

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

TABLE OF CONTENTS

| | | Page |
|----------|--|-----------|
| 1 | INTRODUCTION..... | 3 |
| 2 | BACKGROUND | 4 |
| 3 | OBJECTIVES | 5 |
| | 3.1 GENERAL..... | 5 |
| | 3.2 SPECIFIC..... | 5 |
| 4 | BASIC PRINCIPLES..... | 5 |
| | 4.1 THERE IS NO BUSINESS SUCCESS WITHOUT SOCIAL AND ENVIRONMENTAL SUSTAINABILITY..... | 5 |
| | 4.2 PLANNING THE SOCIAL SETTINGS AS A PURPOSE | 5 |
| | 4.3 THE LAW AS A STARTING POINT | 5 |
| | 4.4 A DIVERSE AND INCLUSIVE COMPANY | 6 |
| | 4.5 THE GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS –HHRR- DETERMINE OUR FRAMEWORK FOR ACTION | 6 |
| 5 | CONCEPTUAL FRAMEWORK FOR SOCIAL SETTINGS MANAGEMENT | 6 |
| 6 | PERFORMANCE CRITERIA | 7 |
| | 6.1 THE ECOPETROL BUSINESS GROUP STRATEGY AND CREATION OF VALUE AS AN INTEGRATED GROUP..... | 7 |
| | 6.2 CONSOLIDATION OF THE CORPORATE GOVERNANCE MODEL | 8 |
| | 6.3 ALIGNMENT WITH THE PURPOSES OF THE STATE | 8 |
| | 6.4 ANTICIPATED AND PLANNED SOCIAL SETTINGS MANAGEMENT..... | 8 |
| | 6.5 RELATIONSHIP WITH DIFFERENT STAKEHOLDERS AS THE BASIS FOR CREATING TRUST | 9 |
| | 6.5.1 THE DEPARTMENTS AND MUNICIPALITIES ARE FUNDAMENTAL INTERLOCUTORS FOR THE DEVELOPMENT OF ACTIVITIES IN THE TERRITORY | 9 |
| | 6.5.2 DIALOGUE WITH ETHNIC GROUPS | 10 |
| | 6.6 SUSTAINABLE DEVELOPMENT AND CREATION OF SHARED VALUE..... | 10 |
| | 6.6.1 THE SUSTAINABLE DEVELOPMENT FUNDAMENTAL PURPOSE OF THE SOCIAL SETTINGS STRATEGY 10 | 10 |
| | 6.6.2 COMPETITIVENESS AND PLURALITY ARE CONDITIONS FOR LOCAL DEVELOPMENT ... | 11 |
| | 6.6.3 SOCIAL AND ENVIRONMENTAL PERFORMANCE IS A SOURCE OF COMPETITIVENESS AND VALUE 11 | 11 |
| | 6.6.4 TRANSPARENT AND CONTINUOUS COMMUNICATION..... | 12 |
| | 6.6.5 SOCIAL SETTINGS MANAGEMENT IS A SHARED TASK..... | 12 |
| 7 | STRATEGIC SOCIAL SETTING MANAGEMENT AXES..... | 12 |
| | 7.1 STRATEGIC ENVIRONMENTAL MANAGEMENT AXIS | 12 |

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |
| | | Version: 4 |

| | | |
|------------|---|-----------|
| 7.1.1 | COMPREHENSIVE WATER MANAGEMENT | 13 |
| 7.1.2 | BIODIVERSITY | 13 |
| 7.1.3 | CLIMATE CHANGE..... | 14 |
| 7.1.4 | CIRCULAR ECONOMY | 15 |
| 7.1.5 | ENVIRONMENTAL AUTHORIZATIONS | 15 |
| 7.2 | SOCIAL INVESTMENT STRATEGIC AXIS | 15 |
| 7.2.1 | EDUCATION, SPORTS, AND HEALTH | 16 |
| 7.2.2 | INCLUSIVE RURAL DEVELOPMENT..... | 17 |
| 7.2.3 | ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT | 17 |
| 7.2.4 | PUBLIC AND COMMUNITY INFRASTRUCTURE | 18 |
| 7.2.5 | PUBLIC SERVICES (GAS, ENERGY, WATER AND BASIC SANITATION) | 18 |
| 7.3 | STRATEGIC RELATION AXIS | 19 |
| 7.3.1 | TERRITORIAL DIALOGUE AND CONSULTATION | 19 |
| 7.3.2 | COMMITMENTS MANAGEMENT..... | 20 |
| 7.3.3 | PROFIT SHARING | 20 |
| 7.3.4 | TERRITORY MANAGEMENT | 20 |
| 7.3.5 | EMPLOYABILITY | 21 |
| 7.3.6 | INSTITUTIONAL AND COMMUNITY STRENGTHENING | 21 |
| 7.4 | STRATEGIC PHYSICAL SECURITY AXIS | 21 |
| 7.4.1 | Relationship and Strategy | 23 |
| 7.4.2 | Risk management..... | 24 |
| 7.4.3 | Staff security | 24 |
| 7.4.4 | Protection of critical infrastructure and operation..... | 24 |
| 7.4.5 | Project feasibility | 25 |
| 7.4.6 | Monitoring and statistics | 25 |
| 7.4.7 | Continuity and crisis management | 26 |
| 7.4.8 | Human Rights | 27 |
| 8 | COORDINATION FOR SOCIAL SETTINGS MANAGEMENT | 27 |
| 9 | CONTINGENCIES | 27 |
| 10 | REFERENCES | 27 |

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

1 INTRODUCTION

For the purposes of this strategy, social environment is defined as the biophysical and social setting in which people, ecosystems, and institutions interact. The environment is dynamic and is affected by changes in ecosystems and by the entry and exit of agents that interact with it.

In addition, it can be affected by external forces, processes, and events (e.g. changes in public policies, peace negotiations and implementation of agreements, modifications to land use, changes in the dynamics of sources of income -such as oil prices or agricultural products-, external conflicts, natural disasters, among others). The presence of ECOPETROL, its Business Group and contractors, impacts the relationships taking place in the social context, its dynamics and trends. However, these effects are not random; their dimensions and direction can be, at least in part, intervened by the Company.

This strategy understands Social Settings Management as the set of activities aimed, in essence, at building favorable conditions for the growth of ECOPETROL and its Business Group and, simultaneously, at generating conditions for sustainable development in the territories. Social Settings Management activities, as well as business activities, must be carried out using analytical, managerial and performance tools. Its treatment requires a management as rigorous as that given to the Exploration, Production, Transportation, Refining and Marketing segments; under a series of basic principles, performance, and relationship criteria that must be adopted by ECOPETROL, its Business Group and contractors.

This, in order to ensure that the presence of the ECOPETROL Business Group in the regions effectively leads to the triggering of positive trends that contribute to the improvement of the socio-economic and environmental conditions of the territories, to local development, and to the assurance of the viability of the projects and the consolidation of operations.

The Social Settings Strategy is built on four strategic axes, presented below, which will be detailed later in this document. (See Graph 1)



Graph 1: Social Settings Strategy Axes

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

This social settings strategy will have fulfilled its fundamental objective insofar as, on the one hand, it ensures the economic growth and expansion of ECOPETROL and its Business Group; and on the other, it contributes to the sustainable development of the territories.

2 BACKGROUND

ECOPETROL and its Business Group have extensive experience in Social Settings Management. The lessons learned in this process show with increasing clarity that their business activities are sustainable, to the extent that the social setting is seen strategically as an opportunity to make significant contributions to the socioeconomic and environmental well-being at the local level.

The political, institutional, and economic changes the Colombian society permanently experiences, added to the transformation that ECOPETROL and its Business Group have undergone, pose new challenges for the Social Setting Management and for the relations with the various stakeholders with which they interact in the territories. To face these challenges, it is appropriate to have a social settings strategy that recognizes them and indicates steps to manage them.

