNING AND EXCELLENCE

The execution of disciplined and rigorous strategic planning exercises for a coordinated management of the territory promotes and secures the participation and contribution of the businesses, companies and transversal areas for the fulfillment of the Ecopetrol Group's strategic goals, since excellence in the management of the territory is determined by a rigorous balance between business priorities and the social, environmental, political, and economic expectations of the different territorial stakeholders.

The strategic planning process applies best practices in the design, updating, implementation, and follow-up of enabling plans, constant monitoring of events and trends, added to the analysis and evaluation of results, considering the national context and the particular characteristics of the territories where the Group operates. Consistency in planning is ensured by developing it in synchrony with the business cycles of financial, performance, risk, evaluation, and verification management, without limitation, which are executed in a systemic manner, are results-oriented, and promote coordination, integration, innovation, and improvement.

In line with the fulfillment of the Ecopetrol Group's value and financial sustainability goals, the financial or non-financial contributions promoted to accompany the integral management of the territory are planned within the framework of an efficient use of resources, identifying opportunities in their execution, generating mitigation actions, and evaluating risks and opportunities; furthermore, the application of guiding criteria to demonstrate the social and economic value of investments for their allocation and prioritization.

The preventive and anticipatory model for managing the security of people, infrastructure, and operations is also managed within the framework of continuous improvement to permanently adapt to the dynamics of the territory and anticipate possible physical security events that affect human rights.


This principle promotes excellence through continuous improvement in the integral management of the territory, monitoring compliance with key performance indicators, managing gaps, findings, and observations from evaluations by control entities, radars, audits, and tests, as well as the transformation and innovation of its processes.

5.5 INTEGRAL MANAGEMENT OF THE TERRITORY

The integral management of the territory is a task of the GE companies, and that is why the coherent articulation of principles, purposes, standards and practices among the different business lines, the companies that comprise them and the transversal areas, plus the unification of positions and coordination of actions with their partners, contractors and allies, ensure integrality for the creation of value, business growth, viability and expansion of the business, and the building of trust.

Under this premise and permanently respecting the freedom of enterprise and administrative autonomy, different mechanisms are conceived and developed from the companies and areas of GE, which allow our partners, contractors, and allies to embed in their activities the principles and components of this strategy.

Good practices, such as the integration of people who find it difficult to get a job, labor reconversion, and the substitution of petroleum income within the framework of a fair energy transition, the

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strengthening of local suppliers and diverse productive enterprises, as well as permanent awareness of the effective prioritization of local content and compliance with the regulations regarding the Public Employment Service in areas influenced by the energy mining sector, directly involve our supply chain in the integral management of the territory.

6 CONTINGENCIES


Not applicable.

7 REFERENCES

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VERSION LIST

Previous Document			
Version	Date dd/mm/aaaa	Document Code and Title	Changes
4	12/03/2020	GDE-N-001 Environment Management Strategy Adjustments in Chapters: Strategic Axes: Number 7.4 is adjusted. Physical Security Strategic Axis aligned to the Physical Security Enabling Plan built as an Internal Audit Improvement action. In this strategic axis, the roadmap made up of eight (8) components are developed, which are: Relationship and strategy, risk management, security for employees, protection of critical infrastructure and operation, project viability, monitoring and statistics, continuity and crisis management, human rights.	
New Document			
Version	Date dd/mm/aaaa	Changes	
1	06/09/2023	GEE-N-001 Code is adjusted according to document regulation guidelines for the Ecopetrol Group. Alignment with the SostECnibilidad® Strategy and the Local Development Roadmap in chapters: 1. Background: Numeral is eliminated. 2. Introduction: The wording is adjusted.	

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		<p>3. General Objective: Adjusted according to current strategic components.</p> <p>4. Specific objectives: Numeral is eliminated.</p> <p>5. Guiding principles: The title is adjusted; the principles are grouped together, and the wording is adjusted.</p> <p>6. Framework for action: Numeral is eliminated.</p> <p>7. Cross-cutting approaches: Numeral is included.</p> <p>8. Components: The title is adjusted, the strategic axis Environmental Management is eliminated, social investment, relationship and physical security components are adjusted (incorporating power of attorney).</p> <p>Document reviewed by the Vice-Presidency of Corporate Affairs and General Secretary to verify the correct use of terminology and definition of the scope of this document for the companies of the Ecopetrol Group according to the criteria set forth in the Corporate Governance Model.</p>
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For further information, please contact:


Paola Andrea Hernández, Julia Mónica Peña, Gonzalo Murillo, Marcela Andrea Reina, Mabell Jessica Isaza.

Email:

paolaand.hernandez@ecopetrol.com.co, julia.pena@ecopetrol.com.co, gonzalo.murillo@ecopetrol.com.co, marcela.reina@ecopetrol.com.co, mabellje.isaza@ecopetrol.com.co

Unit: Vice-Presidency of Sustainable Territorial Development

Electronically reviewed by:	Electronically approved by:
<p>JUANITA DE LA HOZ HERRERA Manager of Social Prosperity ID Card No. 52.711.744 Vice-Presidency of Sustainable Territorial Development</p> <p>MARTHA ISABEL HURTADO GRANADA Dialogue and Relationship Manager (e) ID Card No. 52.420.072 Vice-Presidency of Sustainable Territorial Development</p> <p>JAIRO FUENTES SANDOVAL Manager of Physical Security and Human Rights ID Card No. 79.469.648 Vice-Presidency of Sustainable Territorial Development</p>	<p>DIANA ESCOBAR HOYOS Vice President of Sustainable Territorial Development ID Card No. 42.882.048 Vice President of Sustainable Territorial Development</p>

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LEANDRO CAÑIZARES CASTRO
 Planning and Excellence Manager (e)
 ID Card No. 5.469.090
 Vice-Presidency of Sustainable Territorial
 Development

GERMÁN GONZÁLEZ REYES
 Vice-President of Corporate Affairs and General
 Secretariat (e)
 ID Card No. 80.408.313
 Vice-Presidency of Corporate Affairs and General
 Secretariat

*Electronically signed document, according to the provisions of Decree 2364 of 2012, which regulates Article 7 of Law 527 of 1999, on electronic signature and other provisions.
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