

Sustainability Report

19

Corporate Officers 2020¹

Richard Herbert- Chief Executive Officer (CEO)

Alejandro Piñeros-Chief Financial Officer (CFO)

Andrew Kent- General Counsel and Secretary

Renata Campagnaro-Corporate Vice President, Sustainability, Trading and Logistics

Duncan Nightingale, Corporate Vice President Operations, Development and Reservoir Management

Consulting

Desarrollo Visible

Design and Layout

Adela Martínez Camacho

Frontera Energy Corporation

333 Bay Street, Suite 1100

Toronto, Ontario

Canada

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About this report

Our 2019 Sustainability Report:

- Presents information for Frontera Energy Corporation.²
- Has been prepared in accordance with the GRI standards: Comprehensive option.
- Is our Communication on Progress (CoP) for the United Nations Global Compact.
- Covers the period from January 1, 2019 to December 31, 2019, unless otherwise stated.
- Includes information on Frontera's operations in Canada, Colombia, and Peru (clarification is made when information is presented separately for the different countries). Information on operations and finances includes data from Ecuador and Guyana.
- All monetary amounts are reported in United States dollars unless otherwise stated.
- See legal advisories at page 87.



Point of contact for further information

sustainability@fronteraenergy.ca

¹ 2019 Corporate Officers: Richard Herbert, CEO; David Dyck, CFO; Andrew Kent, General Counsel; Alejandra Bonilla, Corporate Vice President Legal and Head of Legal Colombia; Renata Campagnaro, Corporate Vice President Supply, Transport & Trading; Duncan Nightingale, Corporate Vice President Operations, Development & Reservoir Management; Alejandro Piñeros, Corporate Vice President Planning & Strategy; Grayson Anderson, Corporate Vice President Capital Markets.

² Frontera Energy Corporation, hereinafter: "Frontera Energy", "Frontera", or the "Company" and includes, where the context dictates, its subsidiaries.

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Message from the CEO

We present our 2019 Sustainability Report in the midst of an unprecedented situation around the world, produced by the rapid decline in oil prices and impact of the COVID-19 pandemic on the world economy and the areas where we operate.

Frontera has responded quickly to the crisis, working to protect our employees, contractors, and communities. A priority for Frontera has been to maintain a safe and healthy working environment in all of its operating areas, complying with all national health guidelines.

The Company has also increased its support for local communities in jurisdictions where we operate by providing safety, medical and food supplies. To date, Frontera, its employees and Board of directors have donated: more than 6,000 prevention kits (including 1,000

from our labour union UTIPEC) to communities in Colombia, Ecuador and Peru; 2 medical ventilators for the Hospital in Villavicencio, Meta; 2 portable toilets for temporary installations in Villavicencio, Meta; and funds to strengthen the capacity of intensive care units in Bogota, Colombia. Additionally, Frontera has participated in the donation of more than 18,000 personal protection items for frontline workers through the Colombian Petroleum Association (ACP in Spanish). This humanitarian response has been very well received, and we are very proud of these efforts and the generosity shown by our people during this unprecedented time.

Entering 2020, the Company's strong balance sheet and no debt maturities until June 2023 well positioned us financially to deal with the unforeseen challenges now facing the oil industry and global economy. We have taken decisive measures to protect our cash position for future growth by reducing capital expenditures, production and transportation costs, and general and administrative costs.¹

In review of our 2019 performance, we have **continued to make progress** towards our long-term goals, cost reductions, and greater efficiency. At the same time, we have created value for stakeholders based on the six *Sustainability Commitments* in our *Sustainability Policy*, commitments that express the standards we strive for as we engage in sustainable operations.

Acting consistently and transparently

Ethics, compliance, respect for human rights, and transparency are the framework for our actions and the vehicle for achieving our strategic goals. In 2019 we improved our ISS ESG rating, and as a result of participating in the Ethics Quotient™ assessment, we established opportunities for continued alignment with the standards and best practices required by the market and industry.

Operating with excellence and ensuring the health and well-being of our employees

We produced positive financial and operational results in a working environment focused on health, safety, and social and environmental responsibilities.

We reported exploration successes in Colombia, where we added three new blocks as part of two successful National Hydrocarbons Agency (ANH in Spanish) bid rounds and the VIM-1 Block in the lower Magdalena Valley, acquired through a joint venture with Parex Resources, which delivered an exciting exploration discovery.

We transported more than 9 million barrels of crude oil and 4 million barrels of fluids, ensuring the timely and safe dispatch of our production. For the fourth consecutive year, losses during the transportation of crude oil and gas were maintained close to 0% (well within the range permitted in the international oil industry.)

¹ For more details relating to our COVID-19 response and our financial results, please read our First Quarter 2020 Results news release dated May 6, 2020.

We fully implemented our *Operating Model*, which ensures the sustainability of our assets while maintaining consistency between different fields and expanding their potential value.

We implemented the *Lines of Defense Model* and established a new structure and roles for our HSEQ team. Improvements over 2018 were significant in terms of HSEQ performance and our metrics. Compared to 2018, we improved our 2019 performance in Lost Time Injury Frequency by 76%, Total Recordable Incident Rate by 73% and Vehicle Incident Frequency Rate by 78%.

Employing the best talent and promoting respect of human rights for our internal and external stakeholders

In 2019, we continued to internalize our *I am Frontera (Ser Frontera)* leadership and culture model. We prioritized our technical development plans and as part of our well-being and quality of life strategy, expanded coverage to employees' families. This initiative produced a higher work environment score: 85% favourability up from 76% in 2018.

Promoting a sustainable supply chain

Frontera values the participation of local companies in our supply chain. We go beyond just including local suppliers in our supply chain, striving to also facilitate building an entire system

and set of procedures for it that will ensure quality, safety, ethical behavior, transparency, and the best social and environmental practices. We work toward a unified image and standard of behavior in the countries where we operate.

Contributing to the sustainable development of communities

We reviewed our social investment strategy, leading us to develop a new social investment model grounded in an understanding of the needs in our area of influence and focusing on high-impact results without increasing the resources invested. Through our social investment model, we bring benefits to the communities in our areas of operations in both Colombia and Peru. Our framework has three core areas: inclusive economic development, education, and quality of life.

Working in harmony with the environment

We have a 10-year decarbonisation strategy and GHG emissions reporting plan (2020-2030). In 2019 we participated in the Carbon Disclosure Project (CDP) Climate Report, an exercise in which we identified strengths and opportunities for improvement in our climate change strategy; we promoted projects to reduce carbon emissions through the purchase of CO₂ offsets; we evaluated our energy options, giving importance to short and long-term comprehensive strategies; and we

envisioned business decarbonisation models with the purpose of including alternative energy sources such as solar energy and biogas in our energy matrix.

In addition, we know that collaborative work, inclusive partnerships, and shared responsibility are essential for facing challenges and accomplishing goals on the local, regional, and global level. We therefore ratify our commitment to initiatives such as the Sustainable Development Goals and the Principles of the United Nations Global Compact, of which we have been a signatory since 2011.

We invite you to read this Sustainability Report to learn more about our achievements in 2019 and challenges and opportunities in 2020. Thank you to everyone at Frontera for your commitment, capacity to adapt, hard work and dedication as we continue progressing on the path of sustainable success.

We must remain united and continue to persevere as we face challenges together. Moving forward in a responsible way is key to overcoming times of uncertainty, fulfilling shared goals, and building a new and prosperous reality.

Richard Herbert
Chief Executive Officer

**102-2
102-5** **Frontera Energy Corporation**

Frontera Energy Corporation is a Canadian public company and a leading explorer and producer of crude oil and natural gas, with operations focused in South America. The Company has a diversified portfolio of assets with interests in more than 40 exploration and production blocks in Colombia, Peru, Ecuador and Guyana. The Company’s strategy is focused on sustainable growth in production and reserves. Frontera is committed to conducting its business safely and in a socially, environmentally and ethically responsible manner. Frontera’s common shares trade on the Toronto Stock Exchange under the ticker symbol “FEC”.

**102-4
102-6
102-7** **Our operations**

▶ We have a diversified portfolio of assets with interests in over 40 blocks
in Colombia, Ecuador, Guyana, and Peru.

▶ 93%
of our exploration and production investment in 2019
went towards our operations in Colombia.

▶ Total production for the full year 2019:
70,875 (boe/d)
Colombia: 63,625 (boe/d)
Peru: 7,250 (boe/d)

▶ Total number of employees as at December 31, 2019:
1,160¹ *357 women*
803 men

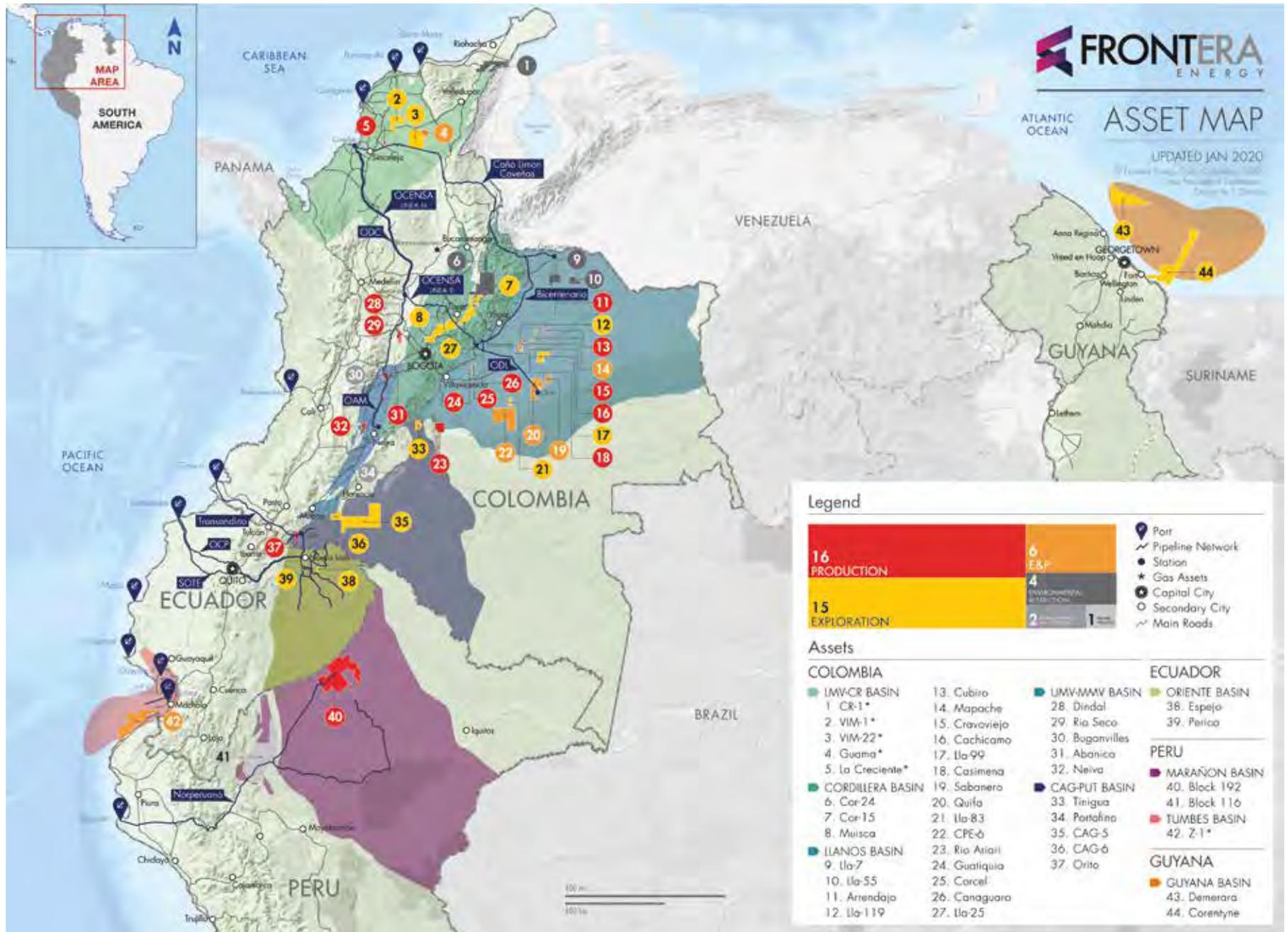
Production mix

▶ Heavy crude oil:
46%

▶ Light and medium crude oil:
51%

▶ Natural gas:
3%

¹ Includes employees with employment contracts (payroll).



102-16 **Our vision**

The Company is committed to conducting its business safely and in a socially, environmentally and ethically responsible manner.

102-16 **Our values and cultural attributes**

Values:

- We lead by example with **integrity**, and we act consistently and transparently to promote open dialogue in our relationships.
- **Respect** means we value inclusion and diversity and we learn from and appreciate different points of view. We behave with authenticity.
- With our **commitment**, we demonstrate that we are accountable for our decisions, we work as one team to achieve business goals, and we strive for excellence through innovation, adaptation, and learning.
- Through **sustainability**, we promote the creation of economic, social, and environmental value, and we are positively engaged with our stakeholders. We produce reliable results, understanding that our actions generate long-term value.

Cultural attributes:

- **Understanding the business.** We know, understand and act as owners of the Company, with a strong sense of commitment to and interest in the Company's welfare and sustainability, understanding the market and the industry.
- **Self-observation.** We are aware of our emotions, thoughts, and actions, as well as their impact on others, on the team, and on the business. We therefore assume complete responsibility for them and make any necessary adjustments to better contribute to the work environment and achieve results.
- **Appreciation.** We develop the capacity to perceive that everyone is different, recognizing positive qualities and how they add value and complement others. We are inclusive and open to other views.
- **Empowerment.** We are confident in our ability to take on challenges that positively impact the development of the business. With maturity and

accountability, we take responsibility for our actions and omissions, while communicating our reliability.

- **Compliance.** We understand and practice our rights and duties as employees, governed by corporate policy and ensuring superior results for all outcomes.

Corporate strategy 102-15

In 2019, the Company's strategy focused on shareholder returns by delivering sustainable levels of production and reserves in Frontera's core Colombian operations, ensuring capital expenditures generate strong financial returns, pursuing continuous operational improvements and greater cost efficiencies and creating opportunities for future growth through new exploration and development activities with a geographical focus in the northern Andean region of South America (i.e. Colombia, Guyana, Ecuador, and Peru).

Operating Model

Our *Operating Model* facilitates integrated management to leverage decision-making and responsibilities. It allows us to ensure sustainability of our assets, consistency between different fields, opportunities for professional growth, quick and integrated decision-making, and the optimization of value in our fields.

Three key principles

1. **Responsibility.** Field employees and contractors are responsible for operations. In the short-term, they work independently on key functions with support from technical and support areas. Medium and long-term responsibilities are shared with the technical and support areas.
2. **Level of centralization.** The field is the center of day-to-day operations (production, maintenance, chemical treatment, artificial lift systems). The centralized technical and support functions establish policies and standards to support daily operations in the fields.
3. **Standardization.** Responsibilities are standardized in all fields for all functions.

Increasing Frontera's present and future streamlining and efficiency

Establishing priorities means exploring a variety of topics, giving special attention to the most important ones, and then establishing actions.

Frontera's 2019 plan and guidance focused on four key objectives:

1. Delivering stable levels of production and reserves in Frontera's core Colombian operations.
2. Ensuring that the capital expenditures in core operations have strong financial returns.
3. Pursuing continuous operational improvements and greater cost efficiencies.
4. Creating opportunities for future growth in production and reserves through new exploration and development activities.

Sustainability strategy

SDG 102-15 Our sustainability strategy is supported by our *Sustainability Policy* and is aligned with our vision, values, and human rights and gender declarations. Our strategy promotes and creates incentives for managing the business in a sustainable way that prioritizes the well-being of our stakeholders. The policy applies to all Personnel (as such term is defined in the *Code of Business Conduct and Ethics*) and defines six commitments providing the framework for our sustainability model.

These commitments establish the standards we strive for in order to achieve sustainable operations and are aligned to international standards such as the Principles of the United Nations Global Compact, the UN Sustainable Development Goals, Voluntary Principles on Human Rights and Security, the Task Force on Climate-related Financial Disclosures, Sustainable Accounting Standards Board (SASB), IPIECA and Global Reporting Initiative (GRI).

To implement the *Operating Model*, we work with the asset managers, technical and support areas to align our core processes. In 2019, we disseminated a tool that consolidated information on the model's context, its impact, how it creates value, and the organizational structure of the operations.





The Board of Directors approves the Company's *Sustainability Policy* based on recommendations from the Corporate Governance, Nominations, and Sustainability Committee, and the Corporate Affairs Department monitors and assesses performance and compliance, ensuring proper oversight of our sustainability framework.

Our stakeholders

Stakeholders are any individuals or groups of people, organizations, or institutions that could be directly or indirectly affected by our operations or could have an influence on achieving our business strategy and meeting our *Sustainability Commitments*.

Our stakeholder engagement is rooted in systematic, friendly, respectful, and transparent dialogue that promotes mutual growth, and sustainable operations. We map out communication channels, analyze the impact of our activities on stakeholders, and align their interests with our objectives.

Addressing matters through our communication channels enhances our stakeholder engagement, social investment strategies and sustainability strategy.

Communication channels

	Ethics channels (email, hotline)	Management Report (quarterly)	Consolidated Financial Statement (quarterly)	Sustainability Report (annual)	Frontera's website	Canadian public company filing website, www.sedar.com	EITI-ESTMA	Frontera social media	Regular meetings	Events	Regular assessments	Others
Shareholders and Bondholders	•	•	•	•	•	•	•		•	•		
Employees	•	•	•	•	•	•		•	•	•	•	Visits from the CEO Frontera Corporate University
Trade Unions	•	•	•	•	•	•	•	•	•		•	
Families of employees	•	•	•	•	•	•	•			•		
Suppliers and Contractors	•	•	•	•	•	•	•	•	•	•	•	
Buyers	•	•	•	•	•	•	•	•	•			
Analysts	•	•	•	•	•	•	•	•	•	•		
Industry	•	•	•	•	•	•	•			•		Perception studies
Local and national government	•	•	•	•	•	•	•	•	•	•		Presence at events Perception studies
Civil society: NGOs and the general public	•	•	•	•	•	•	•	•	•			Annual socio-economic studies Perception studies
Neighboring communities	•	•	•	•	•	•	•	•	•			Annual socio-economic studies Perception studies
Joint Venture partners	•	•	•	•	•	•	•	•				
Media		•	•	•	•	•	•	•	•	•		

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Materiality assessment

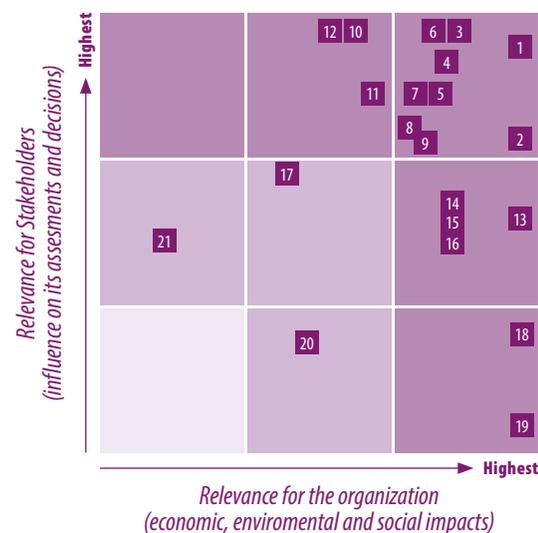
As part of our annual cycle for engagement, management, and reporting, we have updated our materiality assessment and matrix in accordance with Global Reporting Initiative (GRI) Standards:

- 1. Identification:** develop a list of potential material topics important to Frontera, the areas where we operate, and the industry.
- 2. Prioritization:** determine significant material topics most relevant to our business considering our *Sustainability Commitments*, stakeholder expectations and the impacts, risks and opportunities of our operations.
- 3. Validation:** confirm priority material topics with senior management.
- 4. Review:** evaluate our Sustainability Report after it has been published.

Materiality matrix

The materiality matrix presents 21 topics established as relevant in the framework of Frontera’s six *Sustainability Commitments* and determines the structure of this report. The identified material topics are aligned with the UN Sustainable Development Goals (SDG).

Topics located in the upper-right quadrant of the matrix will be addressed in this report.



1. High standards for HSEQ culture (SDG 3)
2. Operational excellence
3. Responsible production and consumption (SDG 12)
4. New business development
5. Ethics, transparency, and compliance (SDG 16)
6. Climate change (SDG 13)
7. Respect for and promotion of human rights (SDG 5 and SDG 16)
8. Close relationships and mutual development
9. Hiring conditions for local labor (SDG 8)
10. Protection of the biodiversity (SDG 15)
11. Good corporate governance (SDG 16)
12. Local economic development (SDG 8)
13. Fair, equitable and transparent contracting (SDG 8)
14. Attraction and retention (SDG 8)
15. Professional and personal development (SDG 8)
16. Wellbeing and quality of life (SDG 8)
17. Social investment
18. Organizational culture
19. Long-term projection and planning
20. Digital transformation
21. Supplier and contractor development (SDG 8)


Coverage of material topics

The following table presents internal and external coverage of material topics from the upper-right quadrant of the matrix:

Material topics	Coverage	
	Internal stakeholders	External stakeholders
High standards for HSEQ culture (SDG 3): safe operating conditions; a culture of self-care; monitoring of occupational health and safety conditions; integrity of infrastructure and other assets; prevention of emergencies; collaboration with contractors; and compliance.	Employees	Suppliers and Contractors Local and national Government Field partners
Operational excellence: well-balanced asset portfolio; stable production; financial discipline; efficiency; continuous improvement; standardized processes competitiveness; and business continuity.	Employees	Investors Suppliers and Contractors Local and national government
Responsible consumption and production (SDG 12): a circular economy; management of water risks; responsible, careful, and efficient use of water; responsible management of waste products and effluents; and prevention of spills (oil and other products) resulting in pollution of natural resources.	Employees	Suppliers and Contractors Neighboring Communities Investors Media Local and national government
New business development: growth in reserves; increased investment in exploration; business expansion; and planning.	Employees	Investors Industry Media Suppliers and Contractors
Ethics, transparency, and compliance (SDG 16): decency; business integrity; fight against corruption; regular and timely accountability; chain of custody ensuring transparency; responsible economic, social, and environmental practices; and compliance.	Employees Shareholders	Investors Suppliers and Contractors
Climate change (SDG 13): climate strategy and the fight against climate change; energy efficiency; clean energy consumption; prevention, reduction, and mitigation of greenhouse gases (GHG); and energy transition (decarbonisation of the energy system).	Employees	Suppliers and Contractors Neighboring Communities Investors
Respect for and promotion of human rights (SDG 5 and 6): protection and promotion of human rights; due diligence; ongoing conversations with stakeholders to learn about existing or potential impacts on human rights; freedom of association; inclusion and diversity; and equal opportunities.	Employees	Suppliers and Contractors Neighboring Communities Civil Society Local and national government
Close relationships and mutual development: timely and transparent communication to strengthen community relations and networks, and work towards common objectives.	Employees	Suppliers and Contractors Neighboring Communities Civil Society
Hiring conditions for local labor (SDG 8): local hiring above and beyond what is required by law; and engagement to ensure ideal hiring conditions.	Employees	Suppliers and Contractors Neighboring Communities Local and national government



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SDG 103-1 103-2 103-3 SDG 16

Acting consistently and transparently

UNGC Principle 1, 2 and 10

The hydrocarbon industry impacts communities and countries globally. It requires thorough and constant work to meet high standards of corporate governance, compliance, ethics, anti-corruption and transparency, in addition to meeting technical, social and environmental standards. These conditions are necessary for viable and flourishing societies that are equitable and respect human rights. Organizations with a strong ethical culture perform better financially and experience a higher demand for their shares in the stock market. This results in competitiveness, potential growth, and value for stakeholders.