A mechanism, traditionally used for the Social Settings Management of ECOPETROL and its Business Group, has been the co-financing of local projects aimed at meeting a wide range of local socio-economic needs. Many of these investments have contributed to improving the quality of life of the communities, in which these companies have carried out their operations. However, it is necessary to favor the construction of lasting agreements with stakeholders in the territories, around social and environmental investment projects, rigorously prioritized, designed, structured and executed with suitable vehicles and allies, as a necessary condition to ensure the effective contribution of the Business Group companies to sustainable development.

In addition, it is also clear that the use of formal, transparent, and institutional mechanisms for hiring local staff and suppliers contributes directly to the local socioeconomic well-being and to ensuring the viability of the Company's projects and operations.

On the other hand, ECOPETROL and its Business Group carry out actions to comply with social and environmental obligations, contained in contracts with the National Hydrocarbon Agency (ANH for its Spanish acronym), and imposed by environmental authorities as part of the concession, permits and licenses granting processes. As well as other obligations, such as those derived from processes to guarantee the right to prior consultation, which are executed not only to comply with legal requirements but also as opportunities to contribute to the improvement of the socioeconomic and environmental conditions of the territory.

However, ECOPETROL and its Business Group also make voluntary social and environmental investments, which are rigorously planned, designed, and executed, with the ultimate goal of contributing to the sustainable development of the territory.

Moreover, the execution of works is promoted with the "Works for Taxes" or "Works for Royalties" financing mechanism, which also represents opportunities to increase the socioeconomic and environmental benefits of the presence of ECOPETROL and its Business Group in the territories. Its strategic value is especially notable in those regions in which the operational presence is scarce and it is difficult to carry out significant social investments, and where the Business Group companies have expectations of growth and expansion.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

3 OBJECTIVES

3.1 GENERAL

To contribute to the growth of the economic value of ECOPETROL S.A., and of the Business Group, by creating sustainable development conditions allowing the consolidation of operations and the viability of projects.

3.2 SPECIFIC

- To maintain business operations and ensure sustainable development in the territories, retaining the ability to adapt to the social contexts.
- To contribute to the generation of economic, social, and environmental benefits; and ensure that stakeholders perceive and recognize that said benefits are generated by the presence of ECOPETROL and its Business Group in the territory.
- To achieve excellent levels of social environment performance in all processes of the organization

4 BASIC PRINCIPLES

The Social Settings Management of ECOPETROL, its Business Group and contractors, is based on the basic principles described below:

4.1 THERE IS NO BUSINESS SUCCESS WITHOUT SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

There is a close and direct relationship between the social and environmental context and the operational activities of ECOPETROL and its Business Group. In this sense, the relationship with the different stakeholders as a strategic axis allows the generation of favorable conditions for the viability of the operations and the contribution to sustainable development. For this, the construction of common agendas allows not only the socioeconomic development of the territories and the care of the environment, but the success of the operations of ECOPETROL and its Business Group.

4.2 PLANNING THE SOCIAL SETTINGS AS A PURPOSE

The previous knowledge and diagnosis of the social, cultural, economic, political, environmental and institutional aspects of the environment, in which ECOPETROL, its Business Group and contractors carry out activities, allow identifying risks, opportunities, and real needs of local stakeholders. This is essential for the conception and planning of strategic actions that contribute to the successful development of operations, the viability of new projects and the permanent construction of trust within the framework of genuine, legitimate, and sustainable relationships with the actors in the territory.

4.3 THE LAW AS A STARTING POINT

ECOPETROL and its Business Group act with strict adherence to the law. They obtain the permits and authorizations to carry out the works, projects, and activities of the competent authorities. They fully comply with all responsibilities, following all protocols and processes provided in the applicable national and local regulations. Consequently, they do not renounce the exercise of their rights and do not

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

recognize any authority or legitimacy to those who arbitrarily seek to violate them. They denounce those who illegally affect their interests and seek, when necessary, the effective intervention of the Public Force, the Judicial System, and the Control Entities to safeguard their rights.

4.4 A DIVERSE AND INCLUSIVE COMPANY

The workers and contractors of ECOPETROL and its Business Group recognize and respect diversity in all its expressions, both within their organizations and in the social settings where they operate, promoting an inclusive perspective that takes into account the diversity existing in the territories and in the different stakeholders; and to promote collective awareness of the value of difference. Additionally, it rejects all forms of discrimination and implements actions that contribute to the reduction of gaps and economic, social, and cultural barriers that vulnerable groups in society must face.

4.5 THE GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS –HRR- DETERMINE OUR FRAMEWORK FOR ACTION

ECOPETROL, its Business Group, employees and contractors, know and incorporate into management the United Nations Guiding Principles that determine for companies the obligation vis-à-vis human rights to “respect and remedy” (United Nations, 2011). Additionally, they encourage their promotion as a management and decision-making criterion, and act with due diligence to prevent and mitigate the adverse impacts to human rights that may arise from business management, adopting the necessary corrective measures to improve processes and repair the damages that may be generated.

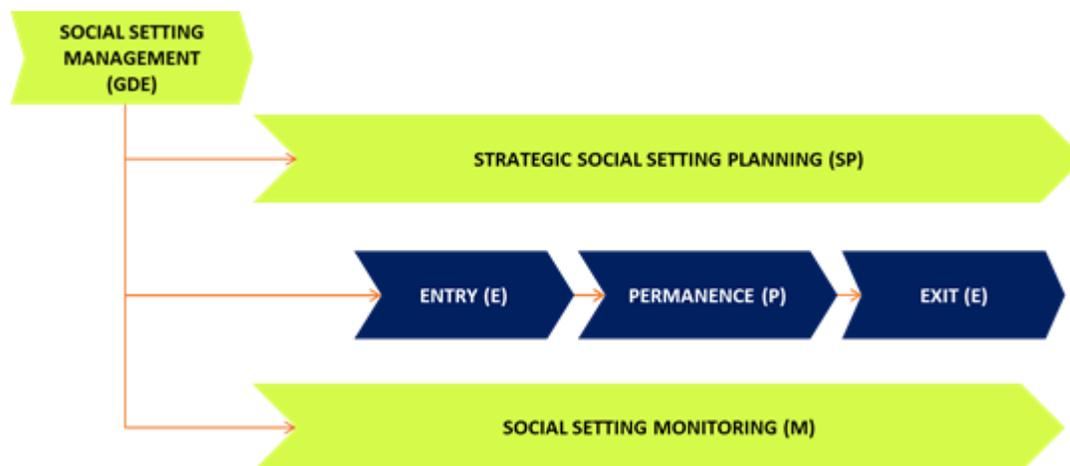
5 CONCEPTUAL FRAMEWORK FOR SOCIAL SETTINGS MANAGEMENT

The Social Settings Management takes as a reference and is framed within the concept of Sustainable Development (Sachs, 2014) and *Creation of Shared Value* (Porter & Kramer, 2001). The first understood as the interactions among economy, society, and the environment that provide a holistic approach to inclusive and environmentally responsible development; the second, as the approach of identifying and expanding the connections between economic and social progress, under the premise that both must be addressed using the principles of value.

For the purposes of this strategy, we embrace these concepts under a strategic business vision and implement them through the *Social Settings Management Process*, which has as promise of value to contribute to the creation of conditions for sustainable development in the territories that allow the viability of projects and the consolidation of operations, ensuring the growth of the economic value of ECOPETROL and its Business Group.

The *Social Settings Management Process* is structured from the following sub-processes: Strategic Social Settings Planning, Entry, Permanence, Exit and Social Settings Monitoring. (See Graph 2)

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |



Graph 2: Social Setting Process

The Social Setting Management process is made up of the following sub-processes:

Strategic Social Settings Planning: It aims at formulating the Social Settings Strategy to create sustainable development conditions that allow the consolidation of operations and viability of projects

Entry: Its objective is to plan and manage the Social settings for viability, execution, and closure of projects.

Permanence: Its objective is to ensure the sustainability of operations and contribute to sustainable development.

Exit: Its objective is to guarantee the responsible closure of business activities, through the fulfillment and / or closure of commitments with society, community, and State present in the territory.

