

April 3, 2018

Government Equalities Office  
6th Floor  
Sanctuary Buildings  
20 Great Smith Street  
London SW1P 3BT

**Re: Gender Pay Gap Report Equion Energia Limited 2018**

I hereby confirm that the information published by Equion Energia Limited (hereinafter, "Equion"), in compliance with the Gender Pay Gap Reporting regulations, is accurate.

Equion, has defined its Compensation policies based on competences, experience and performance of its employees, as well as the bench market, without incorporating items that could benefit in particular one gender or the other.

Nevertheless, it is worth noting that traditionally the Oil & Gas industry in Colombia has had predominance of male labor force, which has had early training in the technical areas of this industry, particularly petro-technical, as compared with women. Hence, men have, on average, more years of experience, which could have an impact on the salary difference by gender.

In line with the Compensation policy, several actions have been implemented in the past two years, aimed at promoting equal compensation, which include:

- Updating salary structures with competitive market samples,
- Development of a salary program that includes market and law adjustments, ensuring at least 80% comparatio for all employees, without any gender discrimination,
- Extension of the extralegal maternity leave benefit to extended paternity leave,
- Training of all employees on gender equality and unconscious bias,
- Incorporation of equality and diversity associated controls in the talent attraction procedure, promoting male and female participation, and
- Measurement of gender indicators in terms of training and performance, which are used as input for yearly planning of Human Management programs.


All of these actions have been conveyed to employees by means of participative, dynamic Compensation workshops.

Furthermore, Equion has participated actively in gender equality undertakings in the industry as member of the PAR community in Colombia and is currently implementing the Gender Equality Management System (GEMS), which is led by the Ministry of Labor and the United Nations Development Program.

It is possible to review the individual performance process that defined the annual performance rating of each employee, which is fundamental for calculating individual compensation to ensure equal conditions for all.

We hope that all of the above actions will continue reducing the gender-based salary gap in the medium and long term.

Yours sincerely,



**Luis García**  
Director  
EQUION ENERGIA LIMITED