





Social Dimension

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We develop shared value projects with the community at our Bolívar-Cartagena Project

6.6 We work hand in hand with the communities



To facilitate fulfillment of the Sustainable Development Goals (SDGs) with the communities, in Colombia we formalized a regional approach in order to have a closer relationship with stakeholders in the area. We have defined four regions: North, South, Center and West.

(103-1) Genuine, transparent and ongoing community relations based on trust have enabled us to become a strategic partner in the territories in which we operate. It has also positioned us as one of the energy companies with best reputation and acceptance, which facilitates obtaining the social license to perform projects.

Our social management is framed in our Sustainability Policy and the Sustainable Development Goals (SDGs), and is based on generation of trust among stakeholders (see the chapter on Sustainability in this report). To facilitate fulfillment of the SDGs with the communities, in Colombia we formalized a regional approach, with the primary objective of having a closer relationship with stakeholders in the area.

The Group has mechanisms in place to monitor and assess compliance with the guidelines and the social obligations of the projects specified in the environmental management plans. We have also identified the stakeholders we relate with, which enables building, strengthening and maintaining bonds of trust from the time we first arrive in a territory and for as long as we remain there performing and operating the infrastructure projects (see the Sustainability chapter).

(203-2) Depending on the type of project, jointly with the communities and in a participatory manner, we identify the most significant impacts and the relevant management measures. In our Transmission Business, we identified the following:



We relate with women who are key players in community development

- **Change in the visual quality of the landscape.** Due to the inclusion of foreign elements that will remain over time, such as substations, towers and transmission lines.
- **Temporary changes in social dynamics.** Presence of strangers, use of roads and access to social services.
- **Use of natural resources.**
- **Driving local economies.** Labor recruitment and goods and services acquisition
- **Improvement of energy service.** In terms of quality, coverage and reliability.

(203-2) For more information on significant indirect economic impacts, see the annexes of this report.

(413-2) For more information about operations with significant negative impacts (actual and potential) on local communities, see the annexes of this report.

(EU22) During 2018, there were no reports of any physical or economic displacement of people by Group companies.

We bring progress to the regions (103-2) (103-3)

These are the projects we worked on in 2018, the results achieved as regards community management, and the challenges we face to continue working in the territories:

Energy transmission

North Region

Projects

- Río Córdoba NTS and RTS, Bolívar-Cartagena.
- Colectora, La Loma 500 kV, La Loma 110 kV.

Results

- Commissioning of the Río Córdoba NTS and RTS (Magdalena) and Bolívar-Cartagena projects.
- Award of the UPME 06-2017 Colectora Project.
- Upgrading of the electric networks and installation of a transformer at the Carlos Andrés Mayorga School, in the township of Cordobita (Magdalena).
- At the Bolívar-Cartagena Project, we



Volunteer work session in Usaquén, Bogotá

implemented 17 initiatives that benefited 9,500 people. We provided boats to fishermen and offered gardening courses, as well as recreation, sports and cultural activities.

Challenges

- Reach agreements and implement the shared value projects.
- Carry out the prior consultations process at Colectora.
- Fulfill the agreements made with the communities.
- Consolidate scenarios for coexistence and respect for differences in the territories.



Getting close to the Wiwa people

Our Colectora Project will enable transporting the energy produced at wind farms in La Guajira to the rest of the country, by means of a 480 km transmission line and two substations. One of our first activities before starting the works in this region was to approach its indigenous peoples.

The Wiwas, Arhuacos, Kankuamos and Koguis are the four peoples that live in the Sierra Nevada de Santa Marta. However, our direct relations will be with the Wiwa people, since our Colectora Project will pass through part of their territory. We are currently surveying their territory with some of their leaders to point out sacred grounds, always from a perspective of respect and understanding of their world views and customs. With their support we have made *pagamentos*, a ritual that symbolizes a spiritual payment for the benefits provided by Mother Earth and for allowing us to come to their territory.

Approaching Wiwa communities of the Colectora Project, in La Guajira

We have also begun to identify 145 Wayuu communities, who inhabit the most arid areas of La Guajira, and whose women are expert knitters of *mochilas* (hand bags) and hammocks.

In 2019, we will strengthen relations with ancestral peoples from La Guajira, who will benefit from the Colectora Project.

Central Region

Projects

- Sogamoso and Norte-Chivor.
- San Fernando.
- Tominé.

Results

- 8,091 children from the projects' area of influence participated in educational activities on the importance of energy.
- 17,639 residents of Gachancipá, Chocontá, Suesca, Zipaquirá, Nemocón, Tenjo, Tabio, Sesquilé, Guatavita, Guasca, Sopó and Pacho, in Cundinamarca, benefited from the agreement with Corporación Maloka, which enabled teaching children and youth about the cycle of energy through itinerant *Malokas* (community houses).
- During the asset planning and operations stages, we carried out 1,147 visits, 273 meetings, and 9,451 workshops with stakeholders, and we responded to 111 questions, complaints and claims.

Challenges

- Obtain environmental licenses for the projects.
- Structure and execute the shared value projects in the areas of direct influence.
- Build bonds of trust with stakeholders.
- Build a group of partners who will help leverage the shared value initiatives in the territories.
- Reduce the number of questions, complaints and claims due to project issues.
- Maintain the lines in operation with no social contingencies.

Western Region

Projects

- Armenia 230 kV.
- Refuerzo Suroccidental 500 kV.

Results

- Launch of the *Energía Para la Paz* (Energy for Peace) program in Valle del Cauca.
- Activities to promote sustainable tourism, consistent with the Coffee growing region's reality, through the Armenia

Project, to protect the archaeological, natural and cultural heritage of the municipalities of Santa Rosa de Cabal, Dosquebradas and Pereira (Risaralda).

- Support for the Departmental Farmers' Olympics in the municipality of Santa Bárbara, in southeastern Antioquia, with participation by residents of the communities in the Refuerzo Suroccidental Project's area of influence; over 1,200 athletes and 26 delegations participated.
- We delivered 1,370 school kits at 47 schools.
- We responded to 88 questions, complaints and claims.