Monitoring: Its objective is to carry out a systematic monitoring and analysis of the risks and opportunities in the social settings to make the projects and operations of the company viable and sustainable.

6 PERFORMANCE CRITERIA

For the materialization of the previously described Social Settings Management principles, the following performance criteria are adopted:

6.1 THE ECOPETROL BUSINESS GROUP STRATEGY AND CREATION OF VALUE AS AN INTEGRATED GROUP

The Social Settings Management Strategy, as the foundation of sustainability, is a mobilizer of the Business Strategy that focuses on creating value as an integrated group. The Strategy of the ECOPETROL Business Group aims at profitable and sustainable growth of the Business Group, based on: (see Graph 3)

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |



Graph 3: Pillars of the ECOPETROL Business Group Strategy

6.2 CONSOLIDATION OF THE CORPORATE GOVERNANCE MODEL

The articulation of principles, purposes, rules and practices among the different segments of ECOPETROL and its Business Group, as well as the coordination of actions with its partners and contractors, ensure the generation of value, the systematic growth of the organization, the viability and expansion of the business, and contributes to the necessary acceptance and building of trust with the various stakeholders.

As for the Social Settings Management, within the framework of the execution of the activities in field, the conception of strategies that generate unified positions, as a Business Group, and the sensitization of the same with the Group companies, contractors and partners, faced with the different situations and challenges generated by the social settings, significantly contributes to achieving business objectives and sustainable development with a territorial approach.

6.3 ALIGNMENT WITH THE PURPOSES OF THE STATE

ECOPETROL and its Business Group carry out their activity within the framework of the Constitution and the Law, and of state-based policies and initiatives. ECOPETROL recognizes the value of alliances to articulate efforts and reinforce the expected impacts in the actions to be carried out in the country. Alliances and contributions to the purposes of local, national, and international entities, public and private, are determined through interventions that contribute to the effective fulfillment of the State's purposes and take advantage of the synergies that may be generated with other social and business sectors.

6.4 ANTICIPATED AND PLANNED SOCIAL SETTINGS MANAGEMENT

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

As with the operations and investment projects of the ECOPETROL Business Group companies, the social settings management is subject to rigorous planning and supervision processes, in accordance with the objectives, principles, and criteria of this strategy. Exploration, production, transportation, refining and marketing projects and operations must, from their earliest stages, internalize the analysis, assessment, and evaluation of social environment conditions.

From the first planning phases of the activities and development projects of ECOPETROL and its Business Group, the social and environmental risks must be identified, analyzed and assessed, and the activities necessary to prevent, mitigate, correct and / or compensate them in an appropriate manner must be identified in a timely manner. The Social Settings Management planning must be maintained throughout all the maturation and development phases of projects and operations. This implies the inclusion in their budgets of the resources necessary to finance the activities defined in the social settings strategies and plans.

The anticipated relationship allows ECOPETROL and its Business Group to get to know the social, economic, cultural, institutional, political and environmental realities of the territory in a timely manner and, based on that knowledge, to design and initiate timely informed strategies for social and environmental relations and management. It also allows them to build relationships of trust conducive to contributing to sustainable development.

In ongoing operations, the Group companies must identify changes and events that may be of interest to stakeholders. The planning processes for those changes should include all relevant social considerations. Possible risks must be identified and the necessary actions must be foreseen to control and mitigate them, communicating the company's plans and actions in a timely manner to the different stakeholders that may be involved.

ECOPETROL and its Business Group must periodically assess, for each of its regional offices, the installed capacities available to meet the social challenges. This includes the evaluation of the available human and financial resources, and the analysis of the legal obligations and the commitments acquired by the companies.

ECOPETROL, its Business Group and contractors, must leave a legacy in the territories, through positive contributions. Its passage through the regions must contribute to the sustainable development and of shared value, with the construction of diversified local economies, institutional strengthening, and improvement of the social and environmental settings. The companies will identify the organizational mechanisms and technological means that allow them to monitor, analyze, document and, objectively, inform and communicate about the improvement of those settings.

6.5 RELATIONSHIP WITH DIFFERENT STAKEHOLDERS AS THE BASIS FOR CREATING TRUST

ECOPETROL and its Business Group develop their relationship with stakeholders in accordance with National Government policies; and in coordination with the different state entities of the national, regional, and local levels. Moreover, it recognizes the importance of other stakeholders in the territories with which, in an articulated manner with the institutions, they will carry out actions in favor of the sustainable development of the region.

6.5.1 THE DEPARTMENTS AND MUNICIPALITIES ARE FUNDAMENTAL INTERLOCUTORS FOR THE DEVELOPMENT OF ACTIVITIES IN THE TERRITORY

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

ECOPETROL and its Business Group recognize local governments as fundamental actors, from their social group representative legitimacy, in the necessary relationship that must take place with the entry, permanence, and exit of the territory, in order to constitute ourselves as actors of positive social transformation in the regions, through the contribution to sustainable development within the Group's operations.

Development plans, land use plans, and other territorial planning instruments are the main reference for the design of social and environmental investment for the Group companies. The full and efficient exercise of their powers significantly contributes to the viability of the social settings in the areas where the operations and projects of the Group companies are developed. In addition, territorial entities are the main executors of public investment in the regions, including, of course, the resources from royalties. The efficiency, relevance, and transparency of these investments are matters of greatest interest to ECOPETROL and its Business Group.

On the other hand, governors and mayors have the constitutional function of exercising the "police power" at the municipal and departmental levels. They are vested with the powers and responsibilities to preserve public order and guarantee compliance with the purposes of the Social Rule of Law, which includes ensuring the normal development of activities, such as exploration, exploitation, transportation, refining and marketing of hydrocarbons, which have been classified by law as of public utility.

6.5.2 DIALOGUE WITH ETHNIC GROUPS

ECOPETROL and its Business Group recognize and respect the ethnic diversity of the Colombian Nation. They interact with different ethnic groups at the local, regional, and national levels, in a respectful way, always seeking a constructive relationship. The Group companies must be attentive to the dynamics, relationships, and processes that exist among these communities, their organizations and the State. The issues of particular interest are those related to the development of regulations and policies that may affect the rights of these communities, or have effects on the viability of the projects and operations of the Group companies.

6.6 SUSTAINABLE DEVELOPMENT AND CREATION OF SHARED VALUE

6.6.1 THE SUSTAINABLE DEVELOPMENT FUNDAMENTAL PURPOSE OF THE SOCIAL SETTINGS STRATEGY

The achievement of this global purpose is measured through the Sustainable Development Goals - SDGs, also known as Global Goals and adopted by world leaders, and this requires the implementation of actions that benefit this tripartite scheme of economic prosperity, inclusion, social cohesion and environmental sustainability, making it the path through which ECOPETROL and its Business Group will guide their contribution to the eradication of poverty, the protection of the environment, and the prosperity for all (Sachs, 2014).

The SDGs are: (See Graph 4)

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |



Graph 4: Sustainable Development Goals (UNDP, 2016)

6.6.2 COMPETITIVENESS AND PLURALITY ARE CONDITIONS FOR LOCAL DEVELOPMENT

Competitiveness, plurality, and technical suitability are necessary conditions for linking human talent and for the inclusion of suppliers of goods and services in the ECOPETROL value chain, its Business Group and contractors. Companies and their contractors select their suppliers through transparent processes and will link human talent, through the Public Employment Service, with criteria of suitability and competitiveness.

6.6.3 SOCIAL AND ENVIRONMENTAL PERFORMANCE IS A SOURCE OF COMPETITIVENESS AND VALUE

The Social Settings Management of ECOPETROL, its Business Group and contractors, focuses mainly on the prevention and mitigation of impacts; giving special priority to the protection and improvement of the areas where they operate.

Voluntary social investment and legal obligations should contribute to closing social gaps, generating income for communities, and diversifying local economies.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

6.6.4 TRANSPARENT AND CONTINUOUS COMMUNICATION

ECOPETROL and its Business Group will adequately and timely communicate business achievements at the national, regional, and local levels.