At Frontera, we translate good corporate governance into policies, decisions, and responsible actions, while promoting transparency and preventing compliance risks. As a result, one of our strategic objectives is **to work under the highest performance standards for safety and ethical behavior.**

Good corporate governance

At Frontera, we make values-based decisions. Our values are at the core of our corporate governance practices and are based on our *I am Frontera (Ser Frontera)* cultural model, leading us to work ethically as a team toward common goals. Corporate governance provides direction and balance for making and executing decisions. It aids in structuring processes and facilitates business and operations under a sustainable development focus.

Governance structure

Our governance structure keeps our *Sustainability Commitments* at the center of the discussion, and translates them into concrete actions. The structure allows the Board of Directors to delegate authority to senior management and other teams in order to create economic, social, and environmental value.

Board of Directors¹

The board, directly and through its standing committees, works with management to develop fundamental policies and establish strategic objectives that preserve and enhance the sustainability of the business and value of the Company.

The Board of Directors and its standing committees work closely with senior executives to make decisions about the development, approval, updating, management, and monitoring of the business strategy, organizational culture, ethical guidelines, and risk management. Together they establish procedures to effectively manage economic, social, and environmental matters.

Our corporate governance structure includes:

- Charters and Mandates
- Corporate Policies
- Functional policies focused on strategic matters
- Operational documents

¹ For further information, see: <http://www.fronteraenergy.ca/leadership#1477664893016-84f0a87f-24a1> 

Policies are regularly reviewed and updated to reflect best practices and changes to corporate processes.

Delegation of authority

Frontera's *Delegation of Authority matrix (DOA)* is the primary tool for decisions making in the Company. It is also an important tool for maintaining and monitoring controls and compliance. This document establishes a structure for good governance from the CEO downward, formalizing the authorities for decision-making that are delegated by the CEO to other members of management.

In 2019, the organizational structure was changed in an effort to make the organizational decision-making process more efficient and effective. The DOA was amended to reflect these changes and align decision-making within the organization with corporate priorities. The updated DOA was implemented through corporate-wide communication, one-one-one training sessions with all members of senior management, contract administrators, and area leaders. The Company took a continuous improvement approach and identified additional changes. The changes incorporated since adoption have further clarified the delegation process and fully aligned the DOA with the corporate process.

Challenges and opportunities 2020+

Continue to adjust and consolidate the DOA and refine concepts to meet Frontera's business needs, organizational changes and process.

103-1
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Ethics, transparency, and compliance

Material Topic Ethics, transparency, and compliance UNGC Principle 10

We know a strong ethical culture is necessary for building and sustaining long-term trustworthy relationships with our stakeholders and continuing to increase our competitiveness.

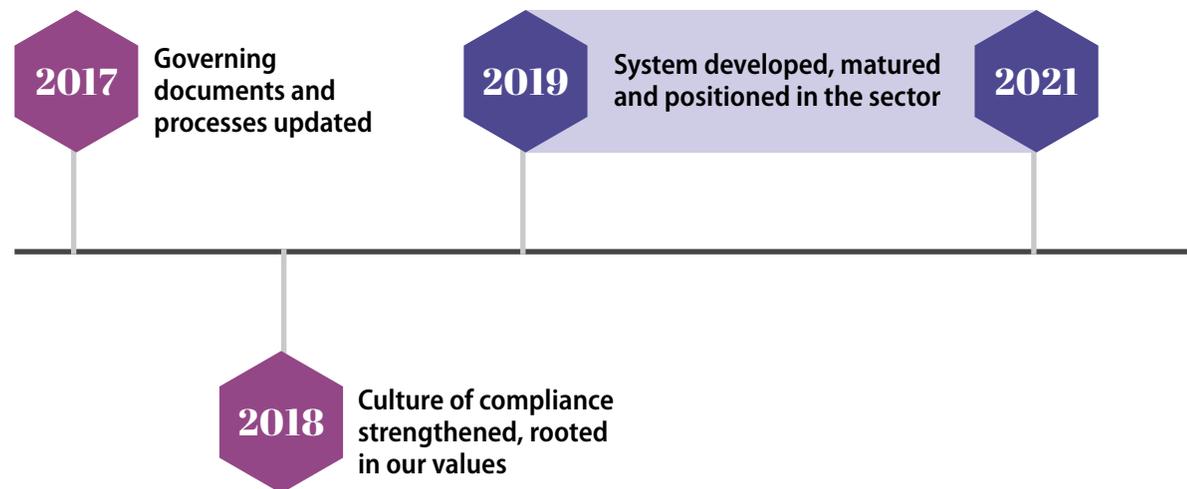
Our *Code of Business Conduct and Ethics* along with its related policies are the foundation of our compliance strategy and establish our commitment to conduct business fairly, with integrity and in compliance with applicable laws.

102-16

Ethics and compliance system

Our *Ethics and Compliance System*, which was implemented in 2018, continues to be our primary tool for strengthening our corporate culture of ethics and compliance and ensuring that our activities are carried out with integrity, transparency, and sustainability. This system is based on three **areas of action: prevention, detection, and reaction.**

Development timeline





We focus on improved knowledge, business partnering, and stakeholder recognition to increase ethical standards, implement best global practices, comply with HSEQ and compliance indicators, and ensure transparency.

102-16 Improved knowledge of ethics and compliance

We spent 3,404 hours promoting ethics and compliance awareness and strengthening both knowledge and analytical skills among employees and contractors who are key members of our value chain.

Our personal development program, *Ser Frontera*, is composed of three modules: Frontera Employees have Purpose, Frontera Employees are Honest and Frontera Employees Value Life, encourages reflection on the value of ethics and compliance and their impact on professional performance and personal well-being.

In 2019, 68 employees from the Quifa field participated in the training program.

205-2 The focus of training sessions was made more specific based on an analysis of risks and their materialization.

Training sessions	Target audience	Country	Total number of participants	Total number of hours per employee
Vendor due diligence	Areas that implement due diligence (SCM, clients, corporate development, lands) and delegated acquisitions	Canada, Colombia and Peru	106	1
Annual ethics and compliance training: ethics, prevention of asset laundering, fraud, and corruption, and the information privacy system.	All employees	Canada, Colombia and Peru	1,142	1
Compliance Evaluation: test employee ethics and compliance knowledge (virtual)				
Culture as a competitive advantage	Board of Directors and senior management	Colombia	33	1.5
General Ethics	New employees	Colombia	64	1.5
The <i>Ethics and Compliance System</i> as a tool for success and sustainability	Contract administrators	Colombia	194	1.5
Compliance is Simple	Cubiro Block: supplier selection process	Colombia	7	1
Ser Frontera- Frontera Employees have Purpose	Quifa Camp (3 sessions)	Colombia	70	9
Anti-corruption	Senior management, communications, CSR and administration	Peru	20	1
	CSR and administration	Peru	11	1.5
Ethics and Compliance as a sustainable business tool	Drilling suppliers	Colombia	96	2
	Operations managers: drilling and projects	Colombia	42	2
Supplier forum	Suppliers	Colombia	178	1

**102-1
205-1** *C Day: compliance evaluation*

We tested employee compliance knowledge and 99.13% of all employees participated in the evaluation. The average score was 89.9%, confirming a high level of knowledge in this area. The results of this evaluation were considered in the planning of our 2020 awareness, communication and training program.

**102-1
102-16** *Business partnering*

- We continued to build transparent and ethical relationships with our contractors and encouraged them to do the same with their subcontractors.
- We conducted due diligence prior to establishing relationships with third parties and applied a dynamic approach to this process, taking into account the business needs and risks.
- We assessed risks related to fraud, money laundering, financing of terrorism, and corruption within our main commercial processes, and designed controls for preventing and mitigating those risks.
- We ran exercises to improve business processes based on findings from different cases.
- In bid and contract processes, we worked to promote savings and prevent losses that could be caused by findings of compliance investigations.

**102-12
102-13**

Stakeholder recognition

We believe in collaborating, sharing responsibility and coordinating actions with government, non-government organizations, and other relevant stakeholders to fight corruption, strengthen ethics, and reinforce a culture of compliance and integrity.

Our leadership generated positive recognition for the industry and the country

- We improved our ESG rating from ISS thanks to our public disclosure on ethics and compliance practices with investors and outside stakeholders.

- We participated in Ethics Quotient™ benchmarking to establish areas for improvement in 2020, in line with the standards of the companies on the Ethisphere Institutes' World's Most Ethical Companies® Honoree List.
- By invitation from the Financial Analysis and Information Unit (UIAF Colombia) at the Colombian Ministry of Finances, we participated in the national evaluation of the risks of asset laundering and financing of terrorism (ENR-2019) for the hydrocarbons sector.

We actively participated in the following industry initiatives and group actions

- Ethisphere's Business Ethics Leadership Alliance (BELA), a global community of companies that recognize the value of ethical leadership and work together to share best practices in the area of ethics and compliance.
- The Responsibility-Ethics-Diligence (RED) group for the hydrocarbons sector at the Colombian Oil Association (ACP in Spanish). This group establishes benchmark practices for ethics, transparency, and human rights in application of the United Nations Guiding Principles for the Hydrocarbons Industry in Colombia.
- Voluntary Principles on Security and Human Rights. These principles offer practical guidelines for extractive companies operating in conflict zones with governance issues to respect and promote human rights in activities related to security issues. There are approximately 28 participants including companies, states, NGOs and organizations.
- The Latin American Compliance Network at the International Institute for Anti-Corruption Studies. This network promotes integrity, best business practices, and good corporate governance. It also prevents fraud, asset laundering, and corruption in the public and private sectors.
- Extractive Industries Transparency Initiative (EITI). This is a worldwide standard that promotes open and responsible management of oil, gas, and mineral resources.
- Integrity Initiative by the United Nations Office on Drugs and Crime (UNODC). This initiative seeks to diminish opportunities for corruption.

- CEO anti-corruption round table in Colombia's local network of the United Nations Global Compact, which promotes good practices in the private sector.
- Alliance for Integrity, a business-driven, multi-stakeholder initiative seeking to promote transparency and integrity in the economic system. To achieve this goal, it fosters collective action of all relevant actors from the private sector, the public sector and civil society.
- Corporate Integrity Path, an initiative to promote transparency and integrity in the public and private sector.

Prevention of conflicts of interest

In 2019, 100% of the Board of Directors and 98.3% of employees answered a *Conflict of Interest Survey*.

Potential, actual and even apparent conflicts are reported by board members and employees, to allow timely and adequate mitigation by supervisors, thus preventing any negative impact for Frontera, and also protecting employees in the correct and safe execution of their duties.

Employees who answered the survey

Year	Number	% (total employees)
2019	1,177	98.30%
2018	1,178	94.77%

Year	Number of employees who reported conflict of interest	Number of conflicts of interest reported
2019	165	276
2018	244	438

Complaint management

We have a system in place to properly process concerns about ethics.

The Ethics Committee is chaired by the Ethics & Compliance Officer who reports directly to the Chair of the Audit Committee of the Company's Board of Directors. Its members currently consist of the CEO, CFO, General Counsel and Head of Internal Audit. This Committee assists the Audit Committee in fulfilling their oversight responsibilities relating to the Company's ethics and compliance management programs. The Ethics Committee is primarily responsible for oversight and administration of the Ethics Complaints Protocol. The committee receives requests and complaints on ethical and compliance issues and makes determinations on the investigation process and outcomes of the investigation. The Ethics & Compliance Officer, as chair of the Ethics Committee, reports on the committee's work to the Audit Committee at least quarterly.

Complaint channels

During 2019, the Company received a total of 67 complaints related to ethics and compliance. These were verified and analyzed by the Ethics Committee in accordance with the Company's Ethics and Complaints Protocol. As a result of investigations, disciplinary measures were taken including terminating employment contracts, as well as terminating, not renewing or abstaining from entering into contracts to provide goods and services.

Challenges and opportunities 2020+

- Measuring and improving our Ethisphere Institute Ethics Quotient™ score to ensure honest and sustainable business relations and behavior.
- Taking actions in partnership with relevant stakeholders and authorities to strengthen the culture of compliance and integrity.

Human rights Material Topic: Respect for and Promotion of Human Rights UNGC Principles 1 and 2

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We are fully committed to promoting, protecting and respecting human rights, assuming our role as key stakeholders in the communities where we operate. We honor our legal and ethical duty to respect the rights of our stakeholders and continue to build relationships based on respect, integrity, trust, and legitimacy.

Our actions are framed within the United Nations Universal Declaration of Human Rights and the laws in the areas where we operate. We are also supported by global guidelines such as the Guiding Principles on Business and Human Rights¹ and the Voluntary Principles on Security and Human Rights². We promote best practices and respond proactively to economic, social, and environmental challenges.

Tools for minimizing human rights risks

Our *Sustainability Policy*, together with the following governance documents make up our human rights management system and provide context and direction to achieve our objectives to promote human rights and minimize risks: the *Human Rights Declaration*, the *Security Policy* and the *Physical Security Annex for Contracts*.

We leverage our efforts through involvement with international and national initiatives such as the Voluntary Principles on Security and Human Rights, the Colombian Energy and Mining Committee for Human Rights and Security (CME in Spanish) where we participate in the working group on business and armed forces relations, the National Hydrocarbons Agency (ANH), the National Business Association, and the Colombian Oil Association where we participate in the human rights and hydrocarbons working group.

Our focus for managing human rights: taking care of life

Although there have been no alerts of human rights violations, we have taken a proactive approach to preventing human rights violations and have established working groups to focus on the most relevant issues:

- Occupational health and safety, where we encourage a culture of self-care. We emphasize that it is better to stop work than to take risks.
- Physical security for those taking care of our assets.
- Labor relations and freedom of association.
- Promotion of inclusion and diversity and fairness.

Our human rights management system provides context at the corporate level to create consistency among operations. We analyze risks and plan actions with our employees and third parties in mind (contractors, military and police forces, and security firms). We recognize the need for unified action to prevent security and human rights violations.

Our work with public security forces and security companies 410-1 412-2

We regularly offer training to military forces and police personnel who support our field security, reinforcing knowledge and best practices in areas such as: International Human Rights Law, international obligations for the State stemming from the constitutional body of law, the Inter-American Human Rights System, the HR focus in the National Police Code and Handbook, vulnerable population groups, and institutional doctrine and regulations on the differentiated use of force.

In 2019, in the Casanare and Meta departments, we trained 247 members of the Colombian Army and 71 members of the National Police Force (Mobile Anti-Riot Squad-ESMAD, the Transportation and Traffic Department, and the Rubiales Police Station).

¹ Adopted by the United Nations Human Rights Council in 2011.

² A member-based national multi-stakeholder platform for sharing best practices and supporting the implementation of the Voluntary Principles in Colombia.

In addition, a private security contractor developed a three-level virtual training plan for its employees assigned to our blocks. Eleven of Frontera's security employees also participated in this training.

Security annex for contracts

The *Security Annex for Contracts* establishes protection, knowledge and compliance measures. Our goal is for both contractors and their subcontractors to promote and respect human rights, as well as prohibit any kind of violation under any circumstance and, should a violation occur, implement remediation mechanisms.

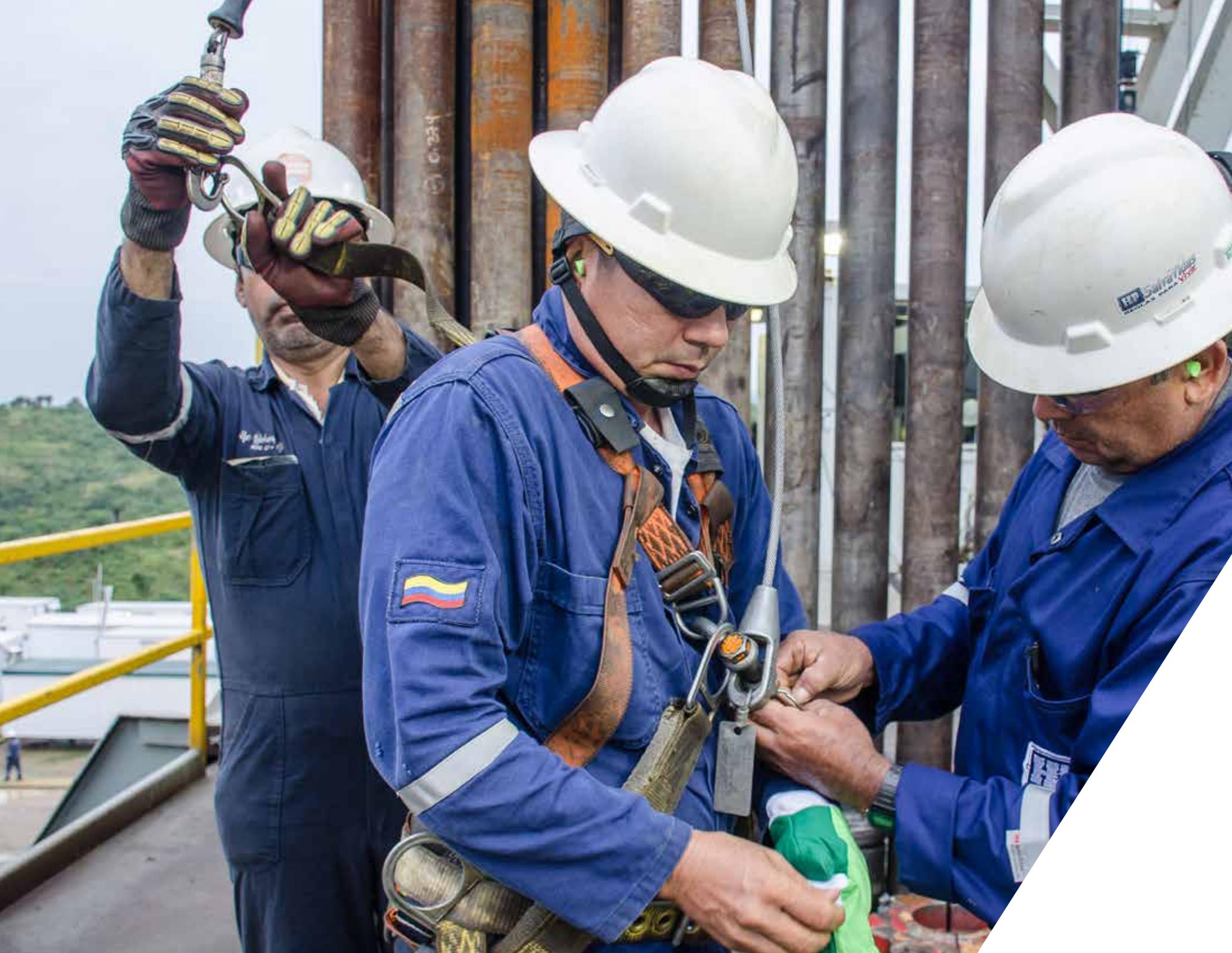
During 2019, we implemented the following review and updating exercises:

- We extended the legal scope of the Comprehensive Management System to the countries where we operate.
- We incorporated human rights, including the Voluntary Principles on Security and Human Rights, making field visits to verify and certify the operations' best practices and we evaluated 10 contractors on average monthly.
- We integrated the system into our digital management platform, to be applied in 2020.

Challenges and opportunities **2020+**

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Confirming and articulating our commitment to respecting and promoting the rights of all of our stakeholders, in order to continue to build relationships based on respect, integrity, trust, and legitimacy.



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Operating with excellence and ensuring the health and well-being of employees

We are part of a strategic sector that drives economies. We operate in a changing environment that produces risks and opportunities in connection with: availability of fossil fuels, reserves, economic downturns, fuel prices, increases or decreases of exports, energy transition, climate change and renewable energy, interests of neighboring communities, public order and social conflict in regions highly impacted by oil and gas operations, environmental restrictions and licenses, and infrastructure at each operating site. These risks are factors we must monitor if we want to remain competitive, contribute to sustainable development, and create value for both our investors and stakeholders.

At Frontera we aim for **operational excellence** expressed in a well-balanced portfolio of assets, financial discipline, optimization of costs and expenses, and achievement of savings. To reach operational excellence, we strive for continuous improvement, standardization of processes and effective use of resources, along with competitiveness, quality, and service. We **develop new business** by pursuing opportunities that will sustain production and contribute to future growth.

Clean and safe operations promote business continuity and prevent negative impacts on people and ecosystems. The focus is **taking care of life**. Our health and safety strategy has a preventive focus supported by four pillars: values, rules, leadership, and culture.

One of our strategic objectives is **to create value through efficient processes that will maximize economic performance** in accordance with the **highest standards for health and safety**.

We are a credible Company that values the life and well-being of our stakeholders.

Full year 2019¹

- Net income was \$294.3 million (\$3.01/share), compared with a net loss of \$259.1 million (\$2.59/share) in 2018.
- Cash provided by operating activities was \$547.0 million, compared with \$347.2 million in 2018, contributing to a total cash position at December 31, 2019 of \$455.8 million, including \$127.4 million of restricted cash.
- Production averaged 70,875 boe/d, compared with 71,032 boe/d in 2018. Production exceeded the high-end of 2019 guidance of 65,000 to 70,000 boe/d.
- Operating EBITDA was \$586.2 million, an increase of 42% compared with \$412.8 million in 2018. The adoption of IFRS 16 increased operating EBITDA by \$23.2 million, or 4%.
- Operating netback was \$31.65/boe, an increase of 22% compared with \$25.98/boe in 2018. The adoption of IFRS 16 increased operating netback by \$0.74/boe, or 2%.
- Capital expenditures were \$345.9 million, compared with \$446.1 million in 2018, consistent with the midpoint of annual guidance.
- The Company has returned \$143.4 million to shareholders, including \$121.6 million (C\$1.645/share) in dividends since the inception of its dividend policy and \$21.8 million under its normal course issuer bid program in share purchases during 2019.

Oil & gas reserves

As of December 31, 2019, the Company reported proved plus probable reserves of 157.7 MMboe on a net basis, resulting in a reserves replacement ratio of 112% of net 2P reserves from the previous year's production. 2P reserves increased 2.8 MMboe, or 6%, compared with 2018, while proved net reserves remained stable at 104.8 MMboe. 1P reserves now represent 66% of the 2P reserves, compared with 68% in 2018.

