



At Grupo Energía Bogotá and its affiliates we promote gender equality. Contugas employees in Peru.



Talent Management

GEB's strength

Our team of employees is the architect of the transformation process of the Business Group. Our human talent allows us to adapt to the challenges and changes imposed on us by the energy sector.

Why is it important?

(103-1)

E At Grupo Energía Bogotá we are dedicated to strengthening the work environment and making our companies the best places to work in Colombia, Peru, Brazil and Guatemala. (Own) These efforts were highlighted in 2019 by the well-known international firm *Great Place to Work*, which found that the work environment has reached a “very satisfactory” level and rated us as an “attractive employer and an example in Colombia”.

According to the Internal Satisfaction Survey, our employees’ sense of belonging received a score of 68.1%. This is undoubtedly one of our most important achievements, and it reflects the implementation of different strategies led by GEB’s senior management.

Over the last four years we have implemented two strategic initiatives that have now materialized and fill us with pride: the Diversity and Inclusion Policy and our cultural attributes.

Improving the life quality of our employees is one of the reasons we have become a leading Group in the Colombian energy industry.

(103-1)

Diversity and Inclusion Policy

(405-1) (Own - Diversity and positions held by women)
 We reiterate our commitment to adhere to the principles of women's empowerment (United Nations). In 2019 we adopted our Diversity and Inclusion Policy and implemented the Equipares Gender Equality Management System, led by the Colombian Ministry of Labor with technical support from the United Nations Development Program (UNDP).

(405-1) (Own - Diversity and positions held by women). Our gender equality status is outstanding. This is why:

- In our selection process we have an occupational segregation index of 0.26%, which means that the distribution of women and men by positions is almost proportional.
- 85% of women at GEB consider that the criteria for education and training include, in turn, criteria of equality and non-discrimination
- (405-2) The salary gap between men and women is only 0.88%. In Colombia, the average gap is 15.3%.
- At the corporate offices, 44 women hold executive positions (Senior and Middle Management), corresponding to 40.74% of the executive positions.
- 30.77% of employees, including the parent company and its subsidiaries, are women; this is equivalent to 597 women, 88 more than in 2018.
- At the corporate offices, women in senior management received an average of 53 hours of training, whereas women in middle management positions received 89 hours. In turn, women at the various affiliates received 27 hours of training.
- Currently, most professionals at the corporate offices are women: There are 88 women in this category, equivalent to 14.8% of the payroll.

(406-1) In the terms of the Diversity and Inclusion Policy, there were no cases of discrimination in 2019.



The President of GEB, Astrid Álvarez, with the Minister of Labor, Alicia Naranjo, signing an agreement of intent to implement the "Equipares" gender equality management system.

Talent is the most important factor of the Superior Performance cultural attribute, because it enhances our teams' competencies to enable them to develop their maximum potential.

Cultural Attributes

- **Life Comes First** At Grupo Energía Bogotá and its affiliates, the protection of life, as well as the safety of employees and contractors, is our main cultural attribute. For this reason we emphasize the adequate planning of work, the verification of the conditions of the environment before the execution of risky activities and the culture of prevention for optimal self-care (see the Annexes).
- **Social Awareness** It is the ability of our employees and contractors to respond to the needs of the environment, its culture and traditions by acting with respect and building trust for genuine relationships. Social Awareness also refers to responsibility in caring for the environment, adequate use of economic resources, customer orientation and opportunities to create shared value.



The families of GEB and TGI employees enjoyed a marvelous outing at the Tominé reservoir, on Family Day.

- **Superior Performance** It focuses on the development of capabilities that make us different and better than other companies and business groups in the same industry. It is also based on principles of the highest standards to achieve technical, operating and financial excellence, as well as setting guidelines for innovation.

By identifying and describing these attributes we become even more aware of them, in order to experience them and put them into practice at every affiliate, process and operation of Grupo Energía Bogotá. This is a major step for the organization, because our Talent Management Department has led a collaborative effort and sharing of experiences involving the leaders of the affiliates in Colombia, Peru, Guatemala and Brazil.

91%

of employees are proud to work at Grupo Energía Bogotá, according to the acceptance percentages of the Great Place to Work Work Environment Survey.

(Own - Work environment)



69%
of employees have permanent work contracts. The rest of the employees have fixed-term work contracts.

Great Place To Work highlighted our work environment, rating it as highly satisfactory, above other companies in the industry.