ECOPETROL and its Business Group make public its values, objectives, performance criteria and achievements. Companies remain attentive to the perceptions and expectations of stakeholders and maintain direct and close communication with them. They diligently and timely respond to requests, complaints or claims they receive, solving in depth the matters that are requested of them.

6.6.5 SOCIAL SETTINGS MANAGEMENT IS A SHARED TASK

All ECOPETROL departments, its Business Group, workers and contractors must contribute to the Social Settings Management and to the creation of conditions for sustainable development in the territories with stakeholders. People who act on behalf of ECOPETROL, its Business Group and contractors, must recognize the importance of proper social Settings Management. They must have, or acquire, regardless of the activity they carry out, the ability to positively impact the contexts in which they intervene.

- **The role of workers**

The sustainability of ECOPETROL and its Business Group, that of its workers and their families depends, to a large extent, on a social Settings Management capable of generating sustainable development and shared value for the Company and the country. Given that, in one way or another, all company workers are related to the social environment and have the ability to influence it, ECOPETROL expects them to embrace the principles on which this strategy is developed, and to adopt and contribute to the adoption and development of the performance criteria indicated here.

- **The role of suppliers and contractors**

The relationship with the social context is not only given through the direct workers of the ECOPETROL Business Group companies. It is also given through its suppliers and contractors. In fact, most of the contacts between the Group companies and the local social context occur through their contractors. Its successes and errors can be constituted, as the case may be, in assets or liabilities for the Business Group. ECOPETROL and its Business Group expect their contractors and suppliers to adopt, as their own, this strategy with its objectives, principles and criteria for action, and the good practices that are generated from it. Their success depends largely on this. The contracts between ECOPETROL, its Business Group with its suppliers, and contractors include clauses that seek to encourage compliance with the principles and performance criteria set forth in this document.

7 STRATEGIC SOCIAL SETTING MANAGEMENT AXES

7.1 STRATEGIC ENVIRONMENTAL MANAGEMENT AXIS

In ECOPETROL and its Business Group, the environmental management seeks to prevent, control, mitigate and compensate the potential environmental impacts of operations and projects, in order to contribute to improving the environmental quality of the territories, where it operates and to sustainable development. Additionally, it obtains the permits and authorizations to carry out the works, projects, and activities of the competent authorities and monitors their strict compliance.

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

Likewise, they develop initiatives and projects of environmental investment, on a mandatory and voluntary basis, to manage the impacts and contribute to the conservation of natural resources in the region.

ECOPETROL's Environmental Management is based on the following components:

7.1.1 COMPREHENSIVE WATER MANAGEMENT

The Comprehensive Water Management Strategy aims at incorporating efficient water management into the organization's value chain, as an enabler of projects and operations, seeking the sustainability of the company, the reduction of environmental impacts, and conflicts associated with water and water security in the territory.

With a comprehensive management of water, it is possible to improve the efficiency in the use of this resource, reduce operating costs, contribute to the reduction of conflicts associated with water, and improve credibility and relationships with stakeholders and other sectors of civil society.

Therefore, to achieve and maintain excellent environmental performance in operations and contribute to sustainable development, the comprehensive water management includes three components: 1) operational efficiency in water management; 2) sustainability and water security in the territory; and 3) water planning and water governance.

The first focuses on the proper management of water resources in operations, so as to maximize the reuse of this resource, contributing to its sustainability.

The second component focuses on the sustainability and water security of the territory, in order to guarantee the natural capital supply for the recovery and conservation of water sources; as well as to promote the development of initiatives that reduce the gap in access to drinking water and basic sanitation of the communities present in the territory, transforming socio-environmental conflicts.

The third component of the comprehensive water strategy seeks to positively influence territorial planning processes in the areas of interest of the company, actively participating and providing relevant information; as well as promoting the creation of governance mechanisms that integrate initiatives of natural capital management for the regulation and availability of water resources.

7.1.2 BIODIVERSITY

Interventions in favor of biodiversity have shown the reduction of socio-environmental conflicts in the territory, which is why ECOPETROL and its Business Group incorporate biodiversity and ecosystem services in the planning and implementation of their projects and operations, considering that Colombia is one of the mega diverse countries of the world.

These interventions seek to generate benefits for ecosystems, as well as to improve the well-being of communities. They are carried out at the landscape¹/ecosystem scale² in areas prioritized³ by

¹ **Scale:** Any measurable dimension. For the evaluation and management of resilience, the scale of a sociological system is determined by: local landscape / scale, sub continental / regional, continental / regional and global scale, in a specific period of time (Ministry of Environment and Sustainable Development (MADS for its Spanish acronym) 2012).

² **Landscape:** Delimited area to achieve a specific set of objectives. This constitutes the scenario in which institutions (including human beings) interact according to the physical, biological, and social rules that determine their relationships (Gignoux et al. 2011, Sawyer, 2013).

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

ECOPETROL, through the implementation of Conservation Agreements associated with productive projects for sustainable use, which generate non-oil revenues in the areas of influence of our projects and operations.

A primary concept applied in our biodiversity strategy is the hierarchy of mitigation, which consists of appropriately preventing environmental impacts, minimizing and correcting those that cannot be avoided, and ultimately taking the necessary compensation measures for residual impacts.

The main source of available resources in this matter comes from the legal obligations to be executed in matters of environmental compensation and forced investment of not less than 1%, which is established in the paragraph of Article 43 of Law 99 of 1993 governing the National Environmental System.

The conservation of natural capital is essential to ensure the sustainability of the territory, which is why ECOPETROL has stepped up through additional voluntary initiatives that contribute to the biodiversity conservation strategy, such as the creation of the Eco-Reserve Network and Garden Centers on non-operating properties owned by ECOPETROL and its Business Group; conservation of native wild species by local communities, and enterprises related to natural forest products and forestry industry.

All these interventions are carried out by top-level public and private organizations, in order to incorporate the highest standards for biodiversity conservation into operations and projects.

7.1.3 CLIMATE CHANGE

ECOPETROL has a climate change strategy which main objective is to maintain a low-carbon operation and reduce the operation's vulnerability to variability and climate change. This strategy is aligned with the policies and plans the national government has built to direct and manage the issue of climate change.

Within the framework of the international commitments signed by Colombia, the country committed to reduce by 20% Greenhouse Gas (GHG) emissions by 2030 (*Business as Usual* scenario). Aligned with the previous commitment, the Ministry of Mines and Energy defined a sector reduction target (electric, mining, and hydrocarbons) of 11.2 million tons of CO₂e by 2030.

With the aim of maintaining a low-carbon operation, ECOPETROL has been implementing GHG emissions reduction projects in different operational areas of the company, through energy efficiency programs, gas re-use, reduction of burning flare stacks (teas), reduction of fugitive⁴ emissions and vents, and renewable energy.

In renewable energy, the company has a generation portfolio from different sources: biomass, photovoltaic sources, and small-scale water. Additionally, other unconventional generation sources, such as high and low enthalpy geothermal energy and fuel cells, are being evaluated for their potential incorporation into the Group's energy matrix, which will contribute to the reduction of emissions and long-term energy sustainability.

³ **Prioritized area:** Area of strategic environmental interest aligned with the strategic environmental axes of water resources, climate change, and biodiversity in areas of influence of ECOPETROL projects and operations, which in turn will be aligned with the instruments of environmental policy and planning.

⁴ **Fugitive emissions:** Emissions caused by unintentional gas losses in equipment and processes.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

As a complement to the reduction of GHG emissions and, in order to move towards the reduction of dependence on carbon-based fuels (decarbonizing) in the company's operations, work is also being done on the structuring of a portfolio of compensation alternatives that includes, among others: i) purchase of carbon offsets; ii) options for the implementation of forest carbon projects in own areas or in third party areas; and iii) taking advantage of investment projects of 1% and environmental compensation that allow leveraging compensation for GHG emissions and / or the generation of carbon offsets, once the obligation ceases.

