

PROMOTIONS (MERCO METHODOLOGY)

Promotions	2016			2017			2018			2019		
	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia
Vacancies (open-selection processes)	276	33	309	195	50	245	282	28	310	294	30	324
Number of vacancies filled with internal personnel	45	16	61	41	13	54	22	8	30	55	4	59
Percentage of vacancies filled with internal personnel	16.30%	48.48%	19.74%	21.03%	26%	22.04%	7.80%	28.57%	9.68%	18.71%	13.33%	18.21%
Global number of the workforce promoted during the last year	45	16	61	41	13	54	49	13	62	109	4	113
Global percentage of the workforce promoted during the last year	3.54%	5.59%	3.92%	3.09%	5.02%	3.40%	3.49%	5.33%	3.76%	6.40%	1.69%	5.82%
Number of women in the workforce promoted during the last year	6	6	12	9	3	12	13	2	15	10	1	11
Percentage of women in the workforce promoted during the last year	13.33%	37.50%	19.67%	21.95%	23.08%	22.22%	26.53%	15.38%	24.19%	9.17%	25%	9.73%
Number of men in the workforce promoted during the last year	39	10	49	32	10	42	36	11	47	99	3	102
Percentage of men in the workforce promoted during the last year	86.67%	62.50%	80.33%	78.05%	76.92%	77.78%	73.47%	84.62%	75.81%	90.83%	75%	90.27%

SENIORITY

Seniority	2016			2017			2018			2019		
	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia
Mean seniority of the Company employees (years)	10.7	6.0	9.80	10.8	6.0	10.04	10.0	7.1	9.57	9.2	7.2	8.94
Mean seniority of the women in the Company (years)	8.2	6.0	7.79	8.4	5.6	7.91	7.0	6.5	6.92	10.1	7.4	9.72
Mean seniority of the men in the Company (years)	11.5	6.0	10.68	11.7	6.2	10.85	11.0	7.4	10.48	7.1	6.4	7.06

Notes: We adjusted the values corresponding to the average of the Total Celsia in the historical data presented since 2016, with respect to that published in the 2018 Integrated Report

CALCULATIONS

Gender	2016			2017			2018			2019		
	Colombia	Central America	Weighted	Colombia	Central America	Weighted	Colombia	Central America	Weighted	Colombia	Central America	Weighted
Men	939	226	7.79	980	197	7.91	1,029	182	6.92	1,190	180	9.72
Women	332	60	10.68	347	62	10.85	374	62	10.48	514	57	7.06
Total	1,271	286	9.80	1,327	259	10.04	1,403	244	9.57	1,704	237	8.94

Gender	2016			2017			2018			2019		
	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia	Colombia	Central America	Total Celsia
Men	939	226	1,165	980	197	1,177	1,029	182	1,211	1,190	180	1,370
Women	332	60	392	347	62	409	374	62	436	514	57	571