¹ For further information about the operations strategy and its results in 2019, please see our MD&A. <http://www.fronteraenergy.ca/content/uploads/2020/03/Frontera-MDA-FY-2019.pdf> 

103-1
103-2
103-3**Financial and operational results¹**

Material Topic: Operational excellence and New business development

Maximizing our economic performance will allow us to continue creating value with our stakeholders.

Operational Results	2019	2018
Oil production (bbl/d)	68,474	66,846
Natural gas production (boe/d)	2,401	4,186
Production ² (boe/d) ³	70,875	71,032
Oil and gas sales and other revenue (\$/boe)	60.13	64.73
Realized loss on risk management contracts (\$/boe)	(0.43)	(9.13)
Royalties (\$/boe)	(1.86)	(2.42)
Diluent costs (\$/boe)	(1.69)	(1.92)
Net sales realized price ⁴ (\$/boe)	56.15	51.26
Production costs ⁵ (\$/boe)	(11.99)	(12.51)
Transportation costs ⁶ (\$/boe)	(12.51)	(12.77)
Operating netback (\$/boe)	31.65	25.98

¹ For further information, refer to the MD&A dated March 4, 2020. <http://www.fronteraenergy.ca/content/uploads/2020/03/Frontera-MDA-FY-2019.pdf>

² Represents working interest production before royalties and total volumes.

³ Boe has been expressed using the 5.7 to 1 Colombian Mcf/bbl conversion standard required by the Colombian Ministry of Mines & Energy.

⁴ Per boe is calculated using sales volumes from development and producing assets.

⁵ Per boe is calculated using production.

⁶ Per boe is calculated using net production after royalties.

Financial Results	2019	2018
Oil and gas sales and other revenue (\$M)	1,351,071	1,368,227
Realized loss on risk management contracts (\$M)	(9,720)	(192,970)
Royalties (\$M)	(41,770)	(51,221)
Diluent costs (\$M)	(38,064)	(40,544)
Net sales (\$M)	1,261,517	1,083,492
Net income (loss) ¹ (\$M)	294,287	(259,083)
Per share – basic (\$)	3.01	(2.59)
Per share – diluted (\$)	2.96	(2.59)
General and administrative (\$M)	76,072	93,022
Operating EBITDA (\$M)	586,158	412,802
Cash provided by operating activities ² (\$M)	546,967	347,243
Capital expenditures ³ (\$M)	345,919	446,083
Cash and cash equivalents – unrestricted (\$M)	328,433	446,132
Restricted cash short and long-term (\$M)	127,378	142,305
Total cash (\$M)	455,811	588,437
Total debt and lease liabilities ⁴ (\$M)	402,660	354,363

¹ Net income (loss) attributable to equity holders of the Company.

² Prior periods' amounts have been revised to reflect the change in the accounting policy of interest paid as a financing activity instead of an operating activity. For further information on this adjustment, refer to Note 3b of the Consolidated Financial Statements.

³ Capital expenditures include costs, net of income from exploration and evaluation assets.

⁴ Effective January 1, 2019, the Company adopted IFRS 16 - Leases, which had a significant impact on reported results for 2019. The standard was adopted on a modified retrospective basis and therefore prior year information has not been restated and may not be comparable. Refer to Note 3b of the Consolidated Financial Statements.

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Operating strategy¹

 Material Topic: Operational excellence and new business development

Our operating strategy emphasises creating value by focusing development and drilling activities and expenditures in areas that the Company believes will provide the greatest economic return. In addition, the Company has also worked to develop its portfolio of exploration opportunities through both organic and acquisition opportunities.

In 2019, the Company acquired interests in four blocks in Colombia, one through a farm-in agreement, and three blocks through its participation in the first and second phases of the Permanent Bidding Round (Proceso Permanente de Asignación de Áreas), launched by the ANH.

In 2019 we continued to implement our strategy:

Production. In 2019, our goal was to maintain daily production and grow reserves. In 2019, production averaged 70,875 boe/d above the high end of the guidance range of 65,000 to 70,000 boe/d. Higher production in Colombia was driven by strong results from the heavy oil business unit was partially offset by lower production from Block 192 in Peru, as a result of increased downtime on the NorPeruano pipeline throughout the year. Production costs of \$11.99/boe were slightly below the low-end of 2019 guidance of \$12.00/boe to \$12.50/boe as a result of the Company's cost reduction and efficiency improvement initiatives.

Supply and transportation planning. We focus on optimizing efficiencies through creative and innovative business and operations strategies to protect the interests of all parties involved. We optimize the resources we use while guaranteeing excellence in our operations.

- We obtained savings by executing projects to reduce carbon emissions through the purchase of CO₂ permits. This was part of an international initiative (Kyoto Protocol) that offers a tax incentive for the purchase of fuels.

- We continued to decrease diesel fuel purchases for power generation in our production fields. Through a processing agreement with a refinery located in the Colombian Llanos, we process our medium and light crudes to obtain fuels for generation and diluents for the preparation of commercial blends.
- We focused on optimizing local purchases of diluent instead of using imported gasoline.

Energy efficiency. We evaluated alternative energy sources for short and long-term cost saving strategies, and reviewed decarbonisation models such as solar energy and biogas.

- We conceptually developed the installation of a solar farm in Quifa and a biogas power generator in Corcel.

Ground transportation. We transport fluids and crude oil in tank trucks from the production fields to the pipeline injection stations or points of sale.

- We ensured timely and safe dispatch of 100% of production. The increasing level of participation by community-owned companies and effective compliance with contractual commitments prevented roadblocks that may have interrupted our production.
- We transported more than 9 million barrels of crude oil and more than 4 million barrels of fluids.
- As part of our *Shared Value* project implemented several years ago, the participation of community enterprises in our ground transportation operation is important and fundamental to our business. Through monthly follow-up on activities of community enterprises and collaborative development of their HSEQ and highway safety plans, we aid in and continuously improve their performance standards.
- Internal fluid transportation is done exclusively (100%) with community or regional companies; 29% of national crude oil transportation was handled by community enterprises, and the indirect participation of third-party vehicles was 40%.

¹ For further information about the operations strategy and its results in 2019, please see our MD&A. <http://www.fronteraenergy.ca/content/uploads/2020/03/Frontera-MDA-FY-2019.pdf>

- For the fourth consecutive year we controlled losses during the transportation of crude oil and gas, keeping them close to 0% (well within the range permitted in the international oil industry). This was achieved through constant monitoring of our metering systems for ground transportation operations and by training personnel.

Pipeline transportation. Pipelines transport crude oil from the injection points to ocean terminals (mainly Coveñas), the points of sale where our clients' ships are loaded.

- We generated savings by obtaining less-expensive opportunities for pipeline transportation, derived from our continuous dedication to seeking better transportation options.

Trade. We undertook research and development for markets and clients that buy our crude oil, blends of oil, natural gas, and LPG.

- We continued to expand our global portfolio of clients to mitigate changes in the oil market, especially with the new IMO 2020 regulations on marine fuels, and take advantage of regional arbitrage, particularly in Asia where greater growth is forecasted. At the end of 2019, we successfully introduced a new blend to the market, the *Llanos Blend*, tailor-made for the needs of asphalt.
- 96% of our sales is crude oil for export to end users around the world. We have a broad range of clients from refineries to distributors, which allows us to diversify potential risks, such as natural disasters that could affect a particular region.
- The remaining 4% was sold locally as raw material for manufacturing marine fuels. In this niche market, we strengthened our position as a reliable supplier.
- Natural gas was sold to thermal power stations, industries that use it as a raw material or fuel, and distributors that serve public utilities on the Colombian Caribbean coast.

In Peru, we optimized operations and assets, as well as logistics costs through negotiations with suppliers.

Corporate strategy Material Topic: Operational excellence and new business development

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Key progress made toward our strategic objectives during 2019 is described below:

To work under the highest performance standards for safety and ethics.

We experienced a significant improvement in HSEQ performance and metrics relating to culture through the implementation of our operational discipline approach. Compared to 2018, we improved our performance in Lost Time Injury Frequency in 2019 by 76%, Total Recordable Incident Rate by 73% and Vehicle Incident Frequency Rate by 78%.

To achieve significant improvements in operating performance.

Our *Save Now or Never* (Ahorra o Nunca) program develops initiatives for cost reduction and efficiencies supported by creativity, innovation, and technology. As a result, in 2019:

- We invited employees to propose ideas for cost savings initiatives.
- 439 employees participated, of which 79% work in technical, professional, and management levels within the Company.
- We received 650 initiatives and implemented 140.

To identify, access, and execute opportunities for growth, based on a combination of exploration, development, and production assets. To complete a detailed review of the existing base production portfolio.

The Company has also worked to develop its portfolio of exploration opportunities through both organic and acquisition opportunities. In 2019, the Company:

- Acquired interests in four blocks in Colombia, one through a farm in agreement (VIM 1), and three blocks through its participation in the first and second phases of the Permanent Bidding Round launched by the

ANH: VIM 22, LLA 99 and LLA 199 blocks, located in the Lower Magdalena Valley (approximate area of 212,118 hectares) and in the Llanos Orientales basin (approximate area of 65,538 hectares).

- Had 6 exploratory successes: Mapache Block (Llanos): Castaña-1st; CPE-6 Block (Llanos): Amanecer-1, Coplero-1, Galope-1 & Contrapunteo-1; VIM1 Block (Lower Magdalena): La Belleza-1 (well was tested in late December).
- Successfully entered Ecuador. We were awarded production sharing contracts on two blocks (Perico and Espejo) in Ecuador through the Intracompos Bid Round in March of 2019.
- Acquired two blocks in Guyana through a farm-in agreement with CGX Energy Inc.

Risk management

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In 2019 we defined our Enterprise Risk Management framework (ERM) which is largely based on the guidelines and frameworks of ISO 31000 and establishes a systematic and holistic governance framework to manage risks across the organization. The Company has a *Risk Management Policy* which sets out the principles of its risk management approach. This framework centralizes management and monitoring of the 12 main strategic risks associated with our *Sustainability Commitments*. Both the methodology for comprehensive risk management and strategic risks were reviewed by the Board of Directors and approved by senior management. The ERM framework involves the following phases:

- 1. Identification.** Analyzes threats and risks that could impact strategic and process objectives by structuring risk events, their root causes, and consequences of their materialization.
- 2. Assessment.** Involves placing risks into various categories and establishing key risk indicators in accordance with the probability they will materialize and the magnitude of their impact on five areas: finances, people, environment, regulatory compliance, and reputation.

3. Treatment. Implements controls and mitigation actions for treatment and improvement of the risks identified by defining risk mitigation strategies and controls.

4. Monitoring. Involves ongoing evaluation and monitoring of risk mitigation and controls.

Risk oversight

Risk oversight is primarily the responsibility of management and is monitored by senior management. The Board is responsible, at least annually, for reviewing the principal risks of the Company's business, assessing the implementation by management of appropriate systems, and ensuring the ERM system is in place and that it is operating effectively to identify and manage risks. In addition, the Audit Committee oversees management's approach to internal controls over financial reporting, and at least annually, reviews the effectiveness of these controls and evaluates any material changes to such controls.

Business continuity

Our objective is to ensure production continues in the case of disruptions. We use the Pareto principle (that roughly 80% of effects come from 20% of causes) and identify critical processes in our Business Impact Analysis (BIA). We select the most representative fields and analyze the greatest acceptable loss per field.

As determined in our Business Continuity Management System, we visited our most representative fields to analyze operating and support process risks. We carried out the annual risk update and checked on mitigation actions identified in the previous cycle. Subsequent to each analysis, we developed operational strategies to be activated in the case of a disruptive event. Those strategies were validated by hypothetical tests and simulations. We have challenged ourselves to include new fields in this process each year.

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In addition, we provided training sessions to our strategic contractors and suppliers (energy, chemical, pipeline, and food services) and accompanied them as they formulated their own business continuity plans. We are working with ICONTEC to develop guidelines for high-impact contractors who must submit a continuity plan in accordance with international standards.

As a result of the November 2019 national strike in Colombia, we activated our remote work strategy. This allowed us to continue work without risk to our employees, ensured productivity and reduced emissions in the city of Bogotá.

Occupational health and industrial safety:
our commitment to a HSEQ culture  Material Topic: High standards for HSEQ culture

 We have a constant focus on our HSEQ culture and its preventive strategy, which are embedded in our daily work. This requires information, trust, responsibility, and discipline.

HSEQ governance model: hazard prevention

In the framework of our *Operating Model*, in 2019 we implemented a system consisting of three lines of defense to prevent the materialization of hazards and negative impacts on health and safety.

First line of defense. This line is made up of people directly responsible for the operation who are most familiar with the impacts and risks of managing hydrocarbons. They are responsible for identifying risks, understanding them, establishing controls, executing mitigation actions, and ensuring HSEQ guidelines are followed.

Second line of defense. Led by the HSEQ team, this line defines standards and practices, and disseminates the rules. This team plays an advisory role, helping with training, follow-up, and issuing HSEQ alerts.

Third line of defense. This line is led by the internal audit team. The team ensures controls are functioning correctly and identifies findings and failures to be corrected in the first two lines of defense.

Our structure ensures that all levels of the organization assume and fulfill their HSEQ responsibilities. The first two lines of defense report to the CEO. The third line of defense is independent (both internal and external), giving it autonomy under the authority of the Board of Directors to establish impacts and risks, and follow-up on performance.

In 2019 we were recertified under the ISO 22301 standard for the fifth consecutive year, obtaining excellent scores for our Business Continuity Management System.



403-2 Corporate indicators for industrial safety¹

Indicators	2018		2019			2020
	Goal	Performance	Goal	Performance	Percentage improvement	Goal
LTIFR: Lost Time Injury Frequency Rate	<0.27	1.59	<1.43	0.38	76%	0.32
TRIR: Total Recordable Incident Rate	<3.60	2.76	<2.48	2.02	73%	1.71
VIFR: Vehicle Incident Frequency Rate	<0.27	0.23	<0.38	0.05	78%	0.10

Strategy for generating an HSEQ culture

We are consolidating an HSEQ culture that will empower our teams to plan and safely perform work, preventing the materialization of negative impacts. Our strategy encourages internalization of the HSEQ concept, valuing health and safety in everything we do. Our strategy rests on four pillars: values, rules, leadership, and culture.

Values

Culture finds its expression in the way we do things, so our starting point is our values, stated as follows:

- We value life, health, and well-being.
- We preserve and care for the well-being of our employees and contractors, promoting safety in our operations.

To do this, we identify the behavior required to preserve health and safety. We then develop strategies to promote that behavior, and encourage operational discipline.

In 2019:

- We identified critical positions in our operation.
- We defined and communicated HSEQ roles and responsibilities.
- We established the HSEQ Leadership Standards and Control of Work Standards, along with the competencies and behaviors required to protect life (cooperative work, awareness of self-care, communication, and operational discipline).

¹ All figures include our operations in Colombia, Ecuador and Peru.

Rules

Clarity on rules and their proper implementation promotes safe behavior. Rules seek to:

- Create and reinforce control of work standards and HSEQ criteria for contracting and incident investigation.
- Develop HSEQ plans in line with functions (drilling, operations, projects, and transportation).
- Implement tools for follow-up and control of safety-associated improvement actions (incidents, audits, visits, and *Safety Conversations*) and for follow-up on reports from contractors.

Our rules are based on the ISO 18000, ISO 14000 and ISO 9001 management systems. In 2020, we will begin a transition to the ISO 45001 standard to manage everything under a single system. This will streamline and integrate processes, resulting in greater efficiency.

Leadership

Leaders establish behaviors through example. Our management team reinforces operational discipline through initiatives such as *Safety Conversations*, *HSEQ Manager Safety Tours* and *HSEQ Moments*. They exercise leadership by implementing HSEQ plans and the establishment of goals related to incident prevention actions.

The *Transformative Conversations* tool targets leaders reporting directly to the CEO. It provides them with skills for approaching their teams in a way that generates conversations about safety in the operations for specific tasks, risks, and controls, and helps explore any questions about those tasks. This exercise streamlines management findings in the field.

Indicators	Goal 2019	Performance 2019	Percentage improvement	Goal 2020
<i>Safety Conversations</i>	672	775	115%	840
	16 per leader (42)	18.45 per leader	115%	16 per leader
<i>HSEQ Manager Safety Tours</i>	100% (11)	11 visits	100%	100%
HSEQ Plan	95% fulfilled by area	>95% in average	95%	95%
LTI Investigation	100% investigated with action plan	100% investigated, 76% with action plan	100%	100%

In 2019:

- We implemented the Defense Line Model.
- We established the new structure and roles for our HSEQ team and Roles and Responsibilities for operations.
- We created the *Factor F* contest to encourage familiarity and understanding of our *10 Golden Rules*.
- We created two annexes for contractors that clarify minimum health and safety standards.

In 2019:

We organized 775 *Safety Conversations* and 11 *HSEQ Manager Safety Tours*. We launched the *Actions that Save Lives* initiative, and established KPIs for each leader to manage.

Culture

Tangible objects, daily habits, and topics of conversation in our operations reflect whether a culture has become embedded.

- ***We are all HSEQ Leaders.*** This program establishes the concept that everyone is responsible for stopping work in response to unsafe conditions or actions. The program works by reinforcing and standardizing the induction process, and executing safety campaigns, among other actions.
- **Symbols.** We talk about safety and give it visibility around our operations by using tangible objects and weekly safety reports. This requires:
 - + Issuing and sharing alerts and lessons learned from the LTIs and serious incidents in the industry.
 - + Posting HSEQ indicators and strategies in physical spaces.
 - + Strengthening the tracking of *HSEQ Moments* and incidents resulting in work stoppage.

Road safety

According to the World Health Organization (WHO), every year almost 1.3 million people lose their lives to injuries caused by traffic accidents.

At Frontera, we travel more than 43 million kilometers per year, equivalent to circling the world almost 4 times. As a result, we focus on training the members of our transportation fleet, the majority of whom (99%) are outsourced personnel.

Occupational health

Our initiatives during 2019 consolidated the HSEQ culture, preserving the well-being of our employees, contractors, and communities in our areas of influence.

- We achieved coverage of over 90% for regular checkups.
- We provided 7,220 medical consultations for employees, contractors, and members of communities in our areas of influence.

In 2019:

- We organized training sessions on hazard identification and risk control.
- We launched module one of *HSEQ Leaders in Action* and HSEQ e-learning, within the framework of *We are all HSEQ Leaders*.
- We implemented the *Actions that Save Lives* tool which deploys action plans resulting from investigations of high-potential recordable events or from findings during *HSEQ Manager Safety Tours*. In both cases, the action plans are presented to and approved by the CEO.





- We defined standards for developing emergency response plans and accompanied 145 contractors as they coordinated their emergency plans. The results included more robust medical evacuations, improved medical attention, and a reduction in complications.
- We organized more than 473 talks on preventive medicine and first-aid, targeting employees and contractors, and reinforced the brigade skills. More than 10,000 people attended.
- We positioned the Policy for Prevention and Control of Alcohol Consumption and other Psychoactive Substances by conducting more than 30,000 screenings.
- We improved coverage of psychosocial risk assessments to more than 80% of employees.
- We provided support for food security through occupational health inspections at cafeterias in the fields and restaurants of local food service providers.
- We completed 22 return-to-work processes, demonstrating robust systems for monitoring employee health.
- We created recording, follow up, and monitoring tools using Google office automation for occupational health.
- We developed the *Cora* tool for managing the Chemical Substances program, as part of the epidemiological surveillance system for chemical risks, which is currently in early development.
- We are developing the standards for manual handling of loads. During 2019, we weighed and classified more than 3,000 loads in field warehouses and established guidelines for the standards.
- We began the first stage of the *FrontHuellitas* project. As part of this public health effort to support animal control, we vaccinated more than 500 animals, including dogs and cats in the fields and nearby communities.

Challenges and opportunities 2020+

Values

- Strengthening safe culture competencies for critical positions: *Leaders in Action*, control of work positions, asset managers, operating line managers.

Rules

- Implementing Control of Work throughout operations: delegation of authority, training in work permits, work permit meetings, and safe practices updating (*10 Golden Rules*) with dissemination in the field (includes chemicals).
- Implementing the new HSEQ risk annex in all existing contracts and strengthening HSEQ communication and competencies using the Contractor Forum.
- Standardizing the operational risk standards in our fields: 100% of critical HSEQ equipment on site at the fields (extinguishers, and equipment for work at heights and general emergencies).
- Defining indicators and closing out plans for major risks for each field (process integrity and safety). 100% of the assets must have a disaster risk management program.
- Launching the Take Care of your Health program.

Leadership

- Strengthening operational discipline through leadership: *Transformative Conversations* (100% of level 1, 2 and 3 leaders at the operational level), *Manager Safety Tours* (goal: 100% of the plan), *Actions that Save Lives* (goal: 100% up-to-date), and HSEQ Plans for each asset and each operations department (goal: 95% met.).

Culture

- Strengthening HSEQ communication: launching the *Watch Yourself* program, organizing safety campaigns, sharing lessons learned and alerts, and improving reporting of indicators by asset and by area.
- Forming partnerships with public institutions and other organizations to strengthen the induction program for local personnel.
- Ensuring the competencies of local personnel through a program with our contractors.



DEPTH 10854.40 ft	BIT POSITION 10854.40 ft
HOOK LOAD 290.90 Klbs	PUMP PRESSURE 3274.3 psi
TOTAL RPM 199.0 RPM	GPM 806.18
LAG DEPTH ft 10799.00 ft	LAGTIMESTK (min) 0.0 55pk
INTER 1 103.6 Bbl	INTER 2 136.3 Bbls
(C1) METHANE 53.0 ppm	(C2) ETHANE 1.0 ppm
TOTALISED 56.0	H2S 01 0.0 ppm
BIT T... 737 ... M	ECD 11.1

Mapa > Guatiquia

JEBA DE POZO ACTUAL

DURACIÓN	PRODUCCIÓN PROYECTADA				LABORATORIO			
	FLUJO TOTAL	CRUDO	AGUA	GAS	P3M	API	GRAVIM	Pres
HR	EM	ROM	EMW	WGR	%	WAPI	WGR	MP
MOV112	MOV111/112							

MON111

Mode: Alarma
Status: Operación

PROD.

Flujo Vol. Crudo CE
Int: 10.37 STR10
Acum: 100000

Flujo Vol. Agua C
Int: 10.1 STR10
Acum: 1000

Flujo Vol. Total
Int: 10.47 STR10
Acum: 100000

VALIDAR PRU...

WELL HEAD

CPU PLU...

LISTADO Y UBICACI...