On the subject of vulnerability and adaptation, regional plans for adaptation to variability (El Niño and La Niña) and climate change are being developed, aimed at reducing the possible impacts these climatic phenomena may cause on ECOPETROL's infrastructure and operations.

7.1.4 CIRCULAR ECONOMY

Circular Economy is a sustainable production and consumption business model that seeks the continuous optimization of resources, the closing of the materials cycle, water and energy, new business models and industrial symbiosis to optimize the efficiency in the production and consumption of materials and minimize environmental impacts.

The objective of the Program is to integrate the Circular Economy model in the medium-term business planning process and in the supply chain with suppliers of goods and services; as well as to promote applied research to boost innovation and transformation of the company production and consumption systems, with the aim of generating an efficient use of materials in operations.

7.1.5 ENVIRONMENTAL AUTHORIZATIONS

Environmental authorizations are a requirement for the development of operations and projects in the hydrocarbon sector. These are managed in full compliance with current regulations and are environmental planning instruments that allow operating in harmony with the environment.

To ensure the timely and proper development of projects and the operational continuity of businesses, environmental authorizations are built from the early stages of maturation, seeking to harmonize operational needs with the environmental and social determinants of the territories where we operate.

The management of environmental and social authorizations requires that positive agendas be permanently developed with the environmental and social authorities, allowing the identification of technical elements to be taken into account in the development of environmental and social studies and joint work initiatives.

To manage and obtain environmental authorizations, ECOPETROL rigorously conducts an analysis to identify the environmental and social determinants of the territory, where the project or activity is intended to be developed, and then proposes an environmental legal feasibility strategy in order to begin the corresponding process before the different authorities.

The studies supporting the environmental and social authorizations comply with the guidelines of the company's initiatives on water conservation, air quality, Biodiversity, archaeological protection, prior consultation and Territorial Planning. Likewise, they comply with the industry's best environmental practices seeking to implement the hierarchy of environmental impacts and conflicts mitigation, associated with the use of natural resources and the social settings.

7.2 SOCIAL INVESTMENT STRATEGIC AXIS

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

The social investment of ECOPETROL and its Business Group has the essential purpose of contributing to the generation of sustainable development. The main social investment lines are: (See Graph 5).



Graph 5: Social Investment Lines

Within the framework of the social settings development strategy, social investment projects and initiatives that can also generate environmental benefits will be managed.

The portfolio of social investment projects of ECOPETROL and its Business Group is built by focusing the various initiatives on the aforementioned investment lines; the projects that comprise it are identified and prioritized in consultation with the Stakeholders (national, departmental and local, society and community, among others), and are rigorously formulated and structured, and constitute an integral part of the company's plans.

These investments include projects the Group companies develop voluntarily, through their resources, and include those that are financed through the Works for Taxes or Works for Royalties mechanism, among others.

These investments by ECOPETROL and its Business Group will focus mainly on the following lines, which are described below:

7.2.1 EDUCATION, SPORTS, AND HEALTH

Education and Sports

Investment in education and sports has positive effects in the short, medium, and long term. It improves human capital and the skills of the workforce. It also facilitates social mobility and the peaceful resolution of conflicts. For ECOPETROL and its Business Group, it is of interest to promote school quality, coverage, and retention with a view to closing the educational gaps in their areas of interest and promoting healthy living practices, thus:

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

- *Better quality:* It refers to investments that allow children to learn more and better. It includes teacher training accompanied by the provision of relevant material, as well as follow-up to ensure sustainability.
- *Greater coverage:* It includes activities that allow expanding the number of places. This can be achieved through new infrastructure or its improvement, reconstruction or rehabilitation. Also by offering educational quotas or scholarships.
- *Increased school retention:* It includes activities that encourage children and youth to remain in the school system. It includes quality improvement interventions, as well as the extension of the school day through activities, such as music schools, sports or the provision of pedagogical material and school furniture.

Health

Investment in health improves the quality and access to health services, promoting the closing of gaps in this matter, which results in the increase of life expectancy and the reduction of infant and maternal mortality. Additionally, it favors the enrollment of children and young people in the educational system and reduces dropout rates. According to the above, ECOPETROL and its Business Group will make investments to intervene the health infrastructure and the development of health workshops.

7.2.2 INCLUSIVE RURAL DEVELOPMENT

The diversification of local economies and the linkage of rural communities to productive chains that generate sustainable incomes are in the mutual interest of the company and the communities. ECOPETROL and its Business Group will support the structuring and execution of initiatives that allow the consolidation of productive alternatives and inclusive and sustainable economic opportunities, aimed at improving the quality of life of small and medium rural producers, fishermen, and ethnic groups.

Social investment will focus on the implementation of projects in areas of interest to ECOPETROL and its Business Group, which main products are the development of agribusiness, the linkage of small and medium-sized producers to formal markets, the strengthening of their technical, organizational, and commercial capacities and skills; access to public goods and services for agricultural support in aspects such as credit, formalization of rural property, association, technical assistance, productive assets, insurance, technology transfer and commercialization, infrastructure for productive purposes, among others; as well as the recovery and conservation of the environment under the approach of sustainable use of natural resources within agricultural, livestock, aquaculture or fishing activities.

7.2.3 ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT

Strengthening the business fabric is a priority for ECOPETROL and its Business Group in developing its commitment to contribute to local development. It has been shown that Small and Medium Enterprises (MSMEs) are the largest generators of formal employment and large contributors to the Gross Domestic Product (GDP) of the regions and the country. To that end, ECOPETROL and its Business Group will support and promote initiatives that foster the culture of entrepreneurship and innovation, the identification and promotion of ventures with scaling potential, the acceleration of MSMEs in the process of expansion and activities that strengthen the entrepreneurial ecosystem.

In this way, it seeks to promote dynamism in the creation of formal jobs and a more robust business fabric.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

7.2.4 PUBLIC AND COMMUNITY INFRASTRUCTURE

Road infrastructure

The road infrastructure improves the land connectivity of the communities for their mobilization and transportation of production and consumption goods, which results in regional economic growth, and is in line with inclusive rural development. ECOPETROL and its Business Group will focus investments in the construction, improvement, and rehabilitation of primary, secondary, tertiary and urban roads. Interventions such as parking lots, switchyards, and urban furnishing works are excluded.

ECOPETROL and its Business Group will seek to improve the accessibility and land connectivity conditions necessary for the communities in the areas of their interest, in order to promote commercial exchange. Road infrastructure projects must be developed in harmony with the environment, articulated with the plans of national and local entities and in accordance with current diagnoses and regulations.

Public infrastructure of community interest

The infrastructure of community interest, such as community halls, playgrounds, and infrastructure for the practice of sport will be complemented by the programs of the territorial entities to improve the quality of life of citizens.

7.2.5 PUBLIC SERVICES (GAS, ENERGY, WATER AND BASIC SANITATION)

Having basic utilities, such as energy, water and sewerage, is the foundation of the increase in the productivity and well-being of individuals (PND 2018-2022). Therefore, ECOPETROL and its Business Group are interested in supporting the communities in the areas of interest so that access to them is improved.

ECOPETROL and its Business Group will support the expansion of coverage to electric power and fuel gas, as well as the development of sustainable schemes for the provision of these services with a comprehensive approach.

For its part, ECOPETROL's Comprehensive Water Management strategy (GIA for its Spanish acronym) will seek to articulate and strengthen the interventions of public and private actors present in the territory to reduce the gap in access to drinking water and basic sanitation. Projects such as the construction of drinking water treatment plants, the improvement of piped water and distribution systems, the optimization of service delivery systems, the structuring of projects with conventional and unconventional solutions and the definition of institutional strengthening models of service providers, will be an example of investments in the areas of interest.

On the other hand, the investments made by ECOPETROL and its Business Group may be complemented with programs and projects that seek to strengthen institutional and community capacities in their areas of interest. Likewise, it will promote territorial entities to include in their planning schemes the integral concept of risk management. For this, ECOPETROL and its Business Group will support initiatives that aim to prevent, prepare, mitigate and respond to natural disasters.

Finally, ECOPETROL and its Business Group will support territorial entities in strengthening their capacity to formulate and structure projects. In this sense, it will provide pre-investment resources to conduct studies and designs in the prefeasibility and feasibility phase, so that they can later become part of the project banks of the territorial entities and of ECOPETROL and its Business Group.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

7.3 STRATEGIC RELATION AXIS

The relationship between ECOPETROL and its Business Group is one of the pillars of the Social Settings Management Strategy, which seeks to build long-term and trusting relationships with the different actors in the territory, which favor, on the one hand, the achievement of business objectives; and on the other, the contribution to sustainable development. In this sense, the promotion and participation in different relationship spaces allows ECOPETROL and its Business Group, as one more actor in the territory, to share knowledge, expectations and requirements, disseminate information on company activities and results, participate in the territory planning and building long-term visions for development.

In the light of the above, it has been defined that the implementation of spaces for territorial dialogue and agreement, the proper management of commitments, the participation in benefits for the communities, the strengthening of the territory management to benefit the Business Group with a regional approach and adequate employability processes (prioritization of local labor and goods and services) are the key components for the implementation of this strategic axis. (See Graph 6)



Graph 6: Relations strategic axis components

7.3.1 TERRITORIAL DIALOGUE AND CONSULTATION

Within the constitutional and legal framework, under institutional supervision, and in accordance with the necessary interaction with the various actors in the territory, ECOPETROL and its Business Group participate and generate scenarios for democratic and inclusive dialogue. This seeks to inform the reality of their activities and actions, share their purposes, know through the effective participation of communities and local institutions their needs, positions and points of view; and, likewise, resolve in a peaceful and concerted manner any conflicts that may arise in the execution of their operation.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

This strategy conceives that the spaces for territorial dialogue and consultation must go from mandatory relationship scenarios that respond to legal compliance, or to mechanisms to overcome non-legal recourses, to become permanent meetings that favor the building of trust with the different stakeholders and contribute to the achievement of the common good.

7.3.2 COMMITMENTS MANAGEMENT

To maintain relationships of trust with stakeholders, it is necessary for ECOPETROL and its Business Group to identify, recognize, and close the commitments made in the past in the regions where they operate. To be in concurrence with the above, it is necessary to identify the current viability for compliance, ensure the actions to close those that are feasible to comply with, manage the relationship actions in cases in which their closure becomes impossible, and generate disclosure actions on this management.

Likewise, it is necessary that in the future, the different relationship spaces have a prior preparation where there is clarity about the relevance of the participation of ECOPETROL and its Business Group and the guidelines that guide the officials who represent the company and can compromise its interests.

7.3.3 PROFIT SHARING

Taking into account good international practices for the consideration of benefits for commercial extraction of hydrocarbons and Law 21/91, which approves ILO Convention C169, article 15, recognizing the possibility of participating in benefits from the exploitation of State-owned subsoil resources: *"(...)In cases in which the State retains the ownership of mineral or sub-surface resources or rights to other resources pertaining to lands, governments shall establish or maintain procedures through which they shall consult these peoples, with a view to ascertaining whether and to what degree their interests would be prejudiced, before undertaking or permitting any programs for the exploration or exploitation of such resources pertaining to their lands.*

The peoples concerned shall wherever possible participate in the benefits of such activities, and shall receive fair compensation for any damages which they may sustain as a result of such activities," ECOPETROL, within the framework of the development of strategic projects, such as the development of unconventional oil and gas reservoirs, and in order to broaden the participation of territorial entities, organizations and social movements in the areas where mining and energy activities are carried out, will identify the feasibility of implementing compensation mechanisms for commercial hydrocarbon exploitation; in addition to payment for occupation, easement, or use of land and the corresponding payment for compensation.

7.3.4 TERRITORY MANAGEMENT

The strengthening of the territory management and the participation of ECOPETROL and its Business Group in the construction of long-term visions are components that favor coexistence and interaction with the different stakeholders in the regions. In this sense, the articulation of business management with the dynamics of territorial development, the impact on regulatory development related to the stabilization and management of the territory, the formalization of real estate rights in favor of ECOPETROL and third parties in their areas of operation, supporting Institutional mechanisms, and the incorporation of an inclusive perfective that takes into account the diversity existing in the different company stakeholders, are strategies that will contribute to building trust and sustainable territories.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

7.3.5 EMPLOYABILITY

The effective prioritization of local labor and goods and services are essential elements in the conception of actions to be developed, within the framework of relations with stakeholders, and significantly contribute to the consolidation of sustainable development in the region.

In accordance with the needs of the Business and under the current legal framework, the generation of employment and the corresponding hiring of local suppliers, besides stimulating the economy, dignifying working conditions in the territory, and strengthening the local business community, clearly consolidates the benefits generated by the industry in the different municipalities and departments influenced by it.

In the event of its application, ECOPETROL, its Business Group and its contractors, develops the local labor selection processes according to the needs of the operation, within the framework of unrestricted compliance with the regulations on prioritization of local labor and Public Employment Service (Law 1551/12, Law 1636/13, Decree 2852/13, Decree 1668/16 and other concordant norms), and based on the due exceptions of the law.

In turn, ECOPETROL and its Business Group execute the processes of contracting local goods and services, ensuring principles of equality, participation, plurality, competitiveness, transparency and free choice; and permanently generate a strengthening and constructive relationship with local suppliers in order for them to become suitable bidders in the eventual contracting processes to be developed.

7.3.6 INSTITUTIONAL AND COMMUNITY STRENGTHENING

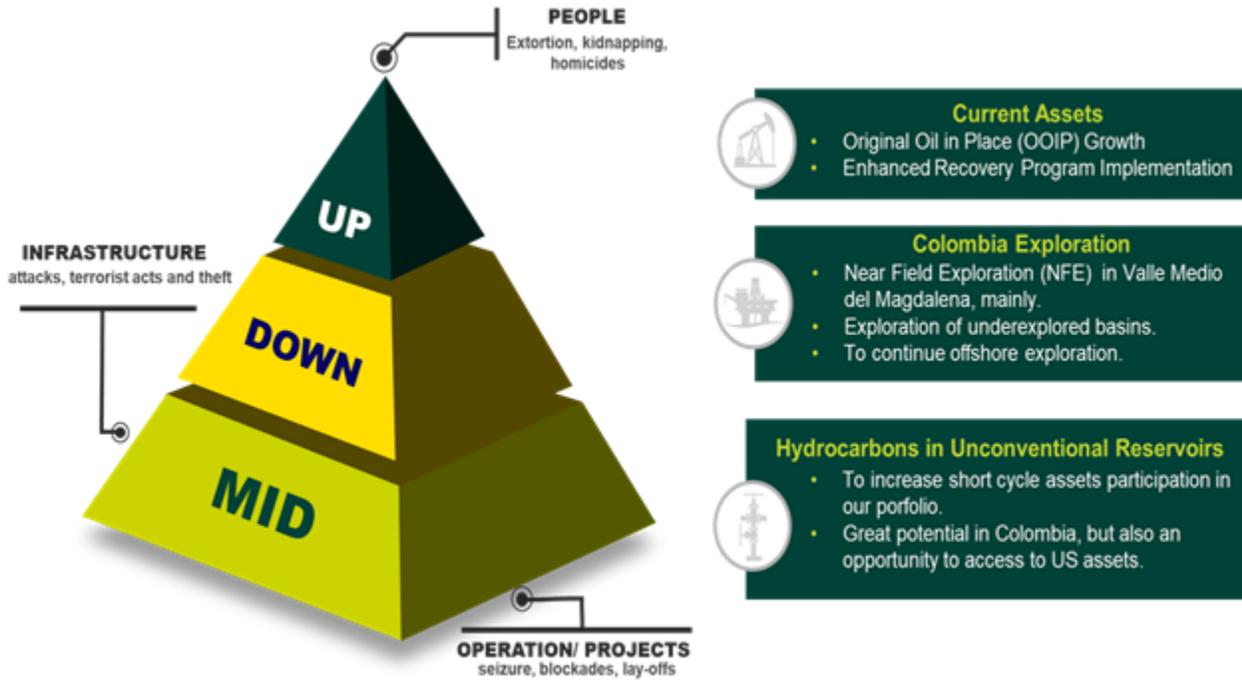
On the other hand, ECOPETROL and its Business Group will promote efforts conducive to institutional strengthening in the territories where they operate, which promote actions of articulation with the State and relations with stakeholders, through initiatives such as:

- Good Governance: Increasing institutional, public management, and operational capacity in territorial entities, through planning, formulation, structuring, and project management processes.
- Citizen Participation: Promoting the management capacity of the Community Action Boards and civil society organizations, through the consolidation of alliances, training and communication processes to contribute to their development.