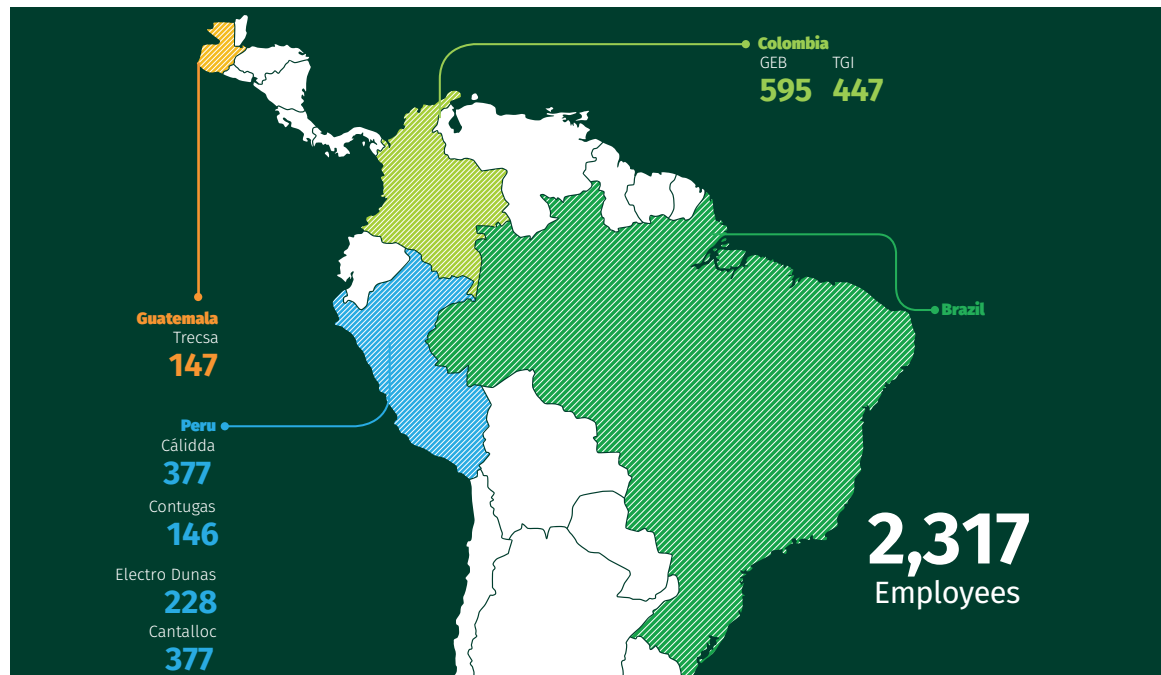
How we manage it

(103-2) (103-3)

2019 was a year during which we consolidated many of the efforts we have made over the last four years. Today we have corporate competencies and ethical values that we can demonstrate through our actions. This is a major achievement, which is displayed in the results of our Cultural Plan, which focuses on three fronts: alignment

and strengthening of the work environment and culture, knowledge management and talent development, attraction and retention of the best talent. These action fronts are constantly monitored by means of indicators and action plans developed to achieve the best results.

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



The total number of the Corporate Group's 2,317 employees covers the companies that GEB S.A. ESP acquired in August 2019, as follows:

* 100% of the stock of DUNAS ENERGÍA SOCIEDAD ANÓNIMA ABIERTA (DESAA), which in turn holds 99.96% of the stock of ELECTRO DUNAS S.A.A.

* 100% of shareholdings of PPC PERÚ HOLDINGS SOCIEDAD COMERCIAL DE RESPONSABILIDAD LIMITADA, which in turn holds 99.99% of the stock of PERÚ POWER COMPANY S.R.L.

* 100% of shareholdings of CANTALOC PERÚ HOLDINGS SOCIEDAD COMERCIAL DE RESPONSABILIDAD LIMITADA, which in turn holds 99.99% of the stock of CANTALOC S.R.L.

The data presented for 2019 for Electro Dunas only includes employees of Electro Dunas S.A.A. It does not include data for Perú Power Company S.R.L. (377 employees), nor Cantaloc S.R.L.

Alignment and strengthening of the work environment and culture

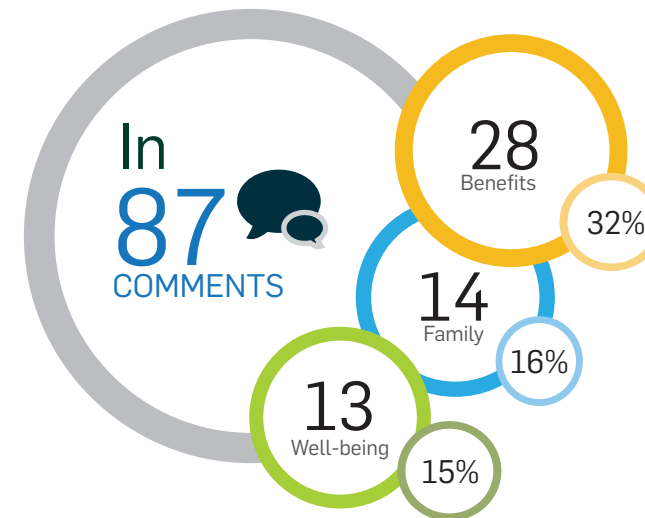
The following were the most common responses by a sample of 87 employees to the question:



Our female employees celebrate women's day at GEB

What makes GEB a great place to work?

Our employees responded:



- "The extra-legal benefits for employees (loans, vouchers, health, etc.)"
- "At this company not only the employee is important, but also the entire family group. My family is proud to belong to the GEB family."
- "I like what the President does to break the routine and promote well-being for employees."