ITEM	CLUSTER
1	CUFA 10
2	CUFA 11
3	CUFA 12
4	CUFA 13
5	CUFA 14
6	CUFA 15
7	CUFA 16
8	CUFA 17
9	CUFA 18
10	CUFA 19

* Se realizó la revisión de los 25
En el caso de haber información
de los usuarios (Código, Photo
Borrado y/o datos con errores

10/10/2016

TVD 10551.61 ft	ROP 73.3 ft/hr	WEIGHT ON BIT 17.10 Klbs
TORQUE 15.5 klb-ft	RPM 70	MMRPM 806.2 RPM
SPM 01 0	SPM 02 82	SPM 03 82
SUCTION 1 134.4 Bbls	RETURN 1 117.6 Bbls	RETURN 2 97.6 Bbls
SUCTION 2 136.3 Bbls	TRIP TANK 22.4 Bbls	VOL. ACC 589.3
(C3) PROPANE 1.0 ppm	(NC4) NOR-BUTANE 0.0 ppm	(NC5) M 0.0
MW OUT 10.90 ppg	PUMP STK ACC 0.0	B
TEMP OUT 131.3 °F		

Employing the best talent and promoting respect of human rights of our internal and external stakeholders

UNGC / Principles 3, 4, 5 and 6

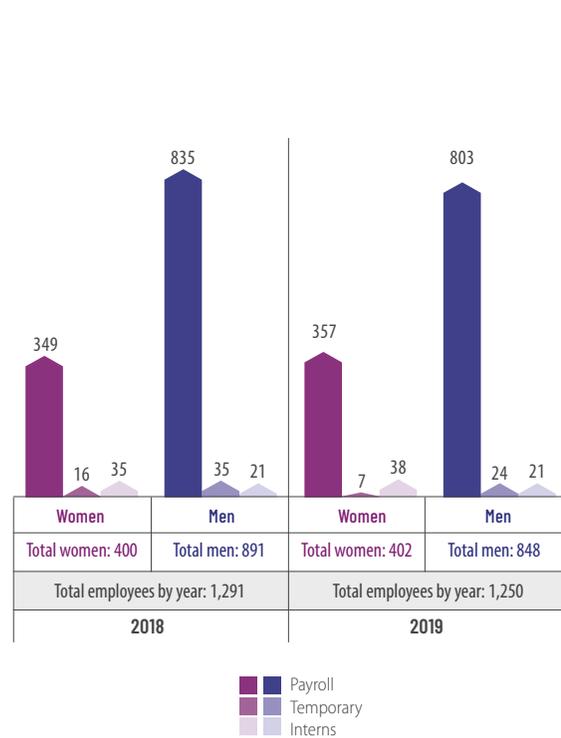
The hydrocarbon industry, as a strategic generator of direct and indirect employment, faces significant challenges derived not only from the characteristics of the operation but also from global trends. Aspects such as inclusion and diversity, equal opportunities and fairness must be considered. At Frontera, we firmly believe that a corporate culture and values designed to attract, motivate and retain a workforce made up of highly qualified individuals with diverse skills, backgrounds, experiences and personal characteristics professional, are essential for our strategic objectives.

The premises of protecting life and respecting rights, and the framework provided by our *I am Frontera (Ser Frontera)* **leadership and culture model**, are the basis of our dedicated work to build fair and enriching employment relationships and conditions. Our purpose is to consolidate a pool of **great talent** that will act in accordance with our values to achieve our business objectives and build a better society.

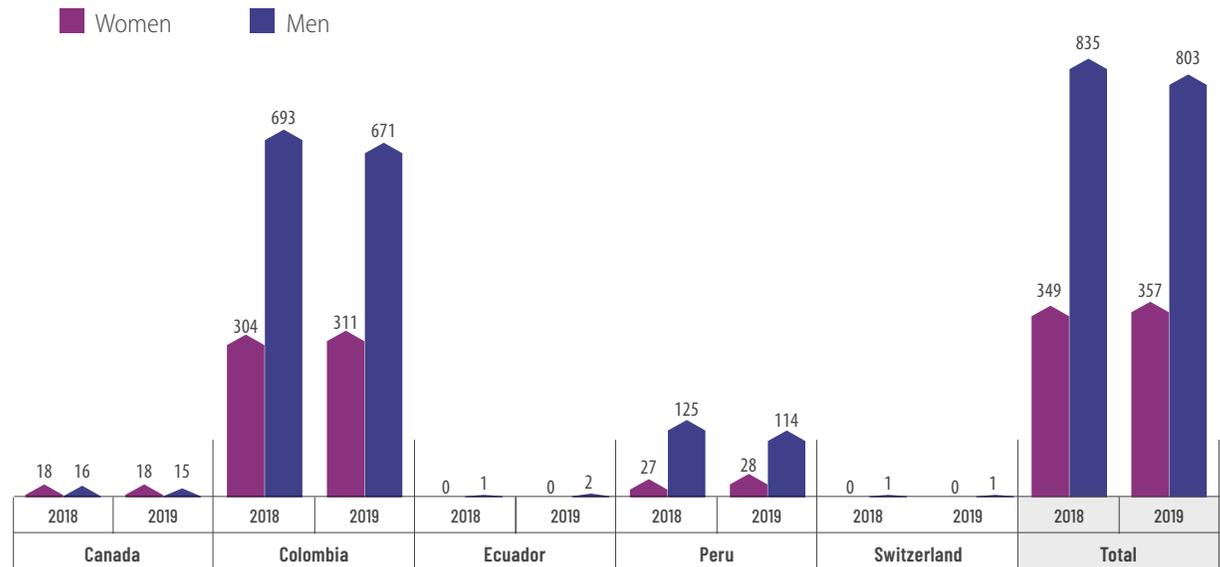
Frontera's workforce

Our talent contributes to high performance standards, business continuity, stable presence in the market, and being profitable and efficient for our stakeholders. Attracting and retaining the best talent is made possible by strategically managing the selection of employees and developing systematic initiatives for offering **quality jobs**. This not only encourages commitment while minimizing turnover, but also contributes to **operational excellence** and ensures **the continuity of the business**.

¹⁰²⁻⁸ **Workers by type of employment contract and gender (number of people)**



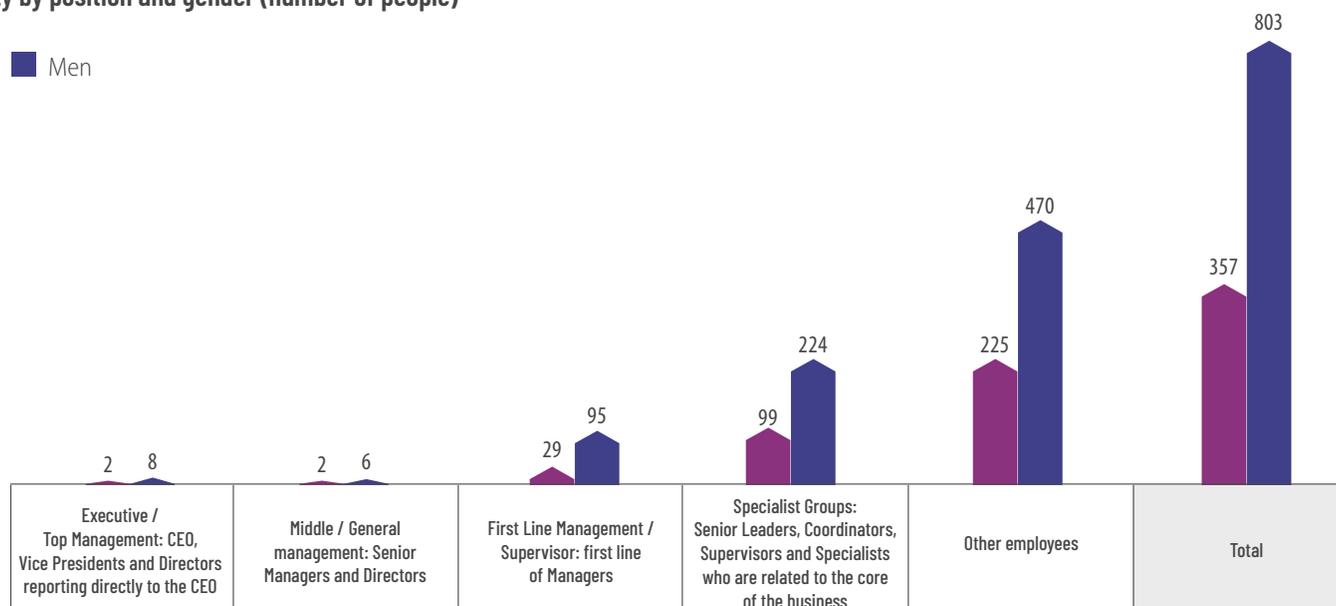
¹⁰²⁻⁸
⁴⁰⁵⁻¹ **Number of employees by region (number of people)¹**



¹ The figures include only employees with employment contracts (payroll).

405-1 Employee diversity by position and gender (number of people)¹

■ Women ■ Men



405-1 Employee diversity by position and age group (number of people)²

Position / Age group	2019					Total
	21 to 30 years	31 to 40 years	41 to 50 years	51 to 60 years	More than 61 years	
Executive / Top Management	0	0	3	3	1	7
Middle / General management	0	0	6	2	0	8
First Line Management / Supervisor	0	25	57	26	7	115
Specialist Groups	2	145	113	44	8	312
Other employees	92	340	178	70	5	685
Total³						1,127

¹ The figures include only employees with employment contracts (payroll).

² The figures include only employees with employment contracts (payroll), and Canada is excluded due to Canadian legislation.

³ Canada is excluded due to its legislation.

New hires (number of people)

■ Total ■ Percentage of total payroll



New hires by gender (number of people)

■ Women ■ Men



Canada: new hires by gender (number of people)

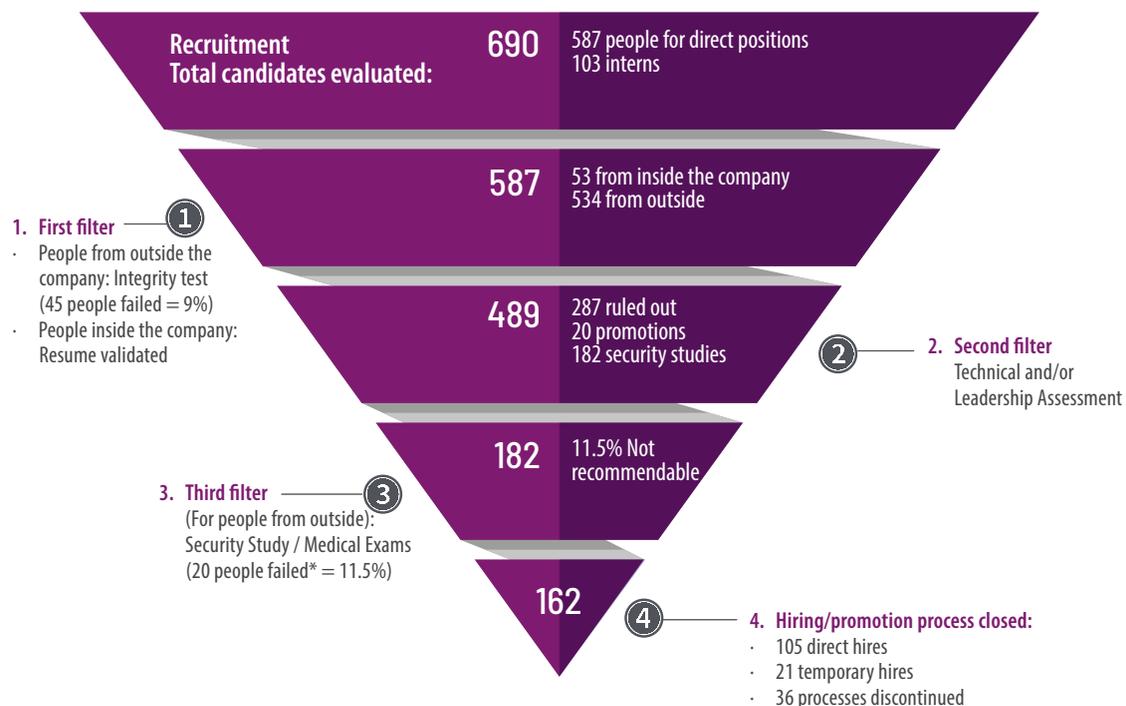
■ Women ■ Men



Colombia: new hires by age group and gender (number of people)

	2018		2019	
	Women	Men	Women	Men
21 to 30 years	14	21	18	8
31 to 40 years	19	34	27	26
41 to 50 years	14	17	4	11
51 to 60 years	1	12	1	8
More than 61 years	0	0	0	2
Total	48	84	50	55

Recruiting and selection indicators in Colombia for 2019



Ecuador: new hires by age group and gender (number of people)

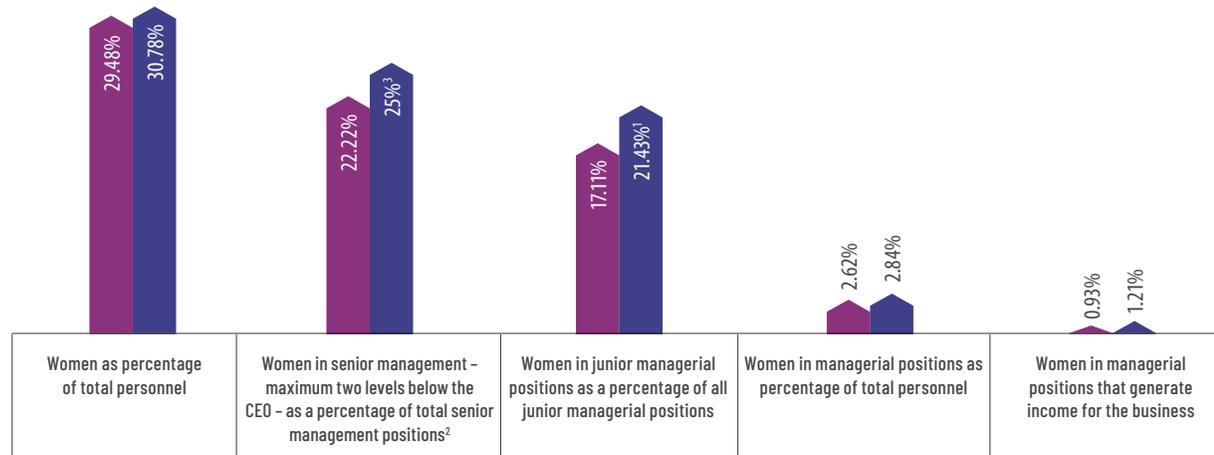
	2019	
	Women	Men
21 to 30 years	0	0
31 to 40 years	0	1
41 to 50 years	0	1
51 to 60 years	0	0
More than 61 years	0	0
Total	0	2

Peru: new hires by age group and gender (number of people)

	2018		2019	
	Women	Men	Women	Men
21 to 30 years	0	1	2	0
31 to 40 years	3	4	1	7
41 to 50 years	0	5	0	9
51 to 60 years	0	1	2	4
More than 61 years	0	4	0	0
Total	3	15	5	20

405-1 Gender equality indicators

2018 2019



Our selection process is outstanding in the area of **gender equality**. The goal is to have women in all areas of the business and we value promoting women to senior levels traditionally held by men.

404-2 We continue to strengthen our culture

During 2019, across the Company we focused on continuing to internalize practices related to our leadership and culture model. We did this by disseminating the Cultural Attributes (soft skills) to different corporate platforms using diverse methodologies. We also adjusted it to place the HSEQ competencies at the center of the model, as part of *Frontera Leader* and *HSEQ Leader*. This means **everything we do focuses on the well-being of our stakeholders**.

Leaders in action

This program is one of our main initiatives for instilling culture. It's a key tool for managing the business and leading teams. We have built the *Leaders in Action* program using the LEARN

¹ This indicator was re-expressed in 2018 and 2019, because we used the total # of junior managerial positions for determining the percentage.
² According to RobecoSam "managerial positions a maximum of two levels from the CEO, whose responsibility it is to plan, lead, and formulate policies, establish strategies, and in general steer companies/ organizations for the development and delivery of products or services, within the parameters approved by the administrative boards or other governing bodies."
³ This indicator was re-expressed in 2019, because we used the total # of senior management positions for determining the percentage

methodology (Learn, E-Learn, Apply, Reinforce, and Nurture) in a cycle that provides feedback and ensures application of the concepts.

In 2019, we shifted our focus to our operating fields to train the **Frontera Leader**. We invited field supervisors to spend time with leaders in Bogota with an intensity of 45 hours per person over five months. This community of learning, above all, put the Cultural Attributes in practice. The program aligned and strengthened various teams through 16-hour modules that teach a new collaborative mindset and managing commitments as the fundamental means for achieving results. Participants were encouraged to define the shared purpose that makes us unique, relevant, and sustainable, and they engaged in exercises to build trust as a vehicle for adding value.

I am the face of success target

This campaign focused on our Cultural Attributes, highlighting the importance of living them daily. The campaign's central message is, **if your conduct is in line with the attributes, you will be successful.**

404-2

Professional and personal development

Our development strategy seeks to **bring each employee to their full work and personal potential**. This results in greater leadership, innovation, and competitiveness, as well as opportunities for progress inside and outside of Frontera. We offer development and training opportunities through our Corporate University, both in-person and virtually.

Frontera Corporate University, to be the best version of yourself

Our learning strategy ensures well-rounded development for employees, offering assessments that can identify gaps in training. We then close those gaps by developing the Cultural Attributes and technical competencies.

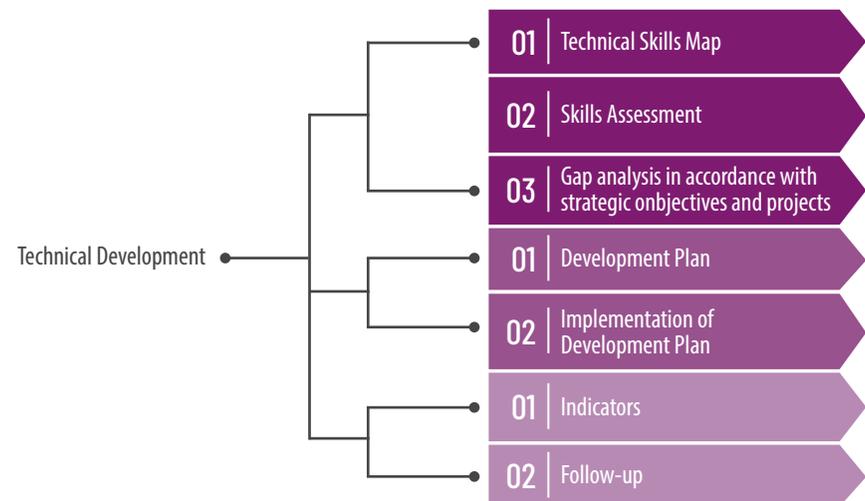
Cultural attributes training

Training of the soft skills described in our Cultural Attributes strengthens the ability to lead yourself and others, and awareness and management of emotions. It provides interpersonal and communication skills, and tools for adapting to change and developing strategic vision.

Technical training

In 2019, technical development plans were a priority for employees based on analysis of opportunities for skill improvements. As a result, we started the first phase of the *Technical Development* program. We were supported by an expert in the industry (PetroSkills) with recognized experience in the oil & gas sector and a broad range of skills validated by different companies around the world. The first phase targeted the core areas of the business (HSEQ, Exploration, Drilling and Artificial Lift Systems). We determined the skills necessary for each job, assessed them for each person, and identified opportunities for improvement. Based on that information, we proposed development plans that would orient learning efforts.

Technical development model



Number of skills and positions mapped by area

A skills map was developed for each position in the core areas. In 2019, 4 areas were mapped (divided into their sub areas) for a total of 57 job positions and 150 people analyzed.



Professional operator career

We have developed the Technical Operator Career program for our production operators and supervisors. Its objective is to ensure they have the skills they need to operate their systems and manage their areas safely, reliably, and responsibly.

Program development phases

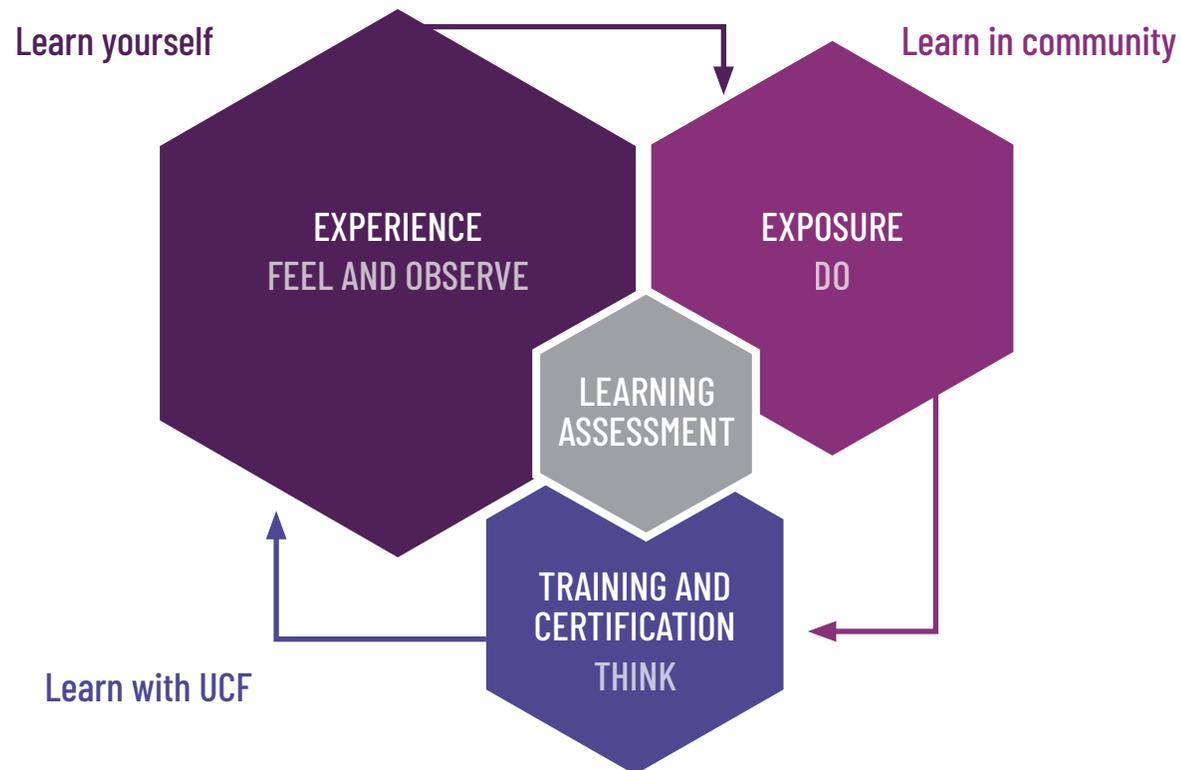
Definition of the strategy. Our organizational analysis in 2018 defined the target profile, mapped and characterized talent, and designed the program. We standardized three profiles for Frontera’s operators.