7.4 STRATEGIC PHYSICAL SECURITY AXIS

Physical Security Management supports ECOPETROL Group's strategic drivers, mainly the following ones: Current assets, Colombia Exploration and Hydrocarbons in unconventional reservoirs.

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |



Graph 7: Relation between the Strategic Physical Security Axis and the Strategic Drivers of the ECOPETROL Group

Extortion, kidnapping, and homicide are high impact crimes that can affect ECOPETROL officials. On the other hand, attacks, thefts, de facto actions, seizure and cargo contamination events generate the greatest impact on the continuity of the operation and projects.

To develop the Physical Security strategic axis, a roadmap has been prepared with eight (8) elements.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |



Graph 8: Physical Security Roadmap Elements

7.4.1 Relationship and Strategy

The Ministry of National Defense, the Military Forces, the National Police and the Attorney General’s Office (FGN for its Spanish acronym) are strategic allies of ECOPETROL for the definition and execution of the physical security strategy.

This element of the roadmap defines the following objectives and lines of action:

Strategic objectives:

- To define and monitor the Strategic Physical Security Axis, through the Tactical Regional Security Plans and work plans.
- To achieve cooperation agreements with the Public Force and the Attorney General’s Office.
- To establish cooperation agreements and conventions with the Military Forces.
- To ensure and to coordinate a timely response to requests.
- To guarantee accountability on Support Structures of the Attorney General’s Office and of the Center of Special Operations for the Protection of Critical and Economic State Infrastructure of the Military Forces (COPEI for its Spanish acronym).

Lines of action:

- Formulation and periodically update the Security Enabling Plan in coordination with the Public Force.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

- Management of the relation process with the security forces.
- Definition and alignment with the corporate strategies of the Physical Security Management (GSF for its Spanish acronym).

7.4.2 Risk management

Physical Security Risk Management follows corporate guidelines and standards such as ISO 31000. It follows the planning, identification, assessment, treatment and monitoring stages for the treatment of physical security risks.

As a result, the prioritization of assets, the viability of daily operation activities, protection measures for staff and facilities, among others, are obtained and socialized with the Public Force in each region, to establish the state of alert.

7.4.3 Staff security

According to the conditions and dynamics of public order in each of the territories, where ECOPETROL operates, it is necessary to define the risk levels and implement the required preventive measures.

Specific objectives:

- To define risk level and protection plans required for senior management.
- To define and execute self-care and self-protection plans.
- To address incident plans.
- To strengthen communication with the business and authorities.
- To attend cases of threats against workers.

Lines of action:

- Coordination with authorities
- Self-care and self-protection
- Protection plans
- Due diligence

7.4.4 Protection of critical infrastructure and operation

In the territories where ECOPETROL operates, there is the presence of organized armed and common crime groups, which represent a threat to infrastructure and facilities.

For these groups, ECOPETROL becomes a means of political pressure on the National Government or as a means of financing through the theft of elements.

There are also other factors, such as social protest against the Company or the industry or in the areas of influence that may generate damages or non-legal recourses with an impact on the operation.

Currently, given the increase in drug trafficking in ECOPETROL's air and port operation areas, there is a risk of contaminating the cargoes with illicit elements or substances.

For ECOPETROL, it is necessary to acquire a prevention-based scheme, focusing resources on activities that add greater value to the operation, reducing the high dependence on the human factor in security processes and focusing it on decision-making, generating self-protected facilities.

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

GSF promotes and manages the development of projects or initiatives to improve the closing conditions of the most critical ECOPETROL facilities at the National level, according to international standards, including the implementation of technological measures.

Strengthening technological measures also facilitates the work of judicial authorities.

Specific objectives:

- To implement preventive measures.
- To assess asset vulnerabilities.
- To minimize the impact of non-legal recourses.
- To anticipate attacks with emerging technologies (Drones-Missiles).
- To control the contamination of cargoes with illicit substances in ports and aerodromes operated by ECOPETROL.

Lines of action:

- Coordination with the Public Force
- Monitoring the environment variables
- Protection standard
- Electronic access controls
- Shielding against emerging technologies (Drones)
- Avoiding contamination of cargoes in transport used by ECOPETROL

7.4.5 Project feasibility

From the beginning of the exploration, production / development, transportation and other projects, the Physical Security Management actively participates together with the project teams, defining the required security strategies and plans according to the level of risk and ensuring their implementation.

Specific objectives:

- To enable the projects campaign.
- To carry out a territorial diagnosis, management plan, and strategy.
- To implement the strategy by project.

Lines of action:

- Territorial diagnosis
- Mitigation measures

7.4.6 Monitoring and statistics

This element ensures the flow of information on physical security events from the regional offices for consolidation, monitoring, and verification at the national level, which allows analysis and decision making.

In this way, ECOPETROL has unified and reliable information on security events (attacks, thefts, kidnappings, among others) from ECOPETROL to external entities (Ministry of Defense, Military Forces, National Police, Attorney General’s Office, Special Jurisdiction for Peace (JEP for its Spanish Acronym), Presidency of the Republic, Congress, Subsidiaries, among others) and within ECOPETROL; and

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

generates the safety reports (Daily safety report, Report on weekly setting events and others that are required).

Specific objectives:

- To define the flow and those responsible for issuing physical security information.
- To obtain reliable information in a timely manner.
- To use technological tools for reporting and geo-referencing.
- To design and issue security reports according to requirements.
- To design performance indicators and safety management.
- To liaise with the environment monitoring team for analysis and cross information.

Lines of action:

- Definition of the information flow.
- Monitoring and assurance of information.
- Issuance of reliable information.
- Issuance of security reports.
- Measurement and reporting.
- Environment monitoring.

7.4.7 Continuity and crisis management

ECOPETROL is exposed to complex incidents of any kind (cyber-attacks, disasters, emergencies, suspension of critical operations, blockades, attacks, price crises, among others) that threaten its reputation, the continuity of the supply chain and / or the Country Supply .

Therefore, it is necessary to develop a system in the company that incorporates the capacity to prevent, respond, and recover from an incident.

Specific objectives:

- To stabilize the crisis management model.
- To prepare 89 facilities and 21 critical processes for uninterrupted operation in the event of emergencies.
- To implement regional crisis management centers.
- To have Continuity strategies for the supply chain, critical applications, and critical buildings / positions Bogotá.

Lines of action:

- Preparation
- Prevention
- Response
- Improvement

Likewise, it is in the process of construction and inclusion in the crisis management scenarios panorama, the risk and impacts of Cyber-attacks.

| | | | |
|---|---|------------------------------------|-------------------|
|  | Social Settings Management Strategy | | |
| | Social Settings Management Sustainable Development Vice-Presidency | | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 | Version: 4 |

7.4.8 Human Rights

This element manages the risk of possible violation of human rights by security staff (contractor and direct) or the public force, ready to care for ECOPETROL'S assets.

Specific objectives:

- To include prevention in Human Rights plans in the physical security processes.
- To achieve articulation with public policies and state entities responsible for the protection of human rights and voluntary principles.

Lines of action:

- Identification of Human Rights risks related to physical security.
- Definition of prevention protocols.