All our Group operations in Colombia, Peru and Guatemala have socio-environmental programs. (413-1)

Southern Region

Projects

- Tesalia-Alfárez Project.
- Mocoa.
- Altamira.

Results

- Implementation of the Energy for Peace program in Tolima.
- Training and advisory for the administrations of five municipalities: Tesalia, Íquira, Teruel, Palermo and Santa María in Huila; and two in the department of Tolima: Planadas and Rioblanco.

Challenges

- Complete the 66 social projects agreed to with the communities in the areas of direct influence in the South Region.
- Formalize the shared value projects in the regions where we operate.

(103-2) For additional details on community management targets by region in Colombia, see the annexes.

TGI

Results

- Creation of an early warning system on two-way risks both for the operation of TGI's own projects and for neighboring communities. In this manner, we implemented a new indicator on the Company's social management.
- Structuring of a new sustainable development strategy for performance of projects conceived to benefit the territories.

Challenges

- Transform territories through the triad of prosperity: water, energy and food.
- Become a catalyst for the adoption of gas technologies for industry and mobility.
- Position bio-gas as an input for circular economies.
- Position the Company as a technological benchmark and as an integrator between private enterprise and academia.

Cálidda

Results

- 68,000 people benefited from the 800 people's soup kitchens in 18 districts of

Lima and Callao. This program helps improve the quality of life of these women through free natural gas connections at each kitchen.

- Since 2012, the program has provided training on nutrition and food safety to 3,223 soup kitchen leaders.
- 30 students trained in the Tecnigas program, aimed at increasing the availability of trained and certified technicians to perform natural gas installations.
- Through a partnership with the Entrepreneurs Institute of Universidad San Ignacio de Loyola, we launched the *Mujer Empresaria* (Woman Entrepreneur) project to strengthen the entrepreneurship of women associated with the people's kitchens. In 2018, the program was expanded to the districts of Comas and Los Olivos.

Challenges

- Participate in the United Nations volunteer skills certification program.
- Design and implement a relations mapping system, with heat maps, to identify and anticipate possible conflicts and design action priorities.
- Engage a new company to supervise community relations.

**"Energy for Peace" program
in Planadas, Tolima**





Demining to **Illuminate**

“Energy for Peace” is the name of the program through which we bring progress to areas affected by the armed conflict and we contribute to restoring the rights of victims by recovering their territories.

In 2018, the program was implemented in 11 municipalities and 82 districts of Valle, Tolima and Huila, whose inhabitants could not move about their territories without the fear of exploding antipersonnel mines, which since 1990 have caused harm to over 11,500 Colombians.

Thanks to the joint work with the National Army and the The Halo Trust NGO, in 2018 we launched the implementation of this project. During the year, thanks to the hard work of 500 soldiers, we deactivated 19 explosive devices in the area through which the Tesalia-Alfárez Electric Energy Transmission Line was to pass.

“Energy for Peace” goes beyond operational and humanitarian demining; it includes environmental, educational and training initiatives such as *Bosques de Paz* (Forests for Peace), *Habilidades para la Paz* (Skills for Peace) and *Energía que Construye mi Futuro* (Energy

Through our “Energy for Peace” initiative, we performed demining at 11 municipalities affected by the armed conflict in Tolima, Huila and Valle del Cauca

to Build my Future), among others. At *Skills for Peace*, we trained 27 community leaders, teachers and officials of the township of Herrera, in the municipality of Rioblanco (Tolima). They graduated as agents for change and received training in *Cátedra para la Paz* (Teaching for Peace), conflict management, and gender issues, among others.

“We want ‘Energy for Peace’ to set an example of how a public-private partnership can develop genuine relationships with the communities,” said the President of Grupo Energía Bogotá, Astrid Álvarez, who believes that the objective is for this model to be replicated in other regions of Colombia where the Company is present.

19 explosive devices were deactivated in over 200 km surveyed.



We protect archaeological treasures

Cálidda archaeologists work on the preservation of pre-Hispanic pieces of several Peruvian cultures

Whenever we begin an electric energy transmission or gas pipeline installation project, we are committed to rescuing and preserving any archaeological treasures we discover. “For our Business Group, rescuing the archaeological heritage is a very important task in terms of social relations and contributing to the preservation of history,” said our President, Astrid Álvarez. A good example of this is what we do at Cálidda, the first private company to join the *Lima, la Ciudad de las Huacas* (Lima, Las Huacas City) program, of the Ministry of Culture of Peru.

Cálidda has a team of archaeologists who work in coordination with the Ministry to prevent the destruction of archaeological pieces found in the earth during the Company’s operations. When during our excavation projects we find pottery or pre-Hispanic objects, we take them to the Company’s laboratory. There, the archaeologists have a purpose-built area to examine the pieces before they are delivered to the Ministry of Culture.

One of the main achievements during 2018 was to have raised the awareness of 1,000 employees of contractor companies on matters related to archeology and the dissemination of information on this heritage in the media. Also, through our company Contugas, in Ica, during works performed in the desert we have found 58 new archaeological sites.

A group of archaeologists of Grupo Energía Bogotá works in Colombia, Peru and Guatemala on finding and recovering pieces.

- Contribute to reducing poverty levels of the women leaders of people's soup kitchens through public-private partnerships.

Contugas

Results

- We held the 1st Eco-Sustainability Fair in the region.
- We strengthened strategic partnerships with civil organizations in the region.
- 50 people's soup kitchens benefited from natural gas installation thanks to the Nutricugas program. A total of 222 women received training as future micro-businesses.
- We reduced social conflict indicators. 47 cases were reported in 2017, whereas in 2018, 17 were reported.

Challenges

- Develop and strengthen the community relations and communications program.
- Enter into strategic partnerships with government entities to combine efforts in shared value activities.
- Publicize and position the community development programs.
- Gain access to new concessions in Peru supported by our positive social impact.
- Maintain the continuity of operations without social or environmental impacts.
- Strengthen the Contugas brand in the Ica region.

TRECSA

Results

- 20,075 people benefited from shared value projects; 25% more than in 2017. These projects include initiatives to recover public areas and schools and support for water, basic sanitation and community infrastructure projects, among others.