Skills assurance. In 2019, we focused on organizing awareness-raising workshops targeting production operators and supervisors. Subsequently, we began assessing technical skills in four ways: **self-assessment** (opinion of the operator), **assessment** (opinion of the supervisor), **verification** (assessment of knowledge) and **validation** (assessment of practical know-how). We evaluated 92 operators in heavy oil fields, 12 operators in gas fields, and 6 production supervisors in heavy oil fields.

Technical development planning. Based on the skill assessment, we designed the knowledge grid and technical training guide to leverage the technical skills of production operators and supervisors.

Execution of development plans: We developed an Individual Development Plan for each participant in accordance with the job, assessment results, and the outcome of individual conversations. The plans were also in line with the person's interests, motivations, and expectations. The results of the assessments were shared with each employee. In 2020 we will implement the curriculum developed for closing gaps.

Roadmap for job-specific skill development



 **Indicators Canada, Colombia and Peru**

	2017	2018	2019
Total training hours (number)	46,384	53,720	31,738
In-person training hours (number)	26,920	26,071	22,946
Virtual training hours (number)	19,464	27,649	8,792
Training hours: head count (number)	1,248	1,184	1,160
Training hours: average hours per person (percentage)	37.3	45.3	27.3
Coverage (percentage)	89%	98%	99%
Total investment (dollars)	391,315	1,064,080	850,000
Average investment in training per employee (dollars)	364	899	733

Training hours by gender and position (number)	2019	
	Women	Men
Executive / Top Management	2.9	59.3
Middle / General management	46.3	139.1
First Line Management / Supervisor	1,044.8	3,326
Specialist Groups	3,849.6	7,574.4
Other employees	5,203.8	10,492.5

Average training hours by gender and position

Positions	2019	
	Women	Men
Executive / Top Management	1.5	6.6
Middle / General management	23.2	23.2
First Line Management / Supervisor	36	35
Specialist Groups	38.5	34
Other employees	23.1	22.4

Performance management and career development

We set objectives during the first two months of the year and have now added a **mid-year review** to the process **to ensure reinforcement** through timely short-term feedback. Supervisors assess the objectives and record observations in the system at mid-year, providing feedback in one-on-one sessions. Adjustments are then made to help meet the original objectives. Before the end of the year, the mid-term evaluation is revisited during the final evaluation, and good performance is rewarded using the annual performance bonus. Active participation has demonstrated engaged leaders with clear objectives, also evidenced in our working environment score.

404-3 Employees given a performance assessment (number)

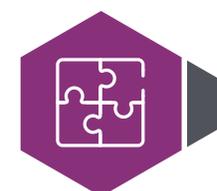
	2019	
	Women	Men
Executive / Top Management	2	8
Middle / General management	2	6
First Line Management / Supervisor	29	95
Specialist Groups	100	223
Other employees	225	469

Internal job postings

We offer development opportunities by posting jobs internally before seeking new external talent. **In 2019, we organized 53 internal interviews which resulted in 23 employees filling job vacancies.**

Succession plans for critical positions

In 2018 we mapped out our human talent and during 2019 we identified critical positions. We established possible development plans to prepare people to fill those positions as the need arises. This allows us to plan for talent over time and keep the business viable.



100%
of critical
positions mapped



36
people identified as
having high potential

401-2 Well-being and quality of life

The five areas of our well-being strategy target continued reinforcement of a work model focused on the well-being of our stakeholders. This focus contributes to a greater sense of prosperity and motivation, resulting in stronger skills for adaptation, innovation, and productivity.

In 2019, we strengthened our well-being and quality of life strategy by expanding coverage to families and various stakeholders, producing a healthy balance between work and personal life.

Well-being activities in accordance with quality of life areas in Colombia

	# of hours offered	# of participants
Health and lifestyle. We prevent health risks and promote healthy living. Our work areas and routines motivate people to stay healthy. We organize active breaks in conjunction with Medical Areas, have gyms available in the fields, and provide menus with healthy food options, among other initiatives.	3,714	447
Work-life balance. We organized workshops to promote intellectual balance (development), emotional balance (relationships), and physical balance (health) to help people establish priorities and organize their personal and work lives.	9,199	883
Recreation and sports. We encourage work-life balance and promote personal health and employee interaction by organizing recreation and sports.	7,826	806
Asset protection. We deliver benefits and tools that help employees preserve and optimize their assets.	2,359	505
Self-realization. Receiving recognition produces motivation, growth, and high performance. We therefore take a strategic approach to recognition, with diverse initiatives, including awards, that demonstrate our appreciation for people's work. This also has a great impact on their families.	17,950	977 ¹

Total and average well-being hours offered

	2018	2019
Total hours (number)	89,048	73,676
Average well-being hours offered per employee (hours per person)	89.13	75.2

Coverage of well-being activities by location

	2018			2019		
	Head count (number of people)	Individuals covered (number of people)	Coverage (percentage of people)	Head count (number of people)	Individuals covered (number of people)	Coverage (percentage of people)
Bogota	592	590	99,7%	594	565	95%
Fields	407	403	99%	388	357	92%
Peru	152	150	98,6%	145	143	98,6%

¹ Employees and families.

Inclusion and Diversity

At Frontera we are committed to fostering an inclusive and diverse work environment, where our differences in terms of age, nationality, education, ethnicity, religion, sexual orientation, gender identity, physical abilities, cultural and family traditions, and ways of thinking are an amazing tool for our success.

In 2019, we conducted an Inclusion and Diversity Survey to gain deeper knowledge of our workforce in order to further our effort to cultivate a culture in which each person at Frontera feels empowered, valued, heard, and supported. The Company has adopted a Gender Declaration which guarantees an inclusive and diverse work environment for all Frontera employees. The objective of the Gender Declaration is to promote respect for the human rights of employees, contractors and external stakeholders, and to implement initiatives to avoid discrimination.

Frontera has maintained the EQUIPARES' Silver Seal certification "Implementation of Actions for Equality" since 2016, a certification program led by the Colombian Ministry of Labor, the Presidential Council for Equality of Women and the United Nations Development Program (UNDP), that recognizes companies that take actions to close the labour gap between men and women and we were the first oil company in South America to achieve this certification. We are currently working on a strategy which guarantees not only inclusion and diversity in terms of gender but also related to sexual preferences, race, age, culture, among others. We are currently working to obtain EQUIPARES level III GOLD certification.

Between 2020-2022 we will focus on the following topics: gender, physical disability and sexual diversity.

In 2019, Frontera was recognized by the Global Compact Network Canada for its contribution to the Sustainable Development Goal: Gender equality.

Labor relations / freedom of association

Our goal is to build respectful and constructive relationships with our stakeholders, including employees, trade unions, contractors, employees of contractors, and the government. We use various strategies involving:

- Staying up-to-date on labor legislation, and ensuring compliance both by Frontera and its contractors through audits and follow-up.
- Attending to all obligations issued by administrative and judicial institutions, responding to any requirements in a clear and timely manner.
- Establishing ongoing communication with trade unions.

	2018	2019
Unionized employees / total employees (percentage): UTIPEC	57.2%	79.11%
NON-unionized employees / total employees (percentage)	40%	20.79%
Unionized employees / total employees (percentage): USO	2.8%	3.43%
Labor audits of contractors (number)	418	602
Contractors who received labor audits (number)	268	480

Collective employment agreement

In 2019, Frontera and the majority union UTIPEC signed the first collective employment agreement as a result of respectful and reasonable negotiations that benefited employees, the union, and the Company. The agreement is in effect until 2025, and governs individual and collective labor relations. Since this is the majority trade union, the agreement applies to 100% of Frontera's workers, except for those who choose to renounce the benefits and members of senior management.

Among other benefits, the agreement includes: family education subsidies; vehicle, home and education loans; a subsidy for prepaid medical plans; a mutual savings plan; and life insurance.

Labor agreement

We signed an additional agreement with the trade union to regulate the employment conditions for the workers of contractors and subcontractors, in effect until March 31, 2025. The agreement establishes extra-legal benefits above and beyond the conditions established by Colombian labor law.

While respecting the autonomy and administrative, technical, and financial independence of contractors and subcontractors, the following are the conditions contractors must have in place for their workers:

- General **quality of life** conditions related to work shifts and paid leave, and their welfare in lodging and at worksites.
- **Salary and benefit conditions** such as life insurance.
- **Well-being** in the form of family medical services, social assistance and aid for domestic calamities, subsidies for education and housing, and arenas for sports and recreation.

To ensure quality of life conditions are met, we systematically monitor conditions in the field, and when necessary, implement improvement plans.

Minority trade union (USO)

In 2019, we also began collective bargaining with the minority trade union (USO). The negotiations are underway in compliance with labor laws and with respect for freedom of association and the right to collective negotiation. The parties have not reached an agreement, and are pending intervention by the arbitration court to resolve the labor conflict.

Management of questions and complaints

We believe cooperation with our stakeholders is the best way to create economic, social, and environmental value. Responding to questions and

complaints filed by direct employees, or the employees of contractors or subcontractors is important. We have established offices to address matters in accordance with the employment agreement signed with the UTIPEC.

The majority of comments and complaints come from employees of contractors, and are resolved in compliance with labor laws, in a timely manner, through conversations with their employers.

	2018	2019
Questions and complaints (number)	508	393
Questions and complaints resolved (number)	453	294
Questions and complaints in process (number)	45	99

Working environment

We know that creating a great working environment will produce sustainable growth. During 2019, our perception score for the overall working climate improved significantly.

	2018	2019
Surveys received (number)	1,050	992
Participation (percentage)	94%	92%
Classifications (percentage)		
Favorable	76%	83%
Neutral	14%	11%
Unfavorable	10%	6%

Results:

Leadership. Employees understand the direction of the Company, trust our strategy and express confidence in business projections. They also pointed to improvements in open and honest communication by leaders, stating that their leaders recognize and value their work. Employees feel they are treated fairly.

Efficiency. Employees perceive that conditions are in place for effective work, with significant improvement compared to 2018. They also identified a significant improvement in innovation driven by resources invested (in terms of budget and time) that have impacted the way we work.

Autonomy. Employees state they are given autonomy to do their jobs and perceive opportunities for their ideas to be accepted and implemented. Leaders have played an important role with respect to clarity on achievements expected and feedback.

Consolidation of changes. Employees highlight their leaders' work to communicate with them and help them understand the reasons for recent positive transformations. They understand the connection between these decisions and the challenges we face.

Occupational health and safety. Employees perceive occupational health and safety to be a strength. They recognize our focus on the culture of taking care of life, and they point out that direct supervisors have improved significantly in stimulating industrial safety conduct and culture in their work areas.

Integrity and compliance. In general, employees perceive a consolidated values culture and identify a corporate image interested in the communities where we work and responsible toward the environment.

People. Employees perceive improvements in training and development, while opportunities remain for further improvement.

Challenges and opportunities 2020+

103-1
103-2
103-3

- Training team leaders to take an active role in area selection processes, increasing their skills and ensuring they add value.
- Developing a shared framework for leadership at Frontera, focused on teamwork and clear identification of strengths and areas for leadership development throughout the Company.
- Implementing a training plan for the fields.
- Strengthening a culture of continuous improvement by designing and executing a corporate learning plan.
- Continuing to reinforce the well-being strategy, looking for a more comprehensive concept that will connect physical, emotional, and mental well-being.
- Offering alternatives that are increasingly oriented toward a higher purpose or self-realization.
- Realigning and repositioning the leadership and culture model in light of new challenges to the business.
- Implementing the approved Inclusion and Diversity strategy.



 **Construrama**

 **Construrama**

Construrama
Con el respaldo 

¡Toda la vida!

EL CABALLO  *¡Todo lo vende!*

¡Toda la vida!



GRI 103-1 103-2 103-3 SDC 8 **Promoting a sustainable supply chain**

UNGC Principle 1-10

Building great relationships with our suppliers and contractors, that go beyond commercial relations to contribute to their development, not only ensures business continuity and manages impacts and risks, but it also contributes to the excellence of our operation. We engage in fair, equitable, and transparent contracting processes and include social and environmental variables in our supply chain management. In addition, in the framework of ongoing collaborative work with regional and national organizations, we stimulate the economy in our areas of influence by hiring local suppliers and promoting their development. We share our philosophy with them and pass on skills, following up on their performance and pursuing their responsible integration into the supply chain.

Characterization of our supply chain¹

SDG
102-9
204-1

	2018	2019 ²
Total local purchases: payments made to suppliers (millions of dollars)	83.09	80.13
Local purchases/ total purchases (percentage)	11.06%	12%

	2018	2019
Suppliers invited to register in the SAP ARIBA tool (number)	450	385
Suppliers 100% registered (number)	28	184
Suppliers in the registry (number)	81	201
Census and registry sessions (number)	18	20
Meetings with local suppliers (number)	12	6
Municipalities (number)	7	8

We help strengthen local economies

SDG
103-1
103-2
103-3
308-2
407-1
414-2
8

We continue following through on our commitments to the Public Employment Service, an institution established to promote the participation of skilled and unskilled labor in the job market. We want to go beyond including local suppliers in the supply chain, to consolidate improved systems and procedures that will ensure quality, ethical behavior, transparency, and best social and environmental practices.

In line with these objectives, in 2019, we created a specific area to manage current and potential local suppliers to optimize engagement with this group of stakeholders. We formulated a strategy based on best industry practices and adjusted to our needs. **The strategy will be developed in three phases: implementation, stabilization, and sustainability.**

First phase: implementation

In 2019, we concentrated on phase one of our strategy. As required by the National Hydrocarbons Agency (ANH in Spanish) we engaged with communities through the office of the Mayor, Community Action Boards (JAC in Spanish) and Local Administrative Boards (JAL in Spanish) - which act as

¹ Figures are for Colombia only.

² Figures refer to the total value for contracts with local suppliers/ contractors in 2019, including goods and services.



We are working toward a single image and working standard for the eight Departments and more than 24 municipalities in our area of influence in Colombia.

multipliers and facilitators. We contacted local suppliers to analyze the local market and ensure communities are aware of opportunities.

- We standardized criteria for classifying local suppliers.
- We established a methodology for identifying local goods and services, demonstrating their presence in each region where we operate, and closed gaps.
 - + We studied the existing supply in local markets, interested primarily in smaller enterprises.
 - + We reviewed legal aspects and supporting documentation to ensure minimum requirements are met.
 - + We then compared local supply with our needs, integrating supply and demand in terms of regional capacity and minimum requirements.
- We built a database of local suppliers, offering opportunities for participation after analyzing and measuring their capacity.
- We identified critical aspects that could limit greater participation and opportunities for local suppliers in response to our demand for goods and services. This will help us design training arenas in the future to increase their capacity, competitiveness, and diversification.
- We reinforced contractor use of local goods and services as part of shared commitment to development in the areas of influence. We gave them access to our databases, with clear recommendations for offering real opportunities in line with the capacities of local suppliers, without generating false expectations.

We also worked to strengthen skills:

- We organized regional forums to provide an update on Colombian laws and obligations in connection with the Public Employment Service. To that effect, we encouraged the participation of government institutions such as the Ministry of Labor, the Public Employment Service, the SENA and Family Compensation Funds.
- We invited companies to meetings prior to commencing activities in our fields. At those meetings we shared the non-negotiable 10

Commandments for their obligations as employers. These include compliance with labor law and the Public Employment Service, payment of minimum salaries, and employee well-being at the workplace.

- We offered training and individually accompanied the development of action plans for each contractor to take advantage of opportunities for improvement in the areas of job vacancies, requests for resident certificates, clear job profiles, closing out job vacancies once a candidate is selected, and priority on hiring locally. We also organized additional audits and follow-up for the companies.
- We created training positions for people who have technical training but no experience. They were thus able to acquire experience and Company culture, on a path toward assuming full responsibility for the position, particularly in drilling.

Second phase: stabilization

The second phase reinforces the first phase through annual and systematic management, inside and outside of the Company, to ensure the system works. It includes training, surveys, market monitoring, and follow-up on supplier growth. We identify opportunities for improvement, develop action plans in accordance with findings, and engage with local governments and partners.

Third phase: sustainability

In the third phase, the system's cycles will be fully functioning and the stakeholders will clearly understand them. This requires information management tools and standardization, in addition to follow up on lessons learned and continuous improvement.

Four lines of work:

Our objective is to buy from local suppliers who are keenly aware of their great responsibility as business owners. Our effort to strengthen the local economy will work primarily with potential contractors for works, transportation, and Company cafeteria and restaurant food services along these four lines:

- 1. Minimum legal requirements and formal contracting.** The framework is Frontera's contract management and supply process.
- 2. Joint ventures.** Strict accompaniment and strategies for participation as a consortium, so local companies can join others that meet requirements and have greater experience with contracting and project execution.
- 3. Outsourcing or subcontracting.** Companies that have specialized services but no local operation can participate through a contract to provide services in the area of operation. To that effect, we give them information about local supply. We facilitate workshops to encourage local contracting and commercial relations that teach skills in the areas of influence.
- 4. Skills.** We develop high-impact initiatives that create value and will continue to exist even after we are no longer present. Chambers of Commerce have proven to be strategic partners for training and accompanying companies in their most important opportunities for improvement:
 - + Formalization and meeting minimum requirements for employment practices, tax payments, etc.
 - + Strengthening administrative structure relative to payroll, accounting, and invoicing, in order to organize operating costs and know how much it costs to run a company.
 - + Risk analysis and risk mitigation strategies in occupational health and safety.
 - + Portfolio diversification, providing an opportunity to access new clients.
 - + Information and technology as a critical factor supporting all of the above and increasing competitiveness.

Challenges and opportunities 2020+

103-2
103-3

- Supporting the economic development of regions through inclusion and effective use of the local market.
- Strengthening local supplier skills to increase their competitiveness and expand their business portfolios.
- Building relationships of mutual benefit and trust with our suppliers and contractors.





Contributing to the sustainable development of communities

GRI
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Material Topic: Close relationships and mutual development UNGC Principles 1 and 2

At Frontera, we value working in harmony with people and the environment. We understand our key role in building regions that are increasingly developed, competitive, and sustainable in the countries where we operate. And we know that this, in turn, will ensure an operation that is in harmony with people and the environment, while meeting our strategic objectives. In consequence, not only do we responsibly manage the impacts of our operations, but, through socially responsible actions, we build a relationship with neighboring communities and local and regional authorities that is friendly, opportune, respectful, and transparent. We work jointly with them to honor our commitments, as we progressively increment the positive impact of our social programs and empower communities as agents of their own development.

Four principles guide these efforts:

1. **Compliance.** We act strictly in line with legal requirements, and with regulatory and other commitments we have made.
2. **Respect.** We protect human rights and promote friendly social interaction to be recognized as a legitimate and trustworthy interlocutor.
3. **Transparency.** Our relationships are based on honesty and transparency to form constructive, long-term relationships.
4. **Efficiency.** We invest in efficient, high-impact projects and then make good use of the allocated resources and time periods.

Social investment framework

Our strategic approach ensures social programs contribute to development and transform realities.

We make four types of investments

Social Investment Plans. We manage these plans in partnership with Ecopetrol in fields where we are partners.

Compensation. We engage in prior consultation to determine compensation projects in consensus with the community.

Community Benefit Programs. These mandatory social investments in Colombia to reduce extreme poverty take place in the framework of contracts and agreements signed with the National Hydrocarbons Agency (ANH in Spanish).

Voluntary Social Investment. We develop these voluntary initiatives to contribute to the sustainable development of communities as part of our *Sustainability Policy*.

Our work in Colombia

We revised our social investment strategy

Implementation of our new social investment model as of 2019 includes the following:

1. Understanding the region, gaining deeper knowledge of communities through socioeconomic and perception studies. We began this exercise in 2019 in Casanare and Meta, and the studies have identified departmental and municipal macro indicators within the scope of our work's focus.
2. Prioritizing areas for work and structuring projects in coordination with communities, with the help of participatory workshops and skills development.
3. Ensuring alignment with internal processes and executing programs in the areas of influence and established lines of investment using in-house resources or expert operators.

During 2019:

- We executed almost 300 projects, allocating \$5,924 in benefit of settlers and indigenous people in the Departments of Caqueta, Casanare, Cauca, Cundinamarca, Huila, Magdalena, Meta, Putumayo, Sucre and Tolima.
- We met 100% of our social obligations plan for the year, and will continue to work on them in 2020.

4. Achieving high-impact results without increasing resources.

5. Communicating results.

To further this process, we put together a **project catalog**. It is based on local development plans, regional needs identified by socioeconomic studies, and plans formed in consensus with communities and authorities. The communities then select projects from the catalog based on their needs.

Inclusive economic development: Grow with Frontera

Our Grow with Frontera productivity and entrepreneurialism program creates opportunities for communities to generate income and achieve independent and sustainable socioeconomic development.

We supported indigenous handicrafts in Meta

In partnership with Artesanías de Colombia and Ecopetrol, we strengthened the professional craftwork of more than 90 women on the Vencedor Piriri Indigenous Reservation and in the La Campana Indigenous Area in Puerto Gaitan. This support for the region's hallmark products helps preserve cultural traditions. We thus fulfill our goal of increasing artisan participation in the country's productive sector.

 We invested
\$77,950

 We increased the productivity
of their processes by
20%

 We strengthened
3 lines
of production

 We empowered
women

 We spearheaded
**first-time
participation**
in an international fair:
Expoartesanías 2019

We also adjusted the focuses of the work:

- Productivity of the local economic fabric is now inclusive economic development.
- Human capital development is now education.
- Quality infrastructure development is now quality of life.
- Strengthening the institutional and social fabric has been eliminated.



Dressmaking workshop

In Casanare, we donated equipment and materials for a dressmaking workshop taught by the SENA to 44 female heads of household from Tauramena. Today, those women continue to work and sell their final products.

Strengthening farming

In Casanare, we supplied materials for pasture improvement in Tauramena and Monterrey, strengthened pork and beef production units in Mani and Monterrey, and helped build 16 ponds for harvesting water in the district of Corea in the municipality of Mani.

In Meta, in the La Campana Indigenous Area, the Domo Planas Indigenous Reserve, and the districts of Los Kioskos and Santa Helena in Puerto Gaitan, we promoted sustainable cattle ranching through various programs. Initiatives to implement production units, donate cattle, improve pasture quality, build corrals, and teach skills strengthen the region's vocation for cattle ranching. They also improve quality of life by ensuring a source of community-produced animal protein and foment productivity. We also donated two laying hens per family and chicken feed to raise them in communities near the Sabanero Block in Puerto Gaitan.

Education: Education first

We provided access to quality vocational education as a pillar for building a sustainable future.

In Casanare, by strengthening communities and the Monterrey Community Action Board, we helped them develop a methodology that will meet urgent needs for training and community organization. In Orocué we supported the National Public Library and Reading Plan, and we continued to strengthen higher education and formative research into rural development and the reactivation of the agriculture and livestock sector. We also offered environmental training in San Luis de Palenque and Orocué.

In Meta, we invested \$95,366 in several projects. More than 1,000 people in the areas of influence benefited from the Literacy Program, the Integrated Environments for Innovation and Significant Learning (AMIGAS classrooms) project, the construction of the house of culture in Puerto Gaitan, and the donation of educational materials to the Education for Sustainable Development program in Hijoa and Las Moras, in Barranca de Upia.

Literacy program

We promote literacy because it helps individuals obtain productive work and leads to community development.

Results of our work in the districts of Rubiales, Santa Helena and Puerto Triunfo in Puerto Gaitan, in the Department of Meta, include:

- 225 students benefited from the different program cycles
- 50 students graduated, including a deaf student
- Low dropout rate: 0.8%
- Access to vocational and higher education
- Better job opportunities

AULAS AMIGAS Program

We helped classrooms include ICTs in their educational format, leading to an 83% reduction in public education's digital gap. We did this using training methodologies and platforms with educational content and interactive learning.

Preservation of culture

In Meta, we implemented 23 projects to promote food security, strengthen the ethnic culture, and promote quality of life. With an approximate investment of \$900,000, the projects benefited more than 8,000 people. They were developed in line with the following agreements resulting from prior consultations ordered by the Constitutional Court:

- Ruling T-764 of 2015 with the Vencedor Piriri Indigenous Reservation.
- The agreement currently being formalized with the Sikuaní ethnic group at the La Campana Indigenous Area for the project in the Quifa global-Quifa SW Hydrocarbon Production Area.

In Sucre, we improved technology access rates for elementary and secondary education in San Pedro and Palmitos, benefiting more than 146 students in rural schools there.

- The agreement with the La Campana Indigenous Area for the project in the Quifa North Development and Production Area.
- The project in the Sabanero Block Development and Production Area .

Quality of life: Improving quality of life

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Creating the conditions for communities to meet their basic needs is a key factor in the eradication of poverty and long-term socioeconomic growth. Our Improving Lives program incorporates aspects such as food security, healthcare, basic utilities, and infrastructure to establish the right conditions for meeting those needs.

Basic utilities and infrastructure

In Casanare, Meta, Putumayo and Sucre, we concentrated on the following:

- Resources for improving housing and infrastructure and for equipping community meeting areas, athletic facilities, and schools.
- Infrastructure for the water supply system, secondary natural gas pipelines, electrical power systems, and the final disposal of solid waste products.
- Transportation of drinking water (particularly to mitigate droughts caused by intense dry seasons).
- Rural road maintenance.
- Improvements to rural structures and/or development of productive initiatives.
- The strengthening of Community Action Boards in the areas of hiring and employment.

In Magdalena, we invested resources primarily in the improvement of schools and sporting fields, to the benefit of more than 8,500 people.

Food security

To help reduce the rates of Severe Acute Malnutrition (SAM) in early childhood, we donated nutrition packages to improve families' daily nutrition. We also organized medical checkups in the La Campana Indigenous Area, and in the Vencedor Piriri, Alto Unuma and Domo Planas Indigenous Reservations in Puerto Gaitan, in the Department of Meta.



We invested
\$361,274



We helped meet the
needs of more than
700 children



We identified children
with SAM and
took action
for their recovery



We delivered
more than
4,600
nutrition packages

Healthcare

In Meta, we organized health brigades for 136 people in Puerto Gaitan, the La Campana Indigenous Area, and the Vencedor Piriri Reservation, and for 3,200 people in the Quifa and Cajua blocks. Aware that recreation and sports are part of a healthy lifestyle, we organized volleyball and beach soccer championships in the Quifa Block, along with mountain bike activities.

Sports for living together in peace

In Guaduas, Department of Cundinamarca, we donated bicycles to students, athletic equipment to sports academies, and materials for storm water runoff works for the futsal field in town. We also provided logistical support for the first 8-player soccer championship, called Youth for Peace.



We supported local development by building and improving community infrastructure and providing essential equipment for daily life.

Our work in Peru

Healthy communities

In 2018 we began the Healthy Child nutrition project to donate **micronutrient-fortified breakfasts** to the Los Jardines native community in the framework of the Qali Warma School Nutrition program run by the Ministry of Development and Social Inclusion (MIDIS). As part of the program, mothers are trained in good hygiene, food handling and nutrition. They are then put in charge of preparing and serving breakfast to preschool and elementary children (ages 3 to 13).

During 2018, we trained 34 mothers and delivered 14,177 healthy breakfasts to 144 children. In 2019, we trained 48 mothers, delivered 30,297 healthy breakfasts to 197 children, and, on top of that, facilitated 9 nutrition and health workshops attended by 142 fathers. We also involved teachers in the distribution of breakfasts in the respective classrooms, half an hour before the start of the school day. The program has improved school attendance by children who are better able to pay attention during class.

We also included **medical care** in the program. We organized 4 traveling campaigns and provided 7,806 examinations, benefiting 16 native communities in the area of influence of Block 192. With support from our medical units in Block 192, we also provided 339 medical services for 19 native communities located in the area of influence, including: 155 ambulatory services, 5 emergency services, 2 procedures, 2 follow-up appointments, and 173 dentist appointments.



Training for employability

We awarded scholarships to 19 youth for vocational studies or higher education, which cover tuition and a monthly stipend for books, food and lodging in the city of Iquitos.

We also offered a course on defensive driving to 6 people from the town of 12 de Octubre. And we provided support to 2 people in Nuevo Porvenir who received training in highway safety and heavy vehicles to obtain driver's licenses.

Infrastructure for indigenous communities

We supported local development by building and improving community infrastructure and providing essential equipment for daily life.

Some highlights are:

- Installation of equipment to pump water from the Purutsek Creek to the water treatment plant, in benefit of 100 families in Nueva Jerusalen
- Construction of a church for 45 families in Alianza Topal
- Renovation of the secondary school for 90 families in Pampa Hermosa
- Preventive and corrective maintenance for the power generators for 14 communities
- Electricity provided from our facilities at no cost for the Jose Olaya, Nuevo Andoas, Nuevo Porvenir and Los Jardines native communities

Good neighbor program

During 2019 we implemented the Good neighbor program in eight native communities. Under the program, communities keep watch over Frontera facilities, which has helped diminish the theft of goods from our property.

Environmental monitoring program

We work with four native communities that help Frontera detect and report environmental alerts or events such as leaks or spills.

Support funds for artisanal fishers

In Tumbes, located in the Z-1 block's area of influence, we have signed important agreements with 22 fishing associations recognized by the Peruvian Ministry of Production that represent 2,850 artisanal fishers.

Competitive fund for artisanal fishing

We finance productive projects for artisanal fishing through a competition. Each year the contest awards fishing associations \$15,152 each, leading to greater income from improvements in fishing techniques. We also help fishermen build skills for developing productive projects.

Humanitarian assistance fund

The \$27,273 in this fund helps with costs such as health needs, accidents, or funerals.

Fees fund

We allocated \$15,152 to this fund to pay circulation fees for activities or projects that promote the sustainability of the artisanal fishing sector and the defense of the 5-nautical-mile zone set aside for artisanal fishing.

Medical Campaign fund

This fund sets aside \$54,545 to organize 3 annual prevention campaigns established in consensus with the representatives of the 22 artisanal fishing associations. In 2019, we facilitated 4,128 medical visits.

SDG 3 Early childhood initiatives

In the Tumbes region, in the area of influence of the Z-1 Block, we have invested in early childhood development (children from 6 months to 3 years of age). We provide comprehensive attention in the areas of nutrition, basic needs in healthcare, educational games, and skills development. To do this, we have set up 7 community offices: 3 in La Cruz, 1 in Zorritos and 3 in Canoas de Punta Sal.

In the framework of the national *Cuna Más* program, led by the Peruvian Ministry of Development and Social Inclusion, we provided iron-rich meals that will prevent anemia for almost 300 children, served by mothers as per the program guidelines. The health of these children has improved, according to measurements by the Ministry of Health.

We also helped promote multiple intelligences (verbal-linguistic, logical-mathematical, visual-spatial, musical-rhythmic, bodily-kinesthetic, intrapersonal, interpersonal, and naturalistic) in 276 children from the ages of 3 to 5, through support for the Children's School Library in the Villa Puerto Pizarro Community in Tumbes.

SDG 4 Educational support program

At Block 192 we delivered school supplies to students in the 19 native communities in our area of influence: 825 in preschool, 1,805 in elementary, and 970 at the secondary level. At the Z-1 Block we donated 3,769 school supply kits to elementary students.

Challenges and opportunities 2020+

SDG 103-2
103-3

- Deepening our understanding of our regions and their needs.
- Working together with communities, authorities, and social operators to design projects that will improve social indicators.
- Progressively measuring the impact of our programs.





Working in harmony with the environment

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 Material Topic: Responsible production and consumption and climate change  UNGC Principle 7, 8 and 9

An increasing world population and growing economies are creating greater demands on natural resources. The results of this growth are interconnected and complex, causing unprecedented impacts on a local and global level. We are committed to conducting our operations based on the principle of sustainable development and defining clear objectives for reducing our impact so that we can protect natural resources and the ecosystems in the areas where we operate, efficiently manage water and power, diminish waste products and wastewater and reduce atmospheric emissions.

Our environmental strategy is integrated with our business strategy, decision-making and corporate culture through clear goals and objectives, effective communication strategies, training initiatives and incentives. In addition, we recognize the importance of collaboration with environmental authorities through strict compliance with environmental regulations, and with the different organizations that represent the communities in our areas of influence as an expression of shared responsibility.

SDG
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Environmental compliance strategy

Strengthening our culture of environmental compliance requires:

- **Compliance.** This includes following environmental requirements, managing licenses and permits, suspending activities in the face of potential non-compliance, and systematically monitoring operations.
- **Remedial action.** This consists of reviewing past evidence of legal compliance to ensure it is properly documented, and identifying opportunities for improvement in the current operation. To do this, we must determine the dimensions of any problem, prioritize fields and activities, develop work plans, and establish indicators for execution and follow-up.

Environmental compliance diagnosis

In the first quarter of 2019, we reviewed all compliance actions to ensure our ability to respond to any request by environmental authorities with timely information of good quality. As a result, we established a two-year plan.

In line with that plan, we made 35% progress on authority-issued requirements, managed 82% of all nonconformities from non-compliance alerts, and defined and began the Abandonment and Restoration Plan for areas to be returned.

Monitoring and follow-up tools

Our environmental management is highly complex, with more than 170 active case files with the National Authority for Environmental Licenses (ANLA) and numerous regional bodies in Colombia. Environmental licenses and permits contain more than 7,000 obligations we must meet during project development. We use an electronic tool, in which we register all obligations to ensure compliance. The tools also aid in the preparation of various reports and sends reminders and alarms regarding deadlines. Our Environmental Dashboard is an additional tool for regular follow-up on the most important indicators for environmental management.

Strategy for engagement with the authorities

In the framework of the principles of honesty, ethics, timeliness, and respect, we strengthen dialogue and joint action with the environmental authorities. This means we give priority to scheduled meetings, communications or requirements, and consultations or exchanges of criteria.

During 2019, we focused on the following three aspects of our Environmental Compliance Strategy: our environmental compliance diagnosis, our monitoring and follow up tool, and our strategy for engagement with authorities.



Protection of biodiversity

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We are aware of the responsibility of operating in regions with great diversity. Our knowledge of the environment and its natural dynamics has helped us, over time, not only to protect and preserve the natural heritage, but to prevent and mitigate the impacts of our operation.

Compensation and investment of 1%

We continue to take action to protect and restore natural ecosystems, thereby improving the quality of life of communities and conserving natural resources. In 2019, we presented 38 new plans for compensation and for the 1% investment, which included the new strategies defined by the national government for sustainable use projects. In addition, in order to have a greater positive environmental and social impact and to coordinate investments, we manage projects that fulfill the obligations of our environmental licenses. These include mechanisms such as: connectivity corridors, strengthening natural reserves and protected areas, conservation of water sources, and protective reforestation.

Connectivity corridors

In 2019, we identified and drew up seven connectivity corridors to facilitate food, shelter, and reproduction for focus species. This favors conservation of the plants and wildlife in Casanare and Arauca, and participation in and appropriation of the territory by local inhabitants.

These corridors link together forest compensation requirements and the 1% investment through sustainable use projects, reforestation, ecological restoration, agroforestry projects, and sustainable cattle ranching and beekeeping. All of these initiatives are developed under the principle of integrated territorial management, to ensure the conservation of biodiversity in the regions located in our areas of influence and to benefit local communities.

Strengthening natural reserves and protected areas

To consolidate regional and local conservation strategies for the National Protected Areas System, we took action to strengthen natural reserves and protected areas located in our areas of influence. One of the initiatives to facilitate community participation and appropriation by the public of knowledge about forest propagation and restoration was born out of the need for regional and local nurseries to supply the native species needed for reforestation activities.

Conservation of water sources: purchase of properties

During 2019, we acquired 422 hectares in the upper Valley of the Coello River. The area is important in terms of water resources, because it is in the high valley, at the headwaters of this stream, and is also located in a priority and fragile ecosystem, the paramo. Purchasing this land will prevent its use or development, thus protecting the headwaters and the paramo.

Protective reforestation

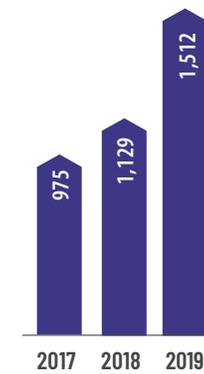
Historically, one of our most significant activities has been planting native species of trees as a strategy for connecting existing forest fragments. In 2019, we reforested over 450 hectares. These reforested areas fulfill the important ecological functions of regulating water, conserving soils, serving as habitat for wildlife, and pulling CO₂ out of the air. It is estimated that our reforestation in 2019 captures more than 540,000 tons of CO₂.

Incident prevention and remediation

We take measures to prevent oil spills that could affect people, the environment, or property. Our preventive maintenance plan includes information about the current conditions of facilities and pipelines, and the status of rights-of-way. Regular inspections allow us to schedule necessary repairs and maintenance.

Indicators	2019 (Colombia and Peru)		
	Goal	Performance	Percentage improvement
Number of spills not contained (>1Bbl.)	<22	11	50%

 Areas reforested by Frontera: protective reforestation (ha)¹



¹ Reforestation data for these 3 years is cumulative.

Responsible and efficient water management

Ensuring water resources are protected is fundamental for Frontera. The Company focuses management on responsible and efficient water handling, constantly measuring water quality and the volumes associated with water use and power generation by operations and projects.

During 2020, in addition to organizing initiatives to strengthen a culture of responsible water management, we will focus on fine-tuning baseline measurement and on analyzing the use of this resource. This will allow us to establish goals for balancing water demand with available resources, to improve water quality by reducing pollution, and to protect and recover the watersheds where Frontera collects water for its projects.

Water use by supply source

	2016	2017	2018	2019
	m ³ / year			
Total demand for water Colombia	577,611	488,450	469,727	550,982.6
Ground water	436,157	334,446	303,665	287,030.4
Surface water	135,376	151,190	158,829	98,337.3
Water supply system	4,564	2,814	5,884	163,076.3
Other	1,514	0	1,349	2,538.6
Total demand for water Peru	---	---	---	713,629

The increase in the volume of water used is directly connected with our increased activity in 2019, which included a larger drilling campaign than in 2018.

303-1 Total use of water by type of use. Colombia

	2016	2017	2018	2019	
	m ³ / year	%			
Industrial: concrete repair, hydrostatic testing, road maintenance, boiler operations, drilling and well maintenance activities, and firefighting systems	436,157	287,392	230,130	256,640.58	46.58%
Domestic: supply for showers and bathrooms in camps, facility cleaning, and laundry rooms	135,376	201,468	229,733	294,342.01	53.42%

303-4 Wastewater generated (m³/ year)

	2019
Industrial	28,905,213.06
Domestic	315,965.78
Domestic (Peru)	124,634

**306-1
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306-4
306-5 Waste product management and reuse**

The linear economy, in addition to being limited by finite resources, has a negative impact on the environment because it generates an increasing amount of waste products that pollutes terrestrial and marine ecosystems. We understand the importance of evolving toward a circular economy and focusing on the comprehensive management of waste products. Comprehensive management must consider possibilities for reusing waste as an input for new processes or productive activities in a way that adds value. When reuse is not possible, correct disposal must take place under strict controls, avoiding negative impacts on human health and the environment.

Waste products managed (tons)

	Operation	2017	2018	2019
Hazardous waste products: Includes batteries, grease, oil filters, paint, solvents, used oil, and others.	Colombia	881.9	877.6	2,846.01*
	Peru	420.7	2,943.9 ³²	68.4
Ordinary or inert waste products	Colombia	884.8	317	614.4
Organic waste products: food scraps	Colombia	665.1	380	174.36
Recyclable waste products	Colombia	94.6	120	157.35
Materials reused to generate biodiesel (tons)	Colombia	0	0.417	0.57
Non-hazardous inorganic domestic waste products: plastic, cardboard, paper, cans, glass, ceramics, and containers for consumer products in general (food products, personal hygiene, etc.).	Peru	277.6	297.7	440.6
Non-hazardous industrial waste products: rags, polystyrene, scrap metal, electric cables, rubber, geomembranes, pipes, and others.				

*Baseline adjustment to include oily sludge in line with the Hazardous Waste report submitted annually to the Environmental Authority.

For the treatment and final disposal of hazardous waste products we have authorized handlers for each waste stream. Ordinary-inert waste products go to the sanitary fill, and organic waste is used for composting.

³² The increase came from drilling on the Delfin platform.

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Climate change

Material Topic: Climate change UNGC Principles 7, 8 and 9

Greenhouse gas emissions (GHG) are one of the main factors producing climate change, which threatens not only our current way of life but also the future of our planet, and has serious economic and social consequences. Increased GHG in the atmosphere causes significant adverse impacts on ecosystems, air quality, and the health and well-being of humans and animals.

The oil and gas industry generates significant direct emissions of GHG from a variety of sources. According to the Sustainability Accounting Standards Board (SASB), regulatory efforts to reduce GHG emissions in response to climate change can cause additional costs and regulatory compliance risks for companies in the sector. In addition, the sector faces increasing pressure from stakeholders, who demand greater transparency and clearer action plans to manage the carbon footprint.

At Frontera, we contribute to the solution by strengthening ties between our climate strategy and corporate governance, improving energy efficiency, and defining goals for reducing emissions. Aware of the need to develop and strengthen corporate strategies that consider a transition to economies with lower GHG emissions, we structured a project with three objectives:

1. Identify key **trends** and develop a frame of reference for managing our carbon footprint.
2. Estimate **our carbon footprint** and compare it with that of other relevant players in the industry.
3. Establish a **decarbonisation strategy** for reducing our carbon footprint.

Industry trends

In response to the pressures described, oil and gas companies are developing strategies for managing their carbon footprint with ambitious reduction goals, including initiatives based on cleaner sources of energy, compensations for emissions, and energy efficiency efforts.

Oil and gas companies are also developing enhanced practices for reporting that go beyond quantifying emissions. They aim to tackle the most urgent questions related to their carbon footprint, its risks and opportunities with respect to climate change, strategies for reducing it, and governance structures that will ensure its proper management. These reporting practices make use of different guidelines, such as the GRI, CDP and TCFD.



Energy use efficiency and reduction¹

Throughout 2019, we increased purchases of power from the interconnected system, thus diminishing the use of power generation from fuels such as crude oil and fuel oil.

Consumption of fuel to generate electric and thermal energy

■ 2018 ■ 2019



¹ Information for Colombia only.

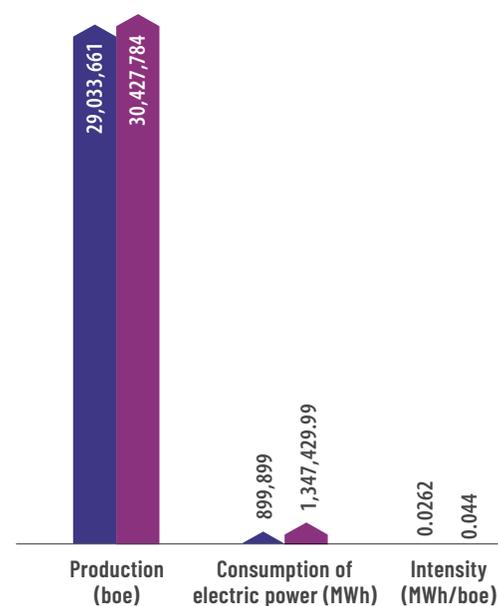
² The indicator is calculated based on the consumption of electricity and thermal power on and off the fields, including the administrative office.

Power purchases by origin and use (MWh)

	2018	2019
Administrative offices in Bogota: acquired from utility companies in accordance with the location of the operations (from Vatia/Codensa in Colombia).	3,822	3,410.3
Field operations: acquired from utility companies in accordance with the location of the operations. In Colombia, our purchases for the fields are from the Empresa de Energía de Cundinamarca, Electricaribe, Enertolima and Petroeléctrica de los Llanos	189,724	348,385.08
Electric and thermal energy generated at the fields	706,353	999,046.91

Energy intensity²

■ 2018 ■ 2019



Our carbon footprint

We assessed our carbon footprint based on fuel consumption by the teams in the oil fields (power generators, pumps and boilers), gas flaring, and the purchase of electricity from the grid. We also estimated the consumption of fuel by vehicles (tank trucks and delivery vans), methane leaks and gas venting.

In 2019 we continued to measure the emissions generated by the Frontera operation in Colombia and, in this way, we also calibrated the baseline established in 2018 that used primary and secondary information.

The results of this measurement and monitoring have been used to create the climate action program whose purpose is to reduce the carbon footprint of our operation to help combat climate change and its effects, aligned with the sustainable development goals. This program begins its implementation in 2020.

The annual emissions for scopes 1 and 2 were estimated at 650,000 tCO₂e, and emissions for scope 3 were estimated at 67,199 tCO₂e. Based on information available, this calculation has a confidence level of ~85%.



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Carbon footprint¹

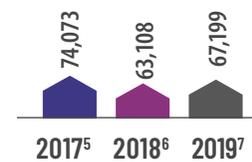
**GHG emissions
Scope 1 emissions²: direct emissions
(Ton CO₂ eq)**



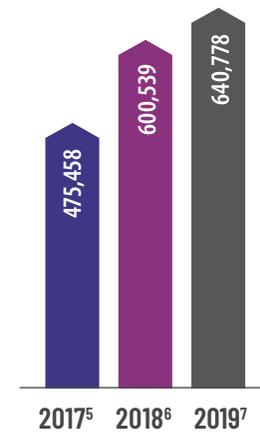
**GHG emissions
Scope 2 emissions³: indirect emissions -
electricity purchased (Ton CO₂ eq)**



**GHG emissions
Scope 3 emissions⁴: other indirect emissions
- transportation (Ton CO₂ eq)**



**GHG emissions
Total emissions (Ton CO₂ eq)**



¹ These values are for our operations in Colombia.

² Scope 1: direct emissions from the operations (for example, fuel consumption and methane leaks).

³ Scope 2: indirect emissions from electricity purchased (electricity from the power grid).

⁴ Scope 3: emissions from the use of the product.

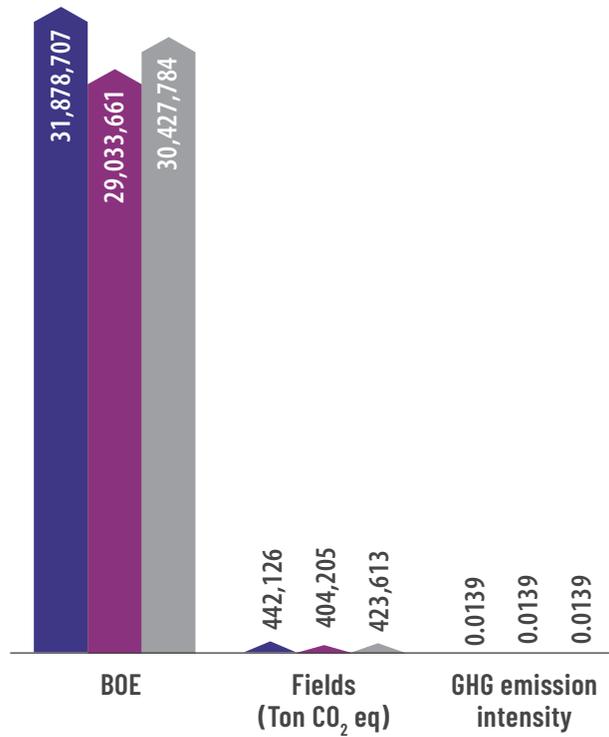
⁵ The carbon footprint was calculated by extrapolation from the organization's production for the year 2017.

⁶ The previous sustainability report presents a different figure in 2018 because this data was the product of an extrapolation of the production of 2017; however this report presents the calculated carbon footprint figure. The carbon footprint presented does not include the carbon credits that Frontera has acquired to reduce emissions.

⁷ For 2019, there is an increase in emissions in Scope 2 due to an increase in the purchase of energy from the National Interconnected System

Intensity¹

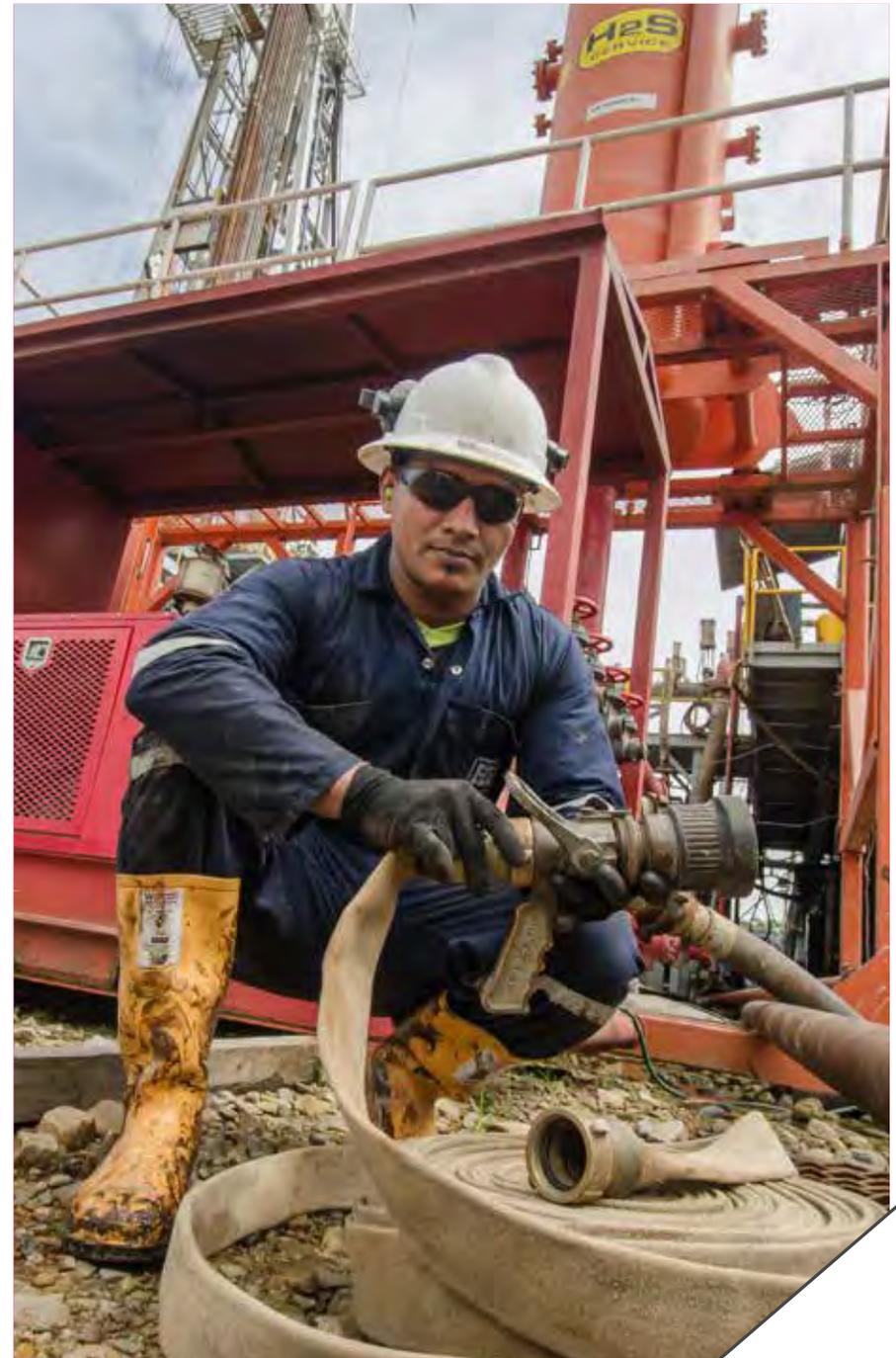
■ 2017 ■ 2018 ■ 2019



In 2019 we participated in the Carbon Disclosure Project (CDP) report, which allowed us to identify strengths and opportunities for improvement in our strategy for climate action and emissions reduction. This was the first step in establishing a 10-year strategy (2020 - 2030).

Based on this estimate of our carbon footprint, we identified opportunities that have the potential to reduce operating costs and our carbon footprint by approximately 15% according to a preliminary analysis. They include supplying electricity from the power grid, generating photovoltaic solar energy, and optimizing processes to reduce power consumption.

¹ Emission intensity: greenhouse gas emissions per barrel of oil equivalent produced. These values are for our operations in Colombia.



Decarbonisation strategy

Frontera has developed a carbon footprint management strategy to reduce our carbon footprint, increase energy efficiency, and mitigate and adapt to climate change.

The timeline for this strategy is 10 years (2020-2030), based on **three-time horizons**.

First horizon (2020-2022). Reduce our carbon footprint as much as possible, implementing profitable initiatives.

We established four areas of action for the strategy and initiatives:

1. Reduce our carbon footprint through cost-effective initiatives that improve operating efficiency and energy management.
2. Include environmental investments in reforestation and conservation projects in the emissions compensation program, based on their carbon sequestration function.
3. Implement change management efforts across the Company to create greater awareness of climate change and thus accelerate results.
4. Develop a communication strategy to engage stakeholders and position the Company with potential investors.

We also determined three performance objectives:

- 2020: institute a robust carbon footprint reporting practice under the GRI, CDP and TCFD guidelines.
- 2021: position the Company in key sustainability indexes and lists.
- 2022: Achieve a 15% reduction in CO₂e emission intensity per boe relative to 2019 performance.

Second horizon. Continue to reduce our carbon footprint through more aggressive mitigation and compensation initiatives and increasing our gas mix.

Third horizon. Migrate our current business structure to a low-carbon operating model.

Initiatives for implementing the First Horizon

In 2020, we intend to take the following actions:

- Develop a mechanism for guaranteeing continuous monitoring of key carbon footprint indicators and establish carbon footprint reporting under the GRI, CDP and TCFD guidelines.
- Plan two initiatives: to reduce operating costs and carbon emissions, and to measure the impact of conservation and reforestation projects on our carbon footprint reduction.
- Communicate our carbon footprint reduction progress to our stakeholders.

SDG
103-2
103-3

Challenges and opportunities 2020+

Program management

- Promoting the programs, we have underway.
- Establishing a baseline and goals.
- Formulating a biodiversity program.
- Measuring our CO₂ footprint and defining reduction initiatives.

Culture of compliance

- Establishing the baseline for level of culture.
- Organizing workshops to raise awareness and share knowledge.
- Monitoring compliance by fields.

Management system

- Adjusting procedures for planning, operations, and verification.

Viability

- Complying with viability plans.
- Adjusting quality control procedures and tools for the preparation of environmental studies.

Legal Advisories

This Sustainability Report contains forward-looking statements or forward-looking information (collectively, “**forward-looking statements**”) within the meaning of applicable securities legislation, which involve known and unknown risks, uncertainties, and other factors that may because the actual results, performance or achievements of Frontera Energy Corporation (the “**Company**” or “**Frontera**”) or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward- looking statements. All statements, other than statements of historical fact that address activities, events or developments that Frontera believes, expects or anticipates will or may occur in the future, are considered forward-looking statements. Such forward-looking statements include, without limitation, the Company’s ability to grow sustainably in both the near and long-term future, and the Company’s corporate strategy and sustainability objectives including without, limitation, its business plans, initiatives and objectives, new areas of operations, supplier development, social investment matters, environmental stewardship matters (including the climate change action plan), safety and risk management matters, local development matters, corporate culture and human talent matters and human rights matters and the effectiveness or adequacy of the Company’s program to manage the COVID-19 pandemic and current oil price environment. These forward-looking statements reflect the current expectations or beliefs of the Company based on information currently available to the Company. Forward looking statements are subject to a number of risks and uncertainties that may cause the actual results to differ materially from those discussed. Even if such actual results are realized or substantially realized, there can be no assurance that they will have the expected consequences to, or effects on, the Company. These risk factors, among others, are discussed in the Company’s Annual Information Form dated March 5, 2020, filed on SEDAR at www.sedar.com. Any forward-looking statement speaks only as of the date it is made and, except as may be required by applicable securities laws, the Company disclaims any intent or obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise. Although the Company believes that the assumptions inherent in the forward-looking statements are reasonable, forward-

looking statements are not guarantees of future performance and accordingly undue reliance should not be put on such statements due to the inherent uncertainty therein. Furthermore, information contained in or otherwise accessible through the Company’s website does not form part of this report and is not incorporated by reference into this report. The preparation of financial information is reported in United States dollars and is in accordance with International Financial Reporting Standards (“**IFRS**”) as issued by the International Accounting Standards Board, unless otherwise noted. The Company discloses several financial measures in this presentation that do not have any standardized meaning prescribed under IFRS (including Operating EBITDA, Operating Netback and Net Sales). These measures should not be considered in isolation or as a substitute for measures of performance prepared in accordance with IFRS. For more information please see the Company’s 2019 Management’s Discussion and Analysis dated March 4, 2020, filed on SEDAR at www.sedar.com. All comparative percentages are between the years ending December 31, 2018 and 2019, unless otherwise noted and are based on the Company’s 2019 year-end estimated reserves as evaluated by the Company’s independent reserves evaluator, DeGolyer and MacNaughton (“**D&M**”) in their reserves report dated February 12, 2020 with an effective date of December 31, 2019 (the “**Reserves Report**”). Additional reserves information required by NI-51-101 is included in (i) 51-1010F1 – Statement of Reserves Data and Other Oil and Gas Information; (ii) Forms 51-101F2 – Report on Reserves Data by Independent Qualified Reserves Evaluator completed by D&M; and (ii) Form 51-101F3 – Report of Management and Directors on Oil and Gas Disclosure filed on SEDAR on March 5, 2020. All reserves presented are based on forecast pricing and estimated costs effective December 31, 2019 as determined by the Company’s independent reserves evaluators. Actual oil and natural gas reserves and future production may be greater than or less than the estimates provided in this presentation. There is no assurance that forecast prices and costs assumed in the Reserves Report, and presented in this presentation, will be attained and variances from such forecast prices and costs could be material. The estimated future net revenue from the production of the disclosed oil and natural gas reserves in this presentation does not represent the fair market value of these reserves.


GRI Content Index

This report has been prepared in accordance with the GRI Standards: Comprehensive option.

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
GRI 101: Foundation, 2016				
GRI 102: General Disclosures, 2016				
General Disclosures				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-1 Name of the organization	Frontera Energy Corporation Sustainability Report 2019	Page 1 GRI Content Index		No verified
102-2 Activities, brands, products, and services	Frontera Energy Corporation	Page 6		No verified
102-3 Location of headquarters	333 Bay Street Suite 1100 Toronto, Ontario, Canada M5H 2R2	GRI Content Index		No verified
102-4 Location of operations	Our operations	Page 7		No verified
102-5 Ownership and legal form	Based on information obtained from public filings of The Catalyst Capital Group Inc. and the Gramercy Funds Management LLC made on the System for Electronic Disclosure by Insiders (SEDI) at www.sedi.ca, as at April 7, 2020, The Catalyst Capital Group Inc., owns or controls 35.65% of the shares of the Company and Gramercy Funds Management LLC owns or controls 11.11% of the shares of the Company.	GRI Content Index		No verified
102-6 Markets served	Our operations	Pages 6-7		No verified
102-7 Scale of the organization	Our operations	Pages 6-7		No verified
102-8 Information on employees and other workers	Frontera's workforce Workers by type of employment contract and gender (number of people) Number of employees by region (number of people)	Page 40		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-9 Supply chain	Characterization of our supply chain Our largest suppliers are related to hydrocarbon services such as drilling, licencing, reforestation, logistical services, personnel transport, crude transport, among others.	Page 56 GRI Content Index		No verified
102-10 Significant changes to the organization and its supply chain	There were no significant changes.	GRI Content Index		No verified
102-11 Precautionary Principle or approach	Message from the CEO Risk management Risk oversight	Pages 4-5 Pages 31-32		No verified
102-12 External initiatives	Stakeholder recognition	Pages 20-21		No verified
102-13 Membership of associations	Stakeholder recognition	Pages 20-21		No verified
Strategy				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-14 Statement from senior decision-maker	Message from the CEO	Pages 4-5		No verified
102-15 Key impacts, risks, and opportunities	Message from the CEO Corporate strategy Sustainability strategy Operating strategy	Pages 4-5 Pages 8-9 Pages 29-31		No verified
Ethics and integrity				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-16 Values, principles, standards, and norms of behavior	Our vision Our values and cultural attributes Ethics and compliance system Improved knowledge of ethics and compliance Business partnering	Page 8 Pages 17-20		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-17 Mechanisms for advice and concerns about ethics	Complaint management	Page 21		No verified
Governance				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-18 Governance structure	Governance structure	Page 16 For more information on the Board of Directors and its committees, please refer to our web page: http://www.fronteraenergy.ca/corporate-governance/Management Proxy Circular 2020 (p. 30) http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-19 Delegating authority	Delegation of authority	Page 16		No verified
102-20 Executive-level responsibility for economic, environmental, and social topics	The Director of Corporate Affairs is responsible for: <ul style="list-style-type: none"> • Following up on performance related to our sustainability commitments, including economic, social, and environmental topics, which are managed by the organization's different areas of responsibility. • Reporting directly to the CEO and the Corporate Governance, Nominations, and Sustainability Committee, on the progress attained with the six commitments. • Orienting the exercise of rendering accounts through the annual sustainability report. 	GRI Content Index		No verified
102-21 Consulting stakeholders on economic, environmental, and social topics	Consulting stakeholders on economic, environmental, and social topics	For more information, please consult Management Proxy Circular 2020 (p. 40 and p.41). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-22 Composition of the highest governance body and its committees	Composition of the highest governance body and its committees	This information can be found in our Management Proxy Circular 2020 (p. 10). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf For additional information, please visit our web-page: http://www.fronteraenergy.ca/leadership		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-23 Chair of the highest governance body	The Chairman of the Board of Directors is Mr. Gabriel de Alba. Mr. de Alba is independent.	See Mandate of the Board of Directors: http://www.fronteraenergy.ca/content/uploads/2016/10/Mandate-of-the-Board-of-Directors-1.pdf		No verified
102-24 Nominating and selecting the highest governance body	Nominating and selecting the highest governance body	This information can be found in our Management Proxy Circular 2020 (p.33). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-25 Conflicts of interest	Prevention of conflicts of interest Our Conflict of Interest Policy establishes guidelines for preventing conflicts of interest, and managing them should they arise. It applies to the Board of Directors and to all officers, employees, consultants, contractors, subcontractors, trainees, seconded staff, home workers, volunteers, interns, agents, sponsors and any other person who works for the Company.	Page 21 GRI Content Index For more information please consult our Management Information Circular 2020 (p. 38) http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-26 Role of highest governance body in setting purpose, values, and strategy	Role of highest governance body in setting purpose, values, and strategy	This information can be found in our Management Information Circular 2020 (Schedule B "Mandate of the Board of Directors"). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-27 Collective knowledge of highest governance body	The Board receives presentations by senior management or external advisors on issues relevant to the Corporation's business plan, risk profile, business operations and other topics to keep directors up-to-date on business activities, industry practice, corporate governance and other developments to keep directors up-to-date on business activities, industry practice, corporate governance and other developments. The CGNSC is provided with periodic updates on the nature and extent of compliance or any non-compliance with environmental, health and safety policies, programs and applicable legislation.	GRI Content Index This information can be found in our Management Information Circular 2020(p. 37). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-28 Evaluating the highest governance body's performance	Evaluating the highest governance body's performance	This information can be found in our Management Information Circular 2020 (p. 35). http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-29 Identifying and managing economic, environmental, and social impacts	See Risk Management-discussion regarding our ERM framework. In addition, the CGNSC: i) review and recommend to the Board for approval, changes in or additions to the Company's goals, strategies, policies and programs related to environmental, social, sustainability, health and safety issues, (ii) reviews with management the Company's goals, policies and programs related to environmental, social, sustainability, health and safety issues, (iii) reviews and approves the Company's annual sustainability report, (iv) as the CGNSC determines appropriate, make inquiries of management concerning compliance with applicable laws, rules, regulations and standards of corporate conduct in accordance with the Company's environmental, social, sustainability, health and safety policies and programs. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts.	Page 31 GRI Content Index		No verified
102-30 Effectiveness of risk management processes	The Board has oversight over the ERM framework. Risk management Risk oversight	GRI Content Index Pages 31-32 For more information please consult our See Management Information Circular 2020 (p. 39) http://www.fronteraenergy.ca/content/uploads/2020/04/FEC2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-31 Review of economic, environmental, and social topics	Meetings of the CGNSC are held from time-to-time as the committee or the chair determine as necessary to perform the duties described in its charter.	GRI Content Index		No verified
102-32 Highest governance body's role in sustainability reporting	The CGNSC reviews and approves the yearly sustainability report, ensuring that all relevant matters are covered in accordance with the materiality analysis.	GRI Content Index		No verified
102-33 Communicating critical concerns	Complaints and concerns can be expressed by communicating directly with: <ul style="list-style-type: none"> the Board of Directors by sending an email with the word "Confidential" in the subject line, to the following email address: board@fronteraenergy.ca. the Chair of the Audit Committee, by sending an email with the word "Confidential" on the subject line, to the following email address: Audit Committee Chair@fronteraenergy.ca. 	GRI Content Index For more information please consult our Whistle Blower Policy. http://www.fronteraenergy.ca/content/uploads/2016/10/Whistle-blower-Policy-3.pdf		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-34 Nature and total number of critical concerns	Risk management The Audit Committee reviews in the aggregate all complaints and investigations made pursuant to the Whistle Blower Policy on a quarterly basis. Concerns are investigated as quickly as possible if necessary, matters are referred to an external agency or advisors, and this may result in an extension of the investigative process. Also, the seriousness and complexity of any complaint may have an impact upon the time taken to investigate a matter. A designated person will indicate at the outset the anticipated time scale for investigating the complaint.	Page 31 GRI Content Index For more information please consult the Audit Committee Charter http://www.fronteraenergy.ca/content/uploads/2016/10/Audit-Committee-Charter-1.pdf , Whistle Blower Policy http://www.fronteraenergy.ca/content/uploads/2016/10/Whistle-blower-Policy-3.pdf and Code available on FEC website http://www.fronteraenergy.ca/content/uploads/2016/10/Code-of-Business-Conduct-and-Ethics-2.pdf		No verified
102-35 Remuneration policies	Remuneration policies	For information related to the remuneration policies for directors and senior officers see our Management Information Circular (pp. 14-25) For additional information, please visit our webpage: http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-36 Process for determining remuneration	Process for determining remuneration	For information related to the remuneration policies for directors and senior officers see our Management Information Circular (pp. 14-25) For additional information, please visit our webpage: http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-37 Stakeholders' involvement in remuneration	Shareholders have a chance to review the remuneration of executive and director compensation on an annual basis. There is no specific shareholder vote to approve executive and director compensation.	GRI Content Index		No verified
102-38 Annual total compensation ratio	Annual total compensation ratio is not disclosed. Information related to remuneration of directors and senior officers is publicly disclosed in our Management Information Circular.	GRI Content Index Information related to remuneration of directors and senior officers is publicly disclosed in our Management Information Circular. For additional information, please visit our webpage: http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified
102-39 Percentage increase in annual total compensation ratio	Percentage increase in annual total compensation ratio is not disclosed. Information related to remuneration of directors and senior officers is publicly disclosed in our Management Information Circular.	GRI Content Index Information related to remuneration of directors and senior officers is publicly disclosed in our Management Information Circular. For additional information, please visit our webpage: http://www.fronteraenergy.ca/content/uploads/2020/04/FEC-2020-Circular-and-Schedules-SEDAR.pdf		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Stakeholder engagement				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-40 List of stakeholder groups	Our stakeholders	Pages 10-11		No verified
102-41 Collective bargaining agreements	Labor relations/ freedom of association	Pages 51-52		No verified
102-42 Identifying and selecting stakeholders	Our stakeholders	Pages 10-11		No verified
102-43 Approach to stakeholder engagement	Our stakeholders	Pages 10-11		No verified
102-44 Key topics and concerns raised	Materiality assessment	Page 12		No verified
Reporting practice				None of the elements of the General Basic Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
102-45 Entities included in the consolidated financial statements	About this report	Page 2		No verified
102-46 Defining report content and topic Boundaries	About this report Materiality assessment Coverage of material topics	Page 2 Pages 12-13		No verified
102-47 List of material topics	Materiality assessment	Page 12		No verified
102-48 Restatements of information	There were restatements of information in the following indicators: Women in junior managerial positions as a percentage of all junior managerial positions Women in senior management – maximum two levels below the CEO – as a percentage of total senior management positions	GRI Content Index		No verified

GRI STANDARD: GENERAL BASIC CONTENTS	DISCLOSURE	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
102-49 Changes in reporting	In order to define the report content we identified material issues related to each of our Sustainability Commitments. Effective January 1, 2019, the Company adopted IFRS 16 - Leases, which had a significant impact on reported results for 2019. The standard was adopted on a modified retrospective basis and therefore prior year information has not been restated and may not be comparable. Refer to Note 3b of the Consolidated Financial Statements.	GRI Content Index		No verified
102-50 Reporting period	About this report January 1, 2019 - December 31, 2019 unless otherwise stated	Page 2 GRI Content Index		No verified
102-51 Date of most recent report	Sustainability Report 2018	Page 2 GRI Content Index		No verified
102-52 Reporting cycle	Annual	GRI Content Index		No verified
102-53 Contact point for questions regarding the report	Point of contact for further information sustainability@fronteraenergy.ca	Page 2 GRI Content Index		No verified
102-54 Claims of reporting in accordance with the GRI Standards	Point of contact for further information sustainability@fronteraenergy.ca	Page 88 GRI Content Index		No verified
102-55 GRI content index	GRI Content Index	Pages 88-113		No verified
102-56 External assurance	Our Sustainability Report 2019 did not have external verification.	GRI Content Index		No verified

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
WE ACT CONSISTENTLY AND TRANSPARENTLY						None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
Ethics, transparency, and compliance (SDG 16; UNGC Principle 10)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Acting consistently and transparently Ethics, transparency, and compliance	Page 2 Page 13 Page 15 Page 17		
		103-2 The management approach and its components	Acting consistently and transparently Ethics, transparency, and compliance Challenges and opportunities 2020+	Page 15 Page 17 Page 21 http://www.fronteraenergy.ca/declaration-of-ethics-compliance/		
		103-3 Evaluation of the management approach	Acting consistently and transparently Ethics, transparency, and compliance Challenges and opportunities 2020+ Risk management Risk oversight The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Page 15 Page 17 Page 21 Pages 31-32 GRI Content Index		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Ethics, transparency, and compliance (SDG 16; UNGC Principle 10)	GRI 205: Anti-corruption, 2016	205-1 Operations assessed for risks related to corruption	Ethics, transparency, and compliance C Day: compliance evaluation	Page 17 Page 20		
		205-2 Communication and training about anti-corruption policies and procedures	Ethics, transparency, and compliance The focus of training sessions was made more specific based on an analysis of risks and their materialization	Page 17 Page 19 GRI Content Index		
		205-3 Confirmed incidents of corruption and actions taken	Ethics, transparency, and compliance Complaint management	Page 17 Page 21		
	GRI 206: Anti-competitive Behavior, 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	0 legal actions for anti-competitive behavior, anti-trust and monopoly practices	GRI Content Index		
	GRI 307: Environmental Compliance, 2016	307-1 Non-compliance with environmental laws and regulations	0 environmental sanctions in 2019	GRI Content Index		
	GRI 415: Public Policy, 2016	415-1 Political contributions	Frontera does not make donations or contributions to support political parties, candidates or causes. Frontera and its Personnel and Relationship Parties must exercise due diligence to ensure that charitable donations are not used to facilitate or conceal acts of bribery or corruption. Charitable donations (whether in the form of financial contributions or through products, services, knowledge, time, etc.) to charities, academic institutions or other non-governmental organizations, are permitted only if the recipients are not customers, suppliers or parties with which Frontera has business relationships, and provided that prior approval is obtained in accordance with Frontera's Social Investment and Donation Policy.	GRI Content Index		
	GRI 416: Customer Health and Safety, 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Our operations are carried out in fields where, due to our strict HSEQ processes, health and safety are ensured to employees and contractors, and to other people who must enter for work reasons.	GRI Content Index		
	GRI 419: Socioeconomic Compliance, 2019	419-1 Non-compliance with laws and regulations in the social and economic area	0 legal actions in the social and economic area	GRI Content Index		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Respect for and promotion of human rights (SDG 5 and SDG 16; UNGC Principles 1, 2, 3, 4, 5 and 6)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Human rights Inclusion and diversity Labor relations/ freedom of association	Page 2 Page 13 Pages 22-23 Page 51 Pages 51-52		
		103-2 The management approach and its components	Human rights Inclusion and diversity Labor relations/ freedom of association Challenges and opportunities 2020+	Pages 22-23 Page 51 Pages 51-52 Page 53 Human rights declaration http://www.fronteraenergy.ca/content/uploads/2016/10/Human-Rights-Declaration.pdf Sustainability Policy http://www.fronteraenergy.ca/content/uploads/2016/10/Sustainability-Policy-1.pdf		
		103-3 Evaluation of the management approach	Human rights Inclusion and diversity Labor relations/ freedom of association Challenges and opportunities 2020+ Risk management Risk oversight The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Pages 22-23 Page 51 Pages 51-52 Page 53 Pages 31-32 GRI Content Index		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Respect for and promotion of human rights (SDG 5 and SDG 16; UNGC Principles 1, 2, 3, 4, 5 and 6)	GRI 405: Diversity and Equal Opportunity, 2016	405-1 Diversity of governance bodies and employees	Frontera's workforce: Number of employees by region Employee diversity by position and gender Employee diversity by position and age group New hires by gender Canada: new hires by gender Colombia: new hires by age group and gender Ecuador: new hires by age group and gender Peru: new hires by age group and gender Gender equality indicators	Pages 40-44		
		405-2 Ratio of basic salary and remuneration of women to men	<p>Colombia Middle / General Management: 0,99 First Line Management / Supervisor: 0,93 Specialist Groups: 0,98 Other Employees: 1,05</p> <p>Peru Middle / General Management: 0,73 First Line Management / Supervisor: 0,97 Specialist Groups: 0,88 Other Employees: 1,15</p> <p>Canada Middle / General Management: 0,71 Specialist Groups: 0,83 Other Employees: 0,73</p>	GRI Content Index		
	GRI 406: Non-discrimination, 2016	406-1 Incidents of discrimination and corrective actions taken	0 incidents of discrimination reported through our ethics channels in 2019.	GRI Content Index		
	GRI 407: Freedom of Association and Collective Bargaining, 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labor relations/ freedom of association We help strengthen local economies	Pages 51-52 Pages 56-59		
	GRI 408: Child Labor, 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human rights	Pages 22-23		
GRI 409: Forced or Compulsory Labor, 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights	Pages 22-23			

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Respect for and promotion of human rights (SDG 5 and SDG 16; UNGC Principles 1, 2, 3, 4, 5 and 6)	GRI 410: Security Practices, 2016	410-1 Security personnel trained in human rights policies or procedures	Human rights Our work with public security forces and security companies	Pages 22-23		
	GRI 411: Rights of Indigenous Peoples, 2016	411-1 Incidents of violations involving rights of indigenous peoples	<p>In Peru the Government is implementing a prior consultation process with indigenous communities. This process initiated in december 2018, with the aim of asking indigenous communities of the Lot 192 if they agree with the activities of exploration and exploitation of hydrocarbons in their territories, in order to have a license agreement for an additional period of 30 years.</p> <p>This process is being carried out by the Ministry of Energy and Mines and Perupetro. Frontera energy does not participate in this consultation, since according to the Peruvian law, only the Government can implement this process.</p> <p>In 2019, we did not have information on any ongoing complaint from indigenous communities.</p> <p>Regarding our engagement with indigenous communities in Colombia. The indigenous community in Unuma, Meta, which is not certified by the Colombian government as a community with presence in our operations, has requested the Company, the following issues: Social Investment, Purchases of goods and services and Labour recruitment.</p> <p>The above, under the argument of being close to one of our facilities of the Quifa Block. Additionally, they have expressed their intention to ensure that the Ministry of Interior requires FEC to carry out a Prior Consultation.</p> <p>In 2019, the Company did not received a formal request for the Colombian Government neither a certification of presence of this community in our areas of operation.</p>	GRI Content Index		

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Respect for and promotion of human rights (SDG 5 and SDG 16; UNGC Principles 1, 2, 3, 4, 5 and 6)	GRI 412: Human Rights Assessment, 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	Human rights Contributing to the sustainable development of communities We maintain our community engagement strategy and execute both economic, social and environmental analyzes, as well as constant monitoring in the areas of operation.	Pages 22-23 Pages 61-71 GRI Content Index		
		412-2 Employee training on human rights policies or procedures	Our work with public security forces and security companies	Pages 22-23		
		412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Security annex for contracts	Page 23		
WE OPERATE WITH EXCELLENCE AND ENSURE THE HEALTH AND WELL-BEING OF EMPLOYEES						None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
High standards for HSEQ culture (SDG 3)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Operating with excellence and ensuring the health and well-being of our employees Occupational health and industrial safety: our commitment to a HSEQ culture	Page 2 Page 13 Page 25 Pages 32-36		
		103-2 The management approach and its components	Operating with excellence and ensuring the health and well-being of our employees Occupational health and industrial safety: our commitment to a HSEQ culture Challenges and opportunities 2020+	Page 25 Pages 32-36 Page 37		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
High standards for HSEQ culture (SDG 3)	GRI 103: Management Approach, 2016	103-3 Evaluation of the management approach	<p>Operating with excellence and ensuring the health and well-being of our employees Occupational health and industrial safety: our commitment to a HSEQ culture Challenges and opportunities 2020+ Risk management Risk oversight</p> <p>The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.</p>	<p>Page 25 Pages 32-36 Page 37 Pages 31-32 GRI Content Index</p>		
	GRI 403: Occupational Health and Safety, 2016	403-1 Workers representation in formal joint management-worker health and safety committees	<p>Frontera has a Joint Health and Safety Committee defined in accordance with legal parameters, whose mission is to ensure the best conditions of health and safety for the Company's personnel. Its members are elected by voting and represent 100% of workers.</p>	GRI Content Index		
		403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<p>Corporate indicators for industrial safety</p> <p>In 2019, there was a fatality of a contractor, due to a vehicular incident in Quifa field, incident registered on TRIR -Total Recordable Incident Rate- and Lost Time Injury Frequency Rate -LTIFR-.</p>	<p>Page 33 GRI Content Index</p>		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
High standards for HSEQ culture (SDG 3)	GRI 403: Occupational Health and Safety, 2016	403-3 Workers with high incidence or high risk of diseases related to their occupation	Occupational health and industrial safety: our commitment to a HSEQ culture	Pages 32-36		
		403-4 Health and safety topics covered in formal agreements with trade unions	Occupational health and industrial safety: our commitment to a HSEQ culture	Pages 32-36		
Operational excellence	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Operating with excellence and ensuring the health and well-being of our employees Operating strategy Corporate strategy	Page 2 Page 13 Page 25 Pages 29-31		
		103-2 The management approach and its components	Operating with excellence and ensuring the health and well-being of our employees Operating strategy Corporate strategy Challenges and opportunities 2020+	Page 25 Pages 29-31 Page 46		
		103-3 Evaluation of the management approach	Operating with excellence and ensuring the health and well-being of our employees Operating strategy Corporate strategy Risk management Risk oversight The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Page 25 Pages 29-31 Pages 31-32 GRI Content Index		
	Own	Full year 2019: Net income, Cash provided by operating activities, Production averaged, Operating EBITDA, Operating netback, Capital expenditures and Dividends returned to shareholders	Page 26			

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS	RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Operational excellence	Own	Financial and operational results	Pages 27-28		
		Operating strategy	Pages 29-30		
		Corporate strategy	Pages 30-31		
Development of new business	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Operating with excellence and ensuring the health and well-being of our employees	Page 2 Page 13 Page 25	
		103-2 The management approach and its components	Operating with excellence and ensuring the health and well-being of our employees Operating strategy Corporate strategy	Page 25 Pages 29-31	
		103-3 Evaluation of the management approach	Operating with excellence and ensuring the health and well-being of our employees Operating strategy Corporate strategy Risk management Risk oversight The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Page 25 Pages 29-31 Pages 31-32 GRI Content Index	
	Own	Operating strategy	Pages 29-30		
		Corporate strategy	Pages 30-31		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS	RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
WE HAVE THE BEST TALENT AND PROMOTE RESPECT OF HUMAN RIGHTS FOR OUR INTERNAL AND EXTERNAL STAKEHOLDERS					None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
GRI 401: Employment, 2016	401-1 New employee hires and employee turnover	New hires New hires by gender Canada: new hires by gender Colombia: new hires by age group and gender Ecuador: new hires by age group and gender Peru: new hires by age group and gender Turnover rate Canada: W:1.89% M:1.08% Colombia W:1.16% M:0.95% Peru: W: 1.25% M:2.32% Total turnover rate: W:1.21% M:1.15% Total Voluntary Rate: W: 0.28% M: 0.24%	Page 42-43 GRI Content Index		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Well-being and quality of life	Page 50		
	401-3 Parental leave	Total parental leave Colombia: W:22 M:19 Peru : M:2 Canada-Toronto: W:2 Parental leave returns in 2019 Colombia W: 22 M:19 Peru: M:2 Canada-Toronto: W:2 Return rate after parental leave Colombia W: 100% M: 100% Peru M: 100% Toronto W:100% Retaining rate after parental leave Colombia W: 100% M:100% Peru M: 100% Canada-Toronto: W 100%	GRI Content Index		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
GRI 402: Labor/Management Relations, 2016		402-1 Minimum notice periods regarding operational changes	We do not have a policy neither procedures regarding to the minimum notice periods regarding operational changes. In this matter we act in accordance with law.	GRI Content Index		
GRI 404: Training and Education		404-1 Average hours of training per year per employee	Indicators Canada, Colombia and Peru	Page 48		
		404-2 Programs for upgrading employee skills and transition assistance programs	We continue to strengthen our culture Professional and personal development	Pages 44-45 Pages 45-49		
		404-3 Percentage of employees receiving regular performance and career development reviews	Employees given a performance assessment	Page 49		
WE PROMOTE A SUSTAINABLE SUPPLY CHAIN						None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
Optimum hiring conditions for local labor (SDG 8; UNGC Principles 1-10)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	About this report Coverage of material topics Promoting a sustainable supply chain We help strengthen local economies	Page 2 Page 13 Page 55 Pages 56-59		
		103-2 The management approach and its components	Promoting a sustainable supply chain We help strengthen local economies Challenges and opportunities 2020+	Page 55 Pages 56-59 Page 59		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Optimum hiring conditions for local labor (SDG 8; UNGC Principles 1-10)	GRI 103: Management Approach, 2016	103-3 Evaluation of the management approach	<p>Promoting a sustainable supply chain We help strengthen local economies Challenges and opportunities 2020+ Risk management Risk oversight</p> <p>The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.</p>	<p>Page 55 Pages 56-59 Page 59 Pages 31-32 GRI Content Index</p>		
	GRI 204: Procurement Practices, 2016	204-1 Proportion of spending on local suppliers	Characterization of our supply chain	Page 56		
	GRI 308: Supplier Environmental Assessment, 2016	308-1 New suppliers that were screened using environmental criteria	There was no evaluation of the environmental component of new suppliers at the moment of selection.	GRI Content Index		
		308-2 Negative environmental impacts in the supply chain and actions taken	<p>The focus of training sessions was made more specific based on an analysis of risks and their materialization</p> <p>Risk oversight We help strengthen local economies</p> <p>The most significant impact includes emissions of GHG and particulate material by transportation of personnel, machinery and equipment, water consumption and generation of waste by contractors, among others.</p>	<p>Pages 31-32 Pages 56-59 GRI Content Index</p>		
GRI 414: Supplier Social Assessment, 2016	414-1 New suppliers that were screened using social criteria	There was no evaluation of social components for new suppliers at the moment of selection.	GRI Content Index			

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Optimum hiring conditions for local labor (SDG 8; UNGC Principles 1-10)	GRI 414: Supplier Social Assessment, 2016	414-2 Negative social impacts in the supply chain and actions taken	<p>The focus of training sessions was made more specific based on an analysis of risks and their materialization</p> <p>Risk oversight We help strengthen local economies</p> <p>The most significant impact includes generation of conflict in transportation of machinery and equipment, community disruptions due to generation of noise, and road maintenance delays.</p>	<p>Pages 31-32 Pages 56-59 GRI Content Index</p>		
<p>WE CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF NEIGHBORING COMMUNITIES</p>						<p>None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.</p>
Close relationships and mutual development (SDG 1, 2, 3, 4, 8 and 9; UNGC Principles 1 y 2)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	<p>About this report Coverage of material topics Contributing to the sustainable development of communities Working in harmony with the environment</p>	<p>Page 2 Page 13 Page 61 Page 73</p>		
		103-2 The management approach and its components	<p>Contributing to the sustainable development of communities Challenges and opportunities 2020+ Working in harmony with the environment</p>	<p>Page 61 Page 71 Page 73</p>		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Close relationships and mutual development (SDG 1, 2, 3, 4, 8 and 9; UNGC Principles 1 y 2)	GRI 103: Management Approach, 2016	103-3 Evaluation of the management approach	<p>Contributing to the sustainable development of communities Challenges and opportunities 2020+ Risk management Risk oversight</p> <p>The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.</p>	<p>Page 61 Page 71 Pages 31-32 GRI Content Index</p>		
	GRI 413: Local Communities, 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<p>Contributing to the sustainable development of communities Environmental compliance strategy Protection of biodiversity</p>	<p>Page 61 Page 74 Pages 75-76</p>		
	GRI 413: Local Communities, 2016	413-2 Operations with significant actual and potential negative impacts on local communities	<p>Contributing to the sustainable development of communities Environmental compliance strategy Protection of biodiversity</p> <p>Among the negative impact, we have migration processes, loss of sense of belonging regarding the zone's traditional activities, increased cost of living, lifestyle changes, among others. However, to mitigate this impact, the Company carries social projects to minimize impact.</p>	<p>Page 61 Page 74 Pages 75-76 GRI Content Index</p>		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
WE WORK IN HARMONY WITH THE ENVIRONMENT						None of the elements of the Specific Contents of the 2019 Sustainability Report of Frontera Energy Corporation was subjected to an external verification process. The application of this practice will be evaluated for the next report.
Responsible production and consumption (SDG 12 and 15; UNGC Principles 7, 8 and 9)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	Sustainability Report 2019 Coverage of material topics Working in harmony with the environment	Page 2 Page 13 Page 73		
		103-2 The management approach and its components	Working in harmony with the environment Environmental compliance strategy Protection of biodiversity Responsible and efficient water management Waste product management and reuse Challenges and opportunities 2020+	Page 73 Page 74 Pages 75-76 Pages 77-78 Pages 78-79 Page 86		
		103-3 Evaluation of the management approach	Working in harmony with the environment Challenges and opportunities 2020+ Risk management Risk oversight The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Page 73 Page 86 Pages 31-32 GRI Content Index		

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Responsible production and consumption (SDG 12 and 15; UNGC Principles 7, 8 and 9)	GRI 303: Water and Effluents, 2016	303-1 Interactions with water as a shared resource	We work in harmony with the environment Environmental compliance strategy Responsible and efficient water management Water use by supply source Total use of water by type of use Wastewater generated	Page 73 Page 74 Pages 77-78		
		303-2 Management of water discharge-related impacts	Responsible and efficient water management We comply with the national and local regulations for the administration and environmental planning of water.	Pages 77-78 GRI Content Index		
		303-3 Water withdrawal	Total use of water by type of use	Pages 77-78		
		303-4 Water discharge	Wastewater generated	Pages 77-78		
		303-5 Water consumption	Total use of water by type of use Wastewater generated	Pages 77-78		
	GRI 304: Biodiversity, 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Working in harmony with the environment Environmental compliance strategy Protection of biodiversity	Pages 73-77		
		304-2 Significant impacts of activities, products, and services on biodiversity	Working in harmony with the environment Environmental compliance strategy Protection of biodiversity	Page 73-77		
		304-3 Habitats protected or restored	Protection of biodiversity Areas reforested by Frontera: protective reforestation (ha)	Pages 75-76 Page 76		
		304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Working in harmony with the environment Environmental compliance strategy Protection of biodiversity	Page 73-77		

MATERIAL ISSUES	GRI STANDARD SPECIFIC CONTENTS		RESPUESTA / UBICACIÓN	PAGE NUMBER (S), GRI CONTENT INDEX AND / OR URL (S)	OMISSION	ASSURANCE
Responsible production and consumption (SDG 12 and 15; UNGC Principles 7, 8 and 9)	GRI 306: Waste, 2016	306-1 Waste generation and significant waste-related impacts	Waste product management and reuse	Page 78-79		
		306-2 Management of significant waste-related impacts				
		306-3 Waste generated				
		306-4 Waste diverted from disposal				
		306-5 Waste directed to disposal				
Climate change (SDG 13; UNGC Principles 7, 8 and 9)	GRI 103: Management Approach, 2016	103-1 Explanation of the material topic and its Boundary	Sustainability Report 2019 Coverage of material topics Working in harmony with the environment	Page 2 Page 13 Page 73		
		103-2 The management approach and its components	Working in harmony with the environment Climate change Challenges and opportunities 2020+	Page 73 Pages 80-85 Page 85		
		103-3 Evaluation of the management approach	Risk management Risk oversight Challenges and opportunities 2020+ The Corporate Governance, Nominations, and Sustainability Committee (CGNSC) reviews our internal control systems in the areas of the environment, health and safety and reviews with the administration topics related to environmental, social, sustainability, and health and safety issues. Frontera performs an annual materiality analysis in order to consult internal and external stakeholders on social, economic and environmental impacts. The results of this analysis are presented to the CGNSC, responsible for approving the disclosure of said findings in the sustainability report.	Pages 31-32 Page 85 GRI Content Index		
	GRI 302: Energy, 2016	302-1 Energy consumption within the organization	Consumption of fuel to generate electric and thermal energy	Page 81		

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Climate change (SDG 13; UNGC Principles 7, 8 and 9)	GRI 302: Energy, 2016	302-2 Energy consumption outside of the organization	Power purchases by origin and use (MWh)	Page 81		
		302-3 Energy intensity	Energy intensity	Page 81		
		302-4 Reduction of energy consumption	Power purchases by origin and use (MWh) During 2019, the purchase of energy from the interconnected system increased, thus contributing to reducing the use of fuels such as crude oil and fuel oil for power generation.	Page 81 GRI Content Index		
	GRI 305: Emissions, 2016	305-1 Direct (Scope 1) GHG emissions	Our carbon footprint	Pages 82-84		
		305-2 Energy indirect (Scope 2) GHG emissions				
305-3 Other indirect (Scope 3) GHG emissions						
305-4 GHG emissions intensity						
305-5 Reduction of GHG emissions						
Climate change (SDG 13; UNGC Principles 7, 8 and 9)	GRI 305: Emissions, 2016	305-6 Emissions of ozone-depleting substances (ODS)	See Omission column		Information unavailable	
Climate change (SDG 13; UNGC Principles 7, 8 and 9)	GRI 305: Emissions, 2016	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	See Omission column		Information unavailable	