8 COORDINATION FOR SOCIAL SETTINGS MANAGEMENT

A successful Social Settings Management turns out to be strategic and necessary for the growth of the Business Group and the improvement of the sustainable development conditions in the territories where it operates. However, the Social Settings Management is not the sole responsibility of an ECOPETROL department and its Business Group; it is a shared responsibility insofar as all of them, in one way or another, establish relationships with the various stakeholders, society, community and State, which operate in national, regional, and local settings. Therefore, it is necessary that all those who act on behalf of the Group companies assume the principles and criteria for action presented in this document.

The ECOPETROL Vice-Presidency for Sustainable Development is responsible for generating the strategic and tactical guidelines for the Social Settings Management and the relationship with the companies of the Business Group with those settings. It is also responsible for the accompaniment and interaction with the Vice-Presidencies of Exploration, Development and Production, Operation and Maintenance of Transport and Refining and Industrial Processes, as well as with the corporate support areas in the design, implementation, and articulation of the necessary processes and plans to ensure Social Settings Management with a view to the viability of business activities and contribution to sustainable development.

Interventions at the national, regional, and local levels in environmental, social, and security issues must be the result of coordinated decisions between the different business areas (Exploration, Production, Transportation and Refining) and cross-cutting areas (Legal, Human Talent, Real Property, Supply, Sustainable Development, among others), within the framework of the Social Settings Management process.

9 CONTINGENCIES

It does not apply.

10 REFERENCES

- United Nations. (2011). Guiding Principles on Business and Human Rights. Obtained from https://www.ohchr.org/documents/publications/guidingprinciplesbusinessshr_sp.pdf

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

- UNDP. (2016). Sustainable Development Goals. Obtained from <https://www.undp.org/content/undp/en/home/sustainable-development-goals.html>
- Porter, M., & Kramer, M. (2001). The Creation of Shared value. Harvard Business Review Latin America.
- Sachs, J. (2014). The Era of Sustainable Development. New York: Columbia University Press.

RELATION OF VERSIONS

| Previous Document | | | |
|-------------------|--------------------|--|-------------------------|
| Version | Date dd/mm/yyyy | Document Code and Title | Changes |
| 1 | 08/12/2016 | GTR-B-001 Strategy Code for Social Settings Management | Management |
| 2 | 11/04/2016 | GTR-B-001 Strategy Code for Social Settings Management | Section 7.6 is included |

| New Document | | |
|--------------|--------------------|---|
| Version | Date dd/mm/yyyy | Changes |
| 1 | 13/09/2017 | Replaces and repeals GTR-B-001 Version 2 Chapter 3 on Relevant public policies and initiatives is deleted In Chapter 7, paragraph 7.1 is adjusted: Institutionality as the basis of the relationship regarding the National Government policies. Section 7.7.2 is summarized: The state as an ally, represented in the previous version by the different state entities with which it has relations. Two socio-environmental investment lines included in Chapter 8: Recreation, Culture and Sport and public infrastructure of community interest. Chapter 10 on the Legacy of ECOPETROL in the Regions is eliminated |
| 2 | 27/08/2018 | Adjustments in: Chapter 3: Objectives Chapter 7: Performance Criteria Chapter 8: Socio-environmental investments |
| 3 | 30/08/2019 | Adjustment in Chapters: 1. Introduction: The Business Group is simplified and expanded in scope, including the strategic axes approved by the Board of Directors in June 2019. 2. Background: The wording is simplified and adjusted. 3. Objectives: The general objective is adjusted by modifying the concept of Shared Prosperity to Sustainable Development. 4. Basic Principles: Adjustment in terminology and simplification defining only five (5) basic principles. |

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

| New Document | | |
|--------------|--------------------|--|
| Version | Date dd/mm/yyyy | Changes |
| | | <p>5. Conceptual Framework: The conceptual basis of the strategy of Shared Prosperity and Sustainability is modified to Sustainable Development and Creation of Shared Value, the Social Settings Management Process (GDE) is incorporated.</p> <p>6. Necessary Conditions: This is eliminated.</p> <p>7. Performance Criteria: It is now renumbered as Chapter 6. The criteria are adjusted as follows:</p> <ol style="list-style-type: none"> 1) The ECOPETROL business group strategy and creation of value as an integrated group. 2) Consolidation of the corporate governance model (criterion included) 3) Alignment with the purposes of the state 4) Anticipated and planned social settings management. 5) Relationship with different stakeholders as the basis for creating trust: This is eliminated; ECOPETROL does not make agreements with organizations and people outside the law. 6) Sustainable development and creation of shared value: <ul style="list-style-type: none"> • Inclusion: Sustainable development fundamental purpose of the social settings strategy • Elimination: a) Suitable contractual vehicles ensure the quality of investments; b) there are things we do not do and things we do not delegate; and c) the barriers are removed • Adjustment: Transparent and continuous communication. • Elimination: Communications must be decentralized. <p>8. Socio-environmental Investments: This chapter is reassigned to Strategic Environmental Management Axes, disaggregating each axis as follows:</p> <ul style="list-style-type: none"> • Environmental management • Social investment • Relationship • Physical security |
| 4 | 12/03/2020 | <p>Adjustment in Chapters:</p> <p>7. Strategic Axes: Number 7.4 of the Physical Security Strategic Axis is aligned with the Physical Security Enabling Plan built as an Internal Audit Improvement action. The roadmap consisting of eight (8) components are developed in this strategic axis, which are: Relationship and strategy, risk management, staff security, protection of critical infrastructure and operation, projects feasibility, monitoring and statistics, continuity and crisis management, human rights.</p> |

| | | |
|---|---|------------------------------------|
|  | Social Settings Management Strategy | |
| | Social Settings Management Sustainable Development Vice-Presidency | |
| | CODE GDE-N-001i | Prepared on: 12/03/2020 |

For more information contact:

Prepared by: Isabel Cristina Ampudia Rendón
 Phone number: 42199
 Mailbox: Isabel.Ampudia@ecopetrol.com.co
 Department: Vice-Presidency for Sustainable Development

Translated by: Juliana De Castro Patiño.
 EAN. Diploma No.7. Title Record Book No.1. Page No. 002. Register No.7
 Phone number: 45086
 Mailbox: Juliana.decastro@ecopetrol.com.co
 Department: Social Prosperity Management

Proofreading by: Juanita De La Hoz
 Phone number: 44886
 Mailbox: juanita.delahoz@ecopetrol.com.co
 Department: Social Prosperity Management

| | |
|------------------------------------|------------------------------------|
| Electronically reviewed by: | Electronically approved by: |
|------------------------------------|------------------------------------|

| | |
|--|---|
| <p>JUANITA DE LA HOZ HERRERA Social Prosperity Manager Citizenship ID No. 52.711.744 Vice-Presidency for Sustainable Development</p> <p>DAVID HERNAN LUNA GÓMEZ Regional Social Settings Manager (E) Citizenship ID No. 91.252.943 Vice-Presidency for Sustainable Development</p> <p>SERGIO MANTILLA SANMIGUEL Physical Security Manager Citizenship ID No. 19.378.337 Vice-Presidency for Sustainable Development</p> <p>SANTIAGO MARTINEZ OCHOA Environmental Performance Manager Citizenship ID No. 79.980.156 Vice-Presidency for Sustainable Development</p> <p>LUZ MYRIAM FLÓREZ TRIVIÑO Administrative Manager Citizenship ID No. 20.484.685 Vice-Presidency for Sustainable Development</p> | <p>ISABEL CRISTINA AMPUDIA RENDÓN Vice-President of Sustainable Development (E) Citizenship ID No. 31.175.887 Vice-Presidency for Sustainable Development</p> |
|--|---|

Document electronically signed, in accordance with the provisions of Decree 2364 of 2012 by means of which article 7 of Law 527 of 1999 on electronic signature and other is regulated and other provisions are dictated.

To verify compliance with this mechanism, the system generates an electronic report that shows the traceability of the review and approval actions by those responsible. If the verification of this information is required, please request said report from the Service Desk.

This document is a translation of the original Spanish version, in case of discrepancy the Spanish version will prevail.