- We implemented 18 community infrastructure projects, two of which are related to the creation of shared value, and we performed 17 activities with stakeholders in the areas of influence.

Challenges

- Systematize good community relations practices to replicate them in other regions in the country.
- Consolidate the shared value strategy to promote development in the territories where we operate through our energy transmission projects.
- Implement a monitoring system that enables following up on the progress and results of social projects.



Andrea Figueroa, shared value leader at TRECSA

Clearing the way

(103-1) (103-2) (103-3) Another highlight of the Grupo Energía Bogotá activities performed in 2018 was the establishment of a new land management procedure (to be implemented in 2019) in the framework of our transformation project. We consider it a milestone for our Organization, taking into consideration the importance of maintaining good and genuine stakeholder relations, always within the Shared Value Model that enables reaching mutually beneficial agreements.

We are fully aware that without adequate land management our projects are not viable: we cannot install the infrastructure required to commission the projects, which implies financial costs for not being able to operate on time, as well as penalties for non-compliance. Managing these negotiations and agreements is essential for achieving our Group's gas and electricity network expansion plans and for fulfilling our Mega Goals, to benefit the communities and promote progress in the countries in which we operate.

In 2018, the Land Management Office of the Transmission Branch carried out activities to acquire rights of way to enable installation of infrastructure to commission the projects and contribute to optimizing dividends. We acquired three properties for substations: one for La Loma 500 kV and two for the Mocoa Project, and we released 1,558 rights of way strips, i.e. 33% more than in 2017 (1,165).

This result was possible due to an emergency plan deployed throughout the period that included, among other things, a thorough review of the property folders in the Condor Project, migrating payments made internally to the Treasury Department through an SAP application, transferring rights of way issues to the Litigation Office (Transmission Unit's Legal Office), and consolidation of the databases and reports for each transmission project, which will be used as inputs for the ESRI Project, aimed at the development and implementation of a Geographic Information System.

These processes are essential because, even though we are proud of the positive results of our efforts in 2018, we do occasionally run into obstacles in obtaining the full release of the rights of way. This is primarily due to negative perceptions on transmission projects among communities, difficulties in getting judges to schedule legal inspections to release rights of way areas, high expectations by owners in terms of settlement amounts, and changing of layouts or detours made by the project.

However, we have been breaking paradigms and we increasingly receive support from the owners of the land where we carry out our projects and we work on acquiring superficies rights that enable the installation of energy infrastructure. This enables us to receive the revenues set by the Energy and Gas Regulatory Commission (CREG, for the Spanish original), that contribute to the maximization of dividends, enable us to maintain genuine relations with the property owners and to improve our reputation and positioning.

The Transmission Branch managed the release of 1,558 right of way strips, up 33% compared to 2017, and the acquisition of three properties for substations.



Raccoon in mangrove. Photograph by our employee Edwin Vargas from the Project Management department

Our company **Cálidda** has a rights of way procedure in place that is part of its Management System, which enabled it to successfully manage five rights of way agreements within the terms required by the user areas and without the need to request from the Peruvian government the imposition of any rights of way, displaying 100% of compliance with requirements.

At **TGI**, we highlight the release of 131 properties for the CAO (construction of compressor stations at Apiay-Paratebueno) and Cusiana Stage IV projects and for the replacement of sections due to expiration of their regulatory useful lives. We managed the formalization of 6,940 real estate rights (2,703 cancellations of rights of way, 4,162 rights of way assignments and 75 transfers of property) for the Mariquita-Cali Gas Pipeline. We

also implemented the procedure set forth in Agreement 29/2017 of the National Lands Agency for regulation and formalization of rights at vacant properties, and we updated the property information in the Company's Geographic Information System.

At **TRECSA**, we continue working on the release of rights of way for the Electric Energy Transportation Expansion Plan (PET, for the Spanish original), a project of 863 km divided into 6 sections (A, B, C, D, E and F), each with different levels of completion. In 2018, we had deeds on 691.1 km, up 1.39% compared to 2017 (679.2 km); we also began the description of the land management procedure for the Integrated Management System.

Release of rights of way of the Electric Energy Transportation Expansion Plan (PET)

Section	Total km	Total km with deeds up to 2017	Total km with deeds up to 2018	Km with deeds issued in 2018	% progress in 2018
A	107.07	93.69	95.5	1.81	1.69%
B	198.97	119.75	125.29	5.54	2.78%
C	104.33	104.33	104.33	0	0.00%
D	182.58	180.91	180.91	0	0.00%
E	114.07	114.07	114.07	0	0.00%
F	155.69	66.45	71.06	4.62	2.97%
Total	862.71	679.21	691.18	11.97	1.39%

At every Group company, we perform effective and planned land management, with clear targets and objectives, and we periodically follow up to review, assess and adjust the activities, looking for opportunities for improvement.

We also have internal and external control structures, such as project committees, internal audits, and comptroller offices, as well as ongoing feedback from our stakeholders, through the channels established by the Company, which help us to identify strengths and weaknesses in the work we perform.

Cálidda, for example, has updated rights of way procedures that establish guidelines applied by the rights of way managers during the corresponding negotiations. In 2018, an audit was performed on the procedure used for this process.

At **TRECSA**, lands management is part of the Integrated Management System and is steered by the Projects Committee. Land management procedures are currently being established, and an Internal Audit is in place, as well as suggestion boxes.

At **TGI**, land negotiations are part of the Property Management System, regulated by the affiliate's Lands Manual, which was updated in 2018. Real estate management is crucial for smooth and adequate relations between Company areas, the third parties with rights over the intervened properties, the State and other stakeholders.

Challenges (103-2)

The following are our challenges in the short, medium and long term in order to fulfill the proposed goals:

- At the **Transmission Branch**, we plan to manage the release of 1,384 rights of way in 2019. If the project managers are able to lift restrictions on all the layouts, the target could increase to over 2,000. We will also implement inter-disciplinary teams to expedite all the technical processes in the field to establish the rights of way, and we will prioritize the key areas that enable us to attain the challenges we have set.
- At **Cálidda**, we expect to obtain the release of three rights of way that are required (ERP Chilca, ERP San Juan de Lurigancho and ERP Macrópolis), the deadline for which is December 31, 2019. To this end, we have made adjustments to our rights of way procedures and we have increased the number of team members for this process.
- At **TRECSA**, 2019 and 2020 will be key years for obtaining the rights of way for 100% of sections A, B and C of the PET project.

Through our shared value programs, we bring well-being to the communities at our transmission projects.



- At TGI, we expect to formalize all real estate arrangements within the next two years. Over the long term, our objective is to maintain updated documentation on all real estate arrangements, in order to identify changes in property ownership and assure the real rights, all aimed at maintaining the trust of our stakeholders, by strengthening our relations and fulfilling the agreements made in order to contribute to the affiliate's reputation and sustainability.

Our Resettlement Policy (103-2)(103-3)

In 2018, we formulated a Resettlement Policy, which is currently under review and will become an institutional and cross-sectional management instrument for all Group companies. It incorporates the good international practices recommended by entities such as the World Bank, the Inter-American Development Bank and the International Finance Corporation, and takes into consideration the guidelines on the protection of the fundamental rights to life and decent housing, and the provisions of the Universal Declaration on Human Rights, the International Covenant on Economic, Social and Cultural Rights, and the observations of the United Nations Committee on Economic, Social and Cultural Rights.

It also includes the requirement of adopting programs to address questions, complaints and claims for each Resettlement Action Plan. They must contemplate the procedure to be followed from the time the claim or complaint is received to the response given to the interested party.

It also incorporates the Program for Dissemination, Communication and Consultation, aimed at facilitating and ensuring the participation of the families in the processes of:

- social and economic characterization
- formulation and execution of the Resettlement Action Plan
- program monitoring, follow-up and assessment

These activities are essential in order to fulfill the planned objectives and to generate sustainable processes over time.

Resettlement is a measure to mitigate and offset impacts of a project on vulnerable people, and to turn the event into an opportunity for development.

The following are the short, medium and long-term objectives of the Resettlement Policy:

- Officially adopt the policy and implement it in all projects led by the Group.
- Reestablish and improve the living conditions of the most vulnerable families.
- Position Grupo Energía Bogotá's Resettlement Policy as a national and Latin American benchmark.

(203-1) For additional details on investments in infrastructure and services, see the annex section.

Principles of resettlement processes

- We should avoid involuntary resettlement.
- When involuntary resettlement is unavoidable, all those affected must receive integral and fair compensation.
- Involuntary resettlement must be considered an opportunity to improve the living conditions of the people affected and must be carried out based on this premise.
- We must engage in consultations with all those affected by an involuntary resettlement, who must also participate in resettlement planning to both mitigate adverse effects and ensure appropriate and sustainable benefits.

6.7 Employees, our best talent

(103-1) (103-2) (103-3)



(202-1) (202-2) (401-1) (401-2) (401-3) (402-1) (404-1) (404-2) (404-3) (405-1) (405-2) (406-1) (EU15) (Own)
For detailed talent management results, see the annexes.

At Grupo Energía Bogotá, we consolidated major talent management strategies aimed at strengthening our teams in order to face the challenges of our Corporate Strategic Plan (CSP).

To this end, we have a human resources management model in place, which is part of the Human Management Policy approved by the Board of Directors in 2017, and which is aligned with the 14 strategic objectives of the CSP, which in turn contribute to maintaining the Organization's productivity and efficiency levels, to minimizing the incidence of risks and to attaining profitability in our operations.

1,134 employees of Grupo Energía Bogotá and TGI and their families participated in Family Day celebrations at the Tominé Reservoir



In order to get from where we are now to where we need to be, we have decided that **change management** is the long-term strategy required by the Company. We have taken action to define and implement an organizational structure that differentiates the corporate structure (Vice Presidents' Offices and corporate management), the competitive structure (Strategic Business Groups) and the operating structure (Transmission Business);

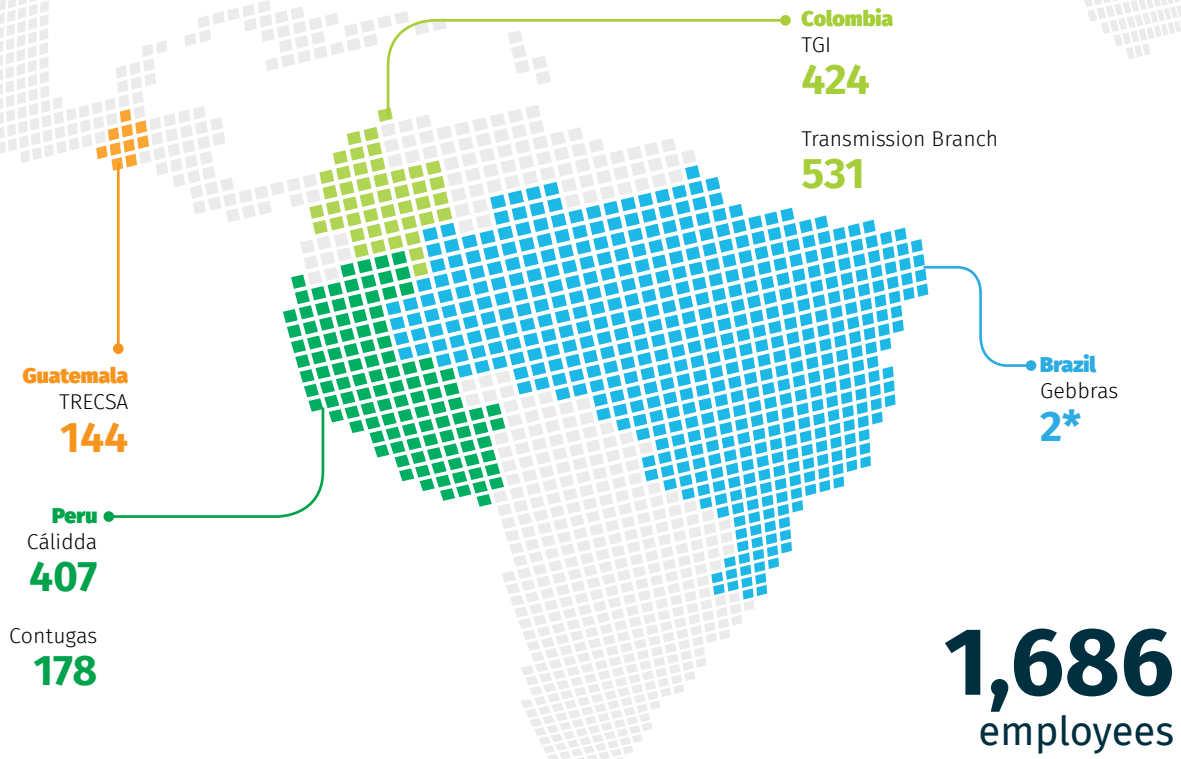
we also delimited each area's functions in terms of the processes they each lead.

We implemented the strategy using the Prosci methodology, during which 17 two-way communications events were held, with a positive impact on over 450 employees. We also strengthened the leaders' competencies through workshops on change management, with 62 employees, six of whom were certified as experts in this field.

Change management



Total number of employees by country (102-7) (102-8)



*Gebbras is an investment vehicle that has a 51% equity interest in three transmission companies (MGE, GOT and TER) and an electricity substation.

Grupo Energía Bogotá (103-2)

The work environment displayed noteworthy performance. The work environment score increased to 80% in the measurement taken in October; four points higher than in January. Some of the strongest points to be highlighted are pride in the Company, camaraderie and the credibility of its leaders. This reflects recreation activities, training programs, spaces for communication and greater Company visibility.

Some of the activities that helped improve the work environment in 2018 include:

- The Family Day event held in Tominé, attended by 1,134 employees and their families. It was a day of recreation and fun that was enjoyed by both children and adults.
- During the International Breast Cancer Awareness Day, employees demonstrat-

ed their support by wearing pink clothes with messages on self-care and prevention.

- We joined the United Nation's Orange the World Campaign, an initiative against gender violence, and we adhered to the women empowerment principles of the United Nations Global Compact and UN Women.
- In order to promote teamwork, in June and July we launched the "Me la Juego por el GEB" (I'm playing on the GEB team) campaign, during the 2018 World Cup in Russia.
- We carried out workshops to communicate and discuss the Corporate Strategic Plan (CSP) throughout the Company to strengthen performance objectives. 70% of employees participated throughout the country.

- We extended the benefits of our service portfolio: health bonuses and food baskets, life insurance policies, voluntary savings plans, among others. Previously, these were offered only to employees in tactical and strategic positions; now, they have been extended to those who did not receive additional benefits and were not covered by the Collective Agreement. In total, there was a 6% increase in the number of employees who receive these benefits compared to 2017.
- We identified training needs in each area to ensure investment in knowledge. In this line, we offered workshops on negotiation skills for the dissemination of the CSP and the performance objectives, and conferences on global trends in the energy industry.

In 2019, change management is to be implemented throughout the Group and Company employees must identify their opportunities to make them positive experiences. We are convinced that when employees change, the Organization transforms itself.

One of our short-term objectives is to launch the Grupo Energía Bogotá Academy,

After the latest measurement, our work environment score increased by four points to 80%. Some of the strong points highlighted by our employees are pride in the Company, camaraderie and the credibility of its leaders. (own)

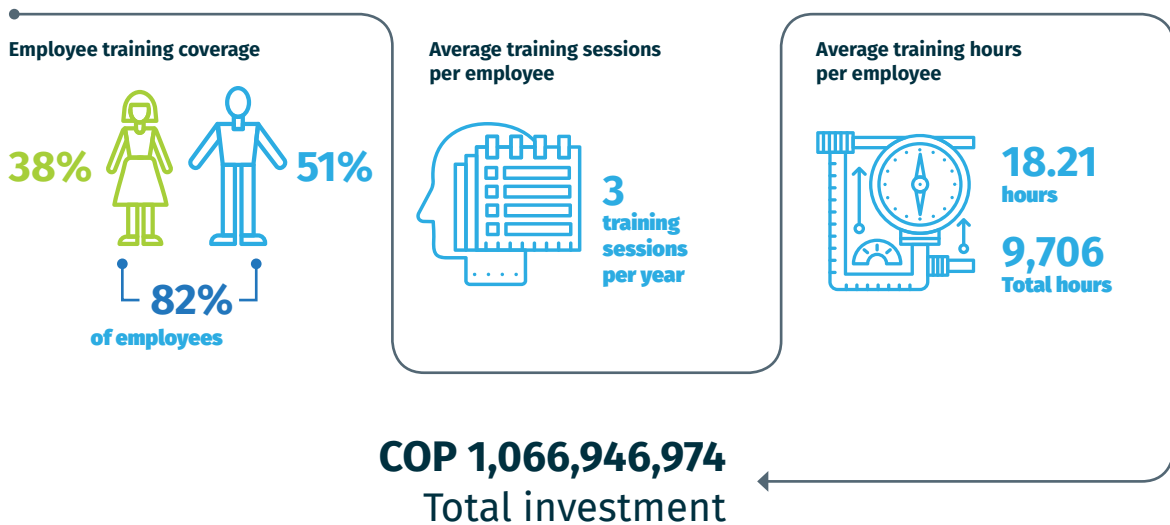
my, aimed at providing on-line training and courses for employees. The Academy will be based on a unique model for the development and management of the Group's talent.

We will also strengthen our competencies through leadership programs to promote the retention of the Group's talent. We will consolidate cross-cutting training programs to leverage the project supervision models and the Project Maturity Program, and we will promote a culture of self-learning through new on-line training methodologies.

In order to promote teamwork, the "I'm playing on the GEB team" campaign was launched during the 2018 World Cup in Russia



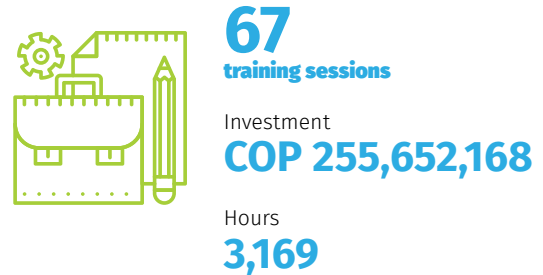
Grupo Energía Bogotá training sessions



Internal training sessions



External/technical training sessions



TGI (103-2)

During the year, we carried out training and follow-up activities to strengthen the technical and soft skills required for our business operations, and we reviewed each team member's contribution to the fulfillment of corporate goals.

We also communicated the strategic map and carried out the organizational culture project, which highlighted the behaviors and attributes required to achieve the Corporate Strategic Plan's objectives (CSP).

Based on the work environment measurements and psycho-social surveys, we identified the need to improve our training spaces and programs in order to provide relevant and useful options for our employees' development.

In 2018, we also designed a training program that is strategically aligned with the CSP objectives, with emphasis on each area's

contribution to attaining the overall goals.

Another achievement during the year was the implementation of a strategy of visits and frequent contact by the Human Resources team with the various offices to follow up on talent management processes.

(103-2) In 2019, we will focus on:

- Implementation of the organizational culture plans.
- Completion of the performance assessments of Company leaders.
- Development of a map of critical positions and talents as an input to design corporate succession plans.
- Performance assessments for operating and support positions.
- An agreement with the trade union in the framework of collective bargaining negotiations.

Contugas

Thanks to our highly committed and efficient team, and talent management supported by our Human Management Policy, in 2018 we implemented and updated our policies on Recognition, Compensation, Travel Expenses, Promotions, Training and Terminations, among others. We currently have two committees in place, the Disciplinary and the Loans committees, in which we review cases and decide on the best way to proceed based on established procedures.

During the year, our main performance indicators improved compared to 2017, as a result of the implementation of different climate and culture programs: dialogs, Olympics, Innovation Contest, leadership workshops for managers, 360° feedback, among others.

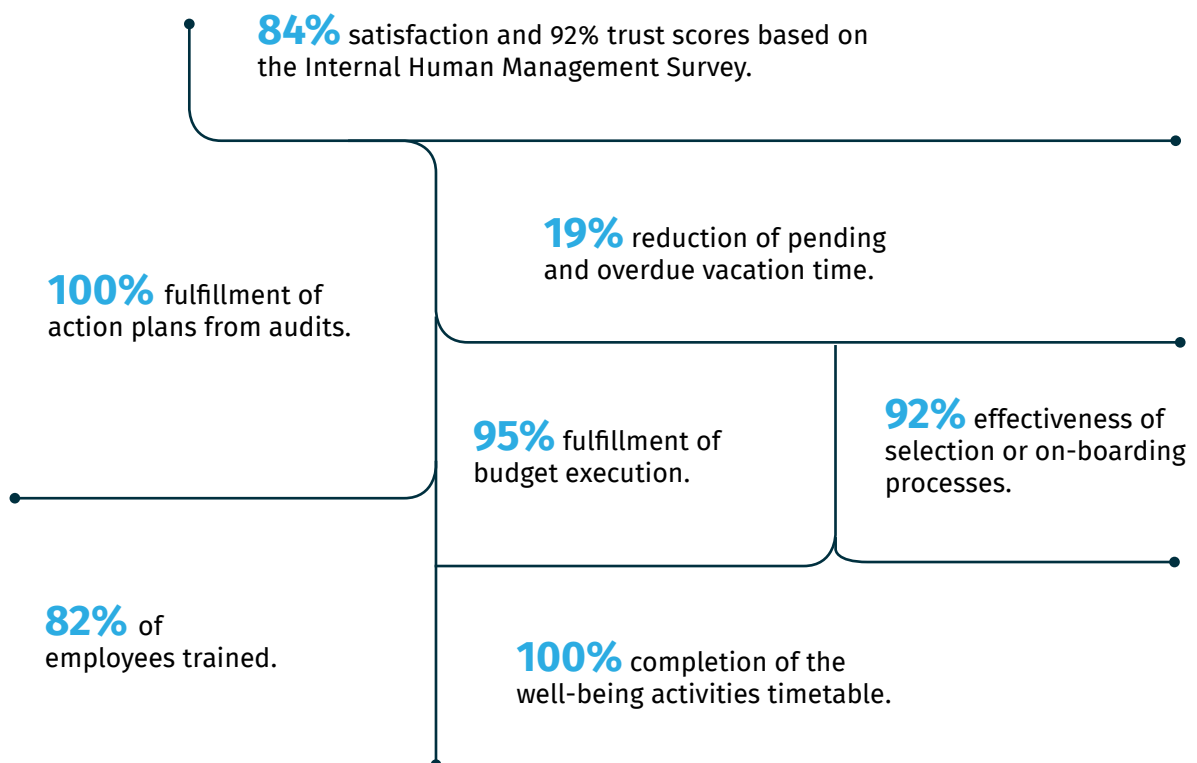
In 2019, we will implement programs to further develop our organizational culture to ensure the Company's sustainability and to improve the employees' experience. We will also implement the winning projects of the Innovation Contest and digital tools will be used to strengthen communications channels.

Cálidda

Our Annual Training Plan is our main instrument for prioritizing our employees' training requirements. In 2018, we carried out programs to develop soft skills:

- 124 leaders received 7,737 training hours on management skills.
- We held four courses and a review of constructive communications. During the first cycle, 281 employees completed their training with a total of 6,672 training hours.
- We carried out 57 technical training courses (related to each employee's job), with a total of 5,423 hours.
- We carried out performance assessments, which are valuable for employees because they provide feedback on their performance and progress. In 2018, 95% of our employees were submitted to performance assessments.

Improvement in Group management indicators



TRECSA

Through the implementation of the Change Management System, we were able to perform an in-depth assessment of our organizational culture and to address employee expectations, leading to a subsequent satisfactory result in terms of the work environment assessment. We also consolidated the area's procedures in accordance with the Integrated Management System (IMS), in order to consolidate and maximize the use of tools and strategies such as our promotion committees and external audits, among others.

The following are some of our achievements this year:

- We implemented the Promotions Committee and covered 22% of vacancies internally.
 - We completed the recruitment of 100% of team members for the Project Management department.
 - We increased training hours per employee from 13.7 in 2017 to 24.25 in 2018.
 - We established a Leadership Model that enabled us to prepare our 2019 Work Plan.
 - We performed our first work environment and organizational culture monitoring.
 - We progressed in the stages of the performance assessment program.
- We defined salary levels and scales for the new structure in line with our Business Plan.
 - In order to promote greater balance between work and family, we launched a Time Offsetting Plan that enables employees to enjoy a week off at the end of the year.
 - In 2018, we increased vacation days by 25%, which implies better scheduling of the annual program.

(103-2) In the short term, we aim to achieve an employee satisfaction level of 85% (work environment index) and in the medium term a level of 90-95%.

We will also work on strengthening leadership skills and we will begin succession planning for the first and second lines in order to ensure business continuity.

One of our challenges will be to promote the Corporate University, as in the case of Grupo Energía Bogotá, to strengthen employee skills.

Grupo Energía Bogotá employees during the breast cancer awareness campaign





Our commitment to gender equality

At Grupo Energía Bogotá, we are committed to gender equality, which we define as a core part of our Organization. Every day, we work on creating equal opportunities for the men and women in our Group and in the communities in which we operate.

As part of this commitment, in 2018 we adhered to the women's empowerment principles of the United Nations Global Compact and UN Women. This initiative was launched in 2008 to encourage the private sector to promote good practices in favor of greater work and social equality for women. Consequently, we have joined a global network of 1,952 companies that have adhered to this initiative, only 13 of which are Colombian companies.

We are now proud to say that at the Group's corporate offices 40.4% of the total staff and 33% of Board members are women. Additionally, our Group's President is a woman, Astrid Álvarez, and three women manage the three main electric energy transmission projects in Colombia.

As part of our social management, we develop programs to empower women in the territories in which we operate. In Peru, our company Cálida has installed free natural gas connections for over 800 people's soup kitchens, which are managed by women, many of them heads of household, who

provide free food to low-income children and youth. Cálida was awarded the *Empresa Segura Libre de Violencia y Discriminación Contra la Mujer* (Safe Company Free from Violence and Discrimination against Women) seal.

In Guatemala, through our company TRECSA we provide support to over 450 indigenous women to produce and commercialize typical knit-work and embroideries, which has become a sustainable business in the communities of Santo Domingo Xenacoj, Valparaíso and Santa Cruz Verapaz, Alta Verapaz. TRECSA was awarded by the Ministry of Labor and Social Welfare and CentraRSE the Labor Inclusion Award for its practices and policies on the inclusion of women in the electricity sector.

ABOVE
**Ana Güzmes, UN Women
representative in Colombia,
congratulates the Group
for adhering to the United
Nations Principles of
Empowerment of Women**

6.8 Leaders in caring for life

(403-2) (EU17) (Own) For performance indicators of Grupo Energía Bogotá in 2018, see the Annexes.



In 2018, we began to implement our self-care and prevention culture focusing on caring for life.

(103-1) (103-2) As a Group, we work on a culture of self-care based on Occupational Safety and Health (OSH) best management practices, as a driver for operational excellence. We identify and effectively control risks in order to reduce the possibility of accidents, to prevent injuries and occupational illnesses, and to make caring for life a corporate value.



(103-2) (103-3) Our Group's Sustainability Policy establishes our commitment to preserving employees' safety and health, allowing us to establish and monitor risk control measures in the framework of applicable law in each country where we operate. Also, in an annex on Occupational Health, Safety, and the Environment (HSE), we establish minimum guidelines that must be fulfilled by contractors and subcontractors regarding Occupational Safety and Health (OSH) and environmental management.

This commitment also represented a strategic challenge that led us in 2018 to establish an objective that is also strategic: "To implement a culture of self-care and prevention at all Group companies." Consequently, we decided to move beyond simple risk management, to instead focus on the consolidation of a culture of Occupational Safety and Health (OSH) based on self-care at our Company.

Our corporate strategy is aligned with Strategic Development Goal (SDG) 8. "Decent work and economic development," and it offers us the opportunity to strengthen our Occupational Safety and Health management and provides an adequate framework for relations with our stakeholders.

In order to communicate our strategy, at the latest Sustainable Connections II meeting, held in November 2018 in Bogotá, we presented the Group's strategic guidelines to our affiliates regarding sustainability, Occupational Safety and Health, the environment and land. We will continue to work on consolidating the Business Group based on change management and transformations that will lead us to adopt world-class practices.

(103-2) In 2019, we will continue to work tirelessly on consolidating policies in favor of health and safety for all our employees, suppliers and strategic partners, because they are our most important asset. Each of our affiliates is committed to achieving the objectives through specific actions.

We will carry out a transformation towards an organizational culture in which

Occupational Safety and Health is a strategic issue for our Company. For this reason, its indicators are the first point on the agenda of monthly Board of Directors meetings. (103-3)

the protection of life is a corporate value. We will receive support in this process from an international firm which has several success stories in several industries worldwide.

Grupo Energía Bogotá

During 2018, we managed the Safety and Health Culture project, aimed at reducing, in a sustainable manner over time, the occurrence of work accidents, and at promoting self-care. The aim is to fulfill our vision of zero accidents and attain the Occupational Safety and Health (OSH) objectives established by the Company.

We also carried out risk mitigation actions for critical business operations, by identifying the risks and ensuring that no new fatal accidents occur. To this end, in May we invited our contractors to an event on empowerment of Occupational Safety and Health (OSH) management, led directly by our President, who addressed the managers of contractor companies.

During the year, we achieved substantial improvement in accident rate indicators compared to 2017. The work accident frequency indicator decreased from 4.69 to 4.29 in 2018, which represents a reduction of approximately 9%. The severity index decreased from 1,294 to 387.6, equivalent to a 70% reduction. This signals significant progress towards our vision of zero accidents.

(103-3) In order to follow up on Occupational Safety and Health (OSH) actions, we have an Joint Occupational Safety and

Health Committee (COPASST, for the Spanish original), 50% of whose members are Company representatives and 50% worker representatives. We also have a Road Safety Committee, 100% of whose members are workers.

Our Annual Audit Plan also includes Occupational Safety and Health (OSH) audits, and we strictly monitor regulatory compliance on matters related to safety with the operation's main contractors.

The Bogotá's Comptroller Office has also reviewed the accident rate of the Transmission Business in the last four years, and the Public Utilities Superintendence audits compliance with the report on electricity accidents, for which no events have been reported since 2016 for Company or contractor employees.

In 2018, the severity indicator decreased from 1,294 to 387.6, equivalent to a 70% reduction. This signals significant progress towards achieving our 2019 goal of zero accidents.

In January 2018, a fatal accident occurred at one of our projects in Colombia. It is an event that we deeply regret and which moved us as an organization to achieve, to the best of our ability, the implementation of a culture of safety and self-care throughout the entire Organization. Our goal for 2019 is zero accidents.

(103-2) During 2019, we will also implement world-class standards, such as measuring the indicator on Lost Time Injury Frequency Rate (LTIFR), in order to compare our results to those of other companies in our industry. We also expect to reduce the work accident frequency indicator gradually over time at a rate of at least 10% per year, with assistance from the firm *DuPont*, which will assist us in

consolidating a culture of self-care at the Group.

(403-4) In the framework of the Collective Agreement currently in effect, signed between the Group and the Colombian Energy Workers Trade Union (Sintraelecol, for the Spanish original), we have agreements in place regarding subsidies, the Occupational Safety and Health (OSH) management system and specifications on personal protection equipment and uniforms.

TGI

In the framework of our leadership management program, at TGI we actively monitored the activities of employees and contractors in all operations. The monitoring activities are based on the LTIFR indicator, which enables us to work on improvements based on observed behavior, in order to build a culture that protects life by reducing accident rates in high-risk jobs, such as work in confined spaces.

In 2018, we completed 95% of our training program on critical activities such as work at heights, work in confined spaces, load lifting and electric risk.

We also completed 100% of the Action Plan arising from the diagnosis performed on the basis of Decree 1072/2015 and Resolution 1111/2017. We completed 100% of the Intervention Plan defined for contractor companies and contract supervisors, with the objective of preventing accidents.

(103-3) In order to assess the effectiveness of Occupational Safety and Health (OSH) management, we carry out internal and independent external audits, which have enabled us to certify the conformance of our Integrated Management System in accordance with the OHSAS 18001:2007 standard.

Cálidda

Our affiliate's principles focus on prevention and self-care of all employees, contractors, subcontractors and customers. As in the case of other Group companies, Cálidda's management is guided by the Sustainability Policy and the OHSAS 18001:2007 standard, on which all our operations in Peru were re-certified in November 2018.



The Group and its affiliates have delivered numerous training sessions on its Occupational Safety and Health culture

In 2018, we also created the Occupational Physicians Committee for our contractors in order to prevent occupational illnesses and improve accident management based on ergonomic studies, sharing of experiences (benchmarking) and identification of opportunities for improvement. We also established operating standards for high-risk tasks (tunnel liner, ramming and work at heights).

In terms of training, our Occupational Safety and Health (OSH) team was certified as trainer of trainers for high-risk work in confined spaces, lockout-tagout, cold and hot works. We also performed a project to standardize training plans in terms of OSH and the environment for employees and contractors.

The accident rate in 2018 increased 98.7% compared to 2017. This increase was due to the accident rate at contractor companies, which includes 98% of accidents recorded at December 2018.

For this reason, we will continue to disseminate and transfer the culture of self-care in Occupational Safety and Health, especially with our contractors, in order to jointly address these challenges.

Contugas

During the year, we worked on managing Occupational Safety and Health (OSH) risks in strict compliance with legal obligations in Peru, where we are regulated by the National Superintendence of Labor Oversight and the Labor and Employment Promotion Ministry.

At Contugas, there were no reports of lost time due to accidents or symptoms of occupational illnesses.

At TRECSA, in 2018 we began the process of standardizing compliance requirements in supplier contracts, by including specific points on Occupational Safety and Health.

In 2018, we achieved positive results compared to 2017, given that we had zero accidents with disabilities, zero cases of indications of occupational illnesses and no non-conformances in external audits of the Occupational Safety and Health Management System.

We should highlight our first Occupational Safety and Health (OSH) fair, with the participation of 154 employees, whose awareness was raised through training.

Our goal in 2019 is to consolidate a culture of Occupational Safety and Health (OSH) and to continue improving in our accident rate indicators. Our target is to maintain indicators of frequency and severity below 4.32 and 4.79, respectively.

TRECSA

In addition to the Sustainability Policy, TRECSA has decided to adopt an Integrated Management System, signaling its commitment to “the identification of hazards, the evaluation and assessment of risks, the establishment of appropriate controls aimed at preventing injuries and occupational illnesses and the promotion of a culture of self-care.”

In 2018, we created an Employer-Employee Committee for the Company’s operations, 50% of whose members represent the employees and 50% represent TRECSA. Consequently, 100% of employees are represented before the Guatemalan Labor Ministry, pursuant to the requirements of Ministerial Agreement Number 23-2017 and Occupational Health and Safety Regulation 229-2014 and its amendments.

During the year, we visited employees and contractors at their work sites to train them on the safety measures required for the jobs they perform and the adequate use of personal protection equipment to perform specific activities.

Some of our achievements in 2018 include the implementation of medical emergency service at the administrative facilities, which is available to cover any event or emergency. The service includes a doctor and a paramedic. It is part of the emergency response plans aimed at increasing TRECSA’s response capability.

We also created an Occupational Safety and Health team devoted exclusively to this activity. Its team members perform field inspections, assistance for projects and safety talks, as well as inspections of service providers to verify compliance with requirements, among other activities.

Our challenge for 2019 is to perform a risk assessment of each work station on specific health issues. We will also work on formalizing work procedures and processes for improved management in all areas, as well as on controls and inspections of the various processes, risk matrices, training and personal protection equipment, field and office compliance requirements, key elements for an Occupational Safety and Health culture.

RIGHT
Maintenance to our operating infrastructure at the green corridor in Guavio, Cundinamarca