- 28 employees mentioned the benefits they receive for being GEB employees.
- 14 mentioned their families.
- 13 mentioned a feeling of well-being for working at GEB.



We joined initiatives against gender violence, Orange Day 2019 at GEB

Knowledge management and talent development

(404-2) (404-3)

The GEB Academy is the main talent development initiative, and it has evolved from a process focused on training objectives towards greater articulation with integral personal development, linked to competencies assessments. In 2019, for example, we offered training programs linked to employee development by levels and by strategy, with an emphasis on strengthening of teams.

The strategy implemented by the GEB Academy achieved greater coverage of direct employees in Colombian regions and affiliates, because we provided assistance for educational and training programs in coordination with their development plans.

We also enhanced development through face-to-face workshops and e-learning methodologies, thanks to 100% activation of the SAP Success Factors e-learning module, our Talent Management platform, and course offerings through the Ubits platform, which we adopted in order to offer online contents on topics such as Corporate Governance, Control Architecture, Occupational Safety and Health and Process-based Management.

Thanks to the implementation of these strategies, the GEB Academy stands out because of its variety of training offerings that are well suited for our employees' individual development needs.

(404-1)

In 2019 our male employees received an average of 56 hours of training, while women received an average of 59 hours.

99%

of employees were trained through the GEB Academy. 90% of employees received performance assessments

(404-3)

70%

of the plans aimed at improving employee well-being include their families.



To promote learning among our employees, we provide CSP training on specific topics at GEB

Attracting and retaining the best talent

A major achievement for Talent Management was the implementation of the Leadership Plan, which involved 100% of GEB employees distributed in three levels: strategic (directors and assistant managers), tactical (coordinators and supervisors) and operating (analysts, assistants and attendants).

The following stages were involved in the implementation of the Leadership Plan: assessment by competencies, feedback and alignment with individual development plan. (404-3) In terms of performance indicators, the strategic and tactical groups achieved 100% of assessments by competencies, feedback and individual development plans; the operating group achieved 100% of assessments by competencies and feedback, and 87.83% fulfillment of the individual development plans.

The company promotes employee competency development through the Leadership Plan. For this reason, certain profiles received specialized training in management skills through a program delivered by an important Colombian university, with participation by 119 employees who hold critical positions. We also delivered a special high-level Corporate Governance program for close to 20 employees in key positions to continue promoting best practices.

(401-2) In order to attract and retain the best talent, at GEB we offer a series of non-salary benefits, including: life insurance, funeral insurance, agreements with gyms, medical insurance, marriage subsidies, health, food, extended maternity and paternity leaves, and access to soft loans for specific purposes such as acquiring housing. Some of the benefits are made extensive to the employee's family group.



At Grupo Energía Bogotá we provide support to all our employees through training and competencies strengthening programs.

TGI Collective Bargaining Agreement

(102-41)

In 2019 we negotiated a five-year contract that covers 317 employees, corresponding to 71% covered by the Collective Bargaining Agreement, and provides them with benefits such as:

- Compensation in a differential range for senior and specialist positions with more than five years in case of dismissal without just cause. Its purpose is to increase the perception of job stability and reduce turnover, particularly in management positions.
- Better conditions for mortgage loans, educational assistance, field of action for workers in remote areas for the benefit of their children, life insurance and days off on December 24 and 31.
- Extended the marriage and birth leave to eight days, plus an allowance for the baby. With regard to bereavement leave, we negotiated one day more than law requires.
- Increased the perception of the attributes passion for people, sense of teamwork and purpose of the role in the field.

RESULTS

- We identified the cultural attributes that represent us as a Group and also those of our affiliates.
- We implemented a Communications Plan covering all employees with the objective of unifying knowledge and attitudes towards the organizational culture and to implement the required cultural attributes.
- We consolidated the integration of the Group with its affiliates by issuing policies and guidelines to manage human talent with common parameters for all.
- Great Place to Work highlighted the balance in the manner GEB conceives “my leader”, in particular, and the company’s leadership.
- We implemented and consolidated a well-structured Leadership Plan at the Group and all its affiliates.
- We built a competencies assessment process that includes linking of cultural attributes and the skills required by the personnel in each business.
- We consolidated the GEB Academy: it is now a valuable resource for the development of our employees at all levels of occupation.
- We activated 100% of the performance, development and learning modules within the SAP Success Factors talent management platform.
- We established economic remuneration tables that are aligned among all Group affiliates, which promotes the mobility of our human resources.
- (401-1) We hired 144 women and 143 men in Colombia, Peru and Guatemala. 50% of employees who left GEB did so voluntarily.
- (401-3) 79 employees, 31 women and 48 men, enjoyed parental leaves in 2019 in the three countries. 97% of them returned to work at the end of their leave.
- In 2019, our training increased in terms of coverage and number of hours, and we fulfilled the approved budget for training.
- We individualized the development plans, which has allowed us to know the employee’s profile and skills in order to personalize talent development decisions.
- We benefited our employees with housing, education, health and well-being loans.
- (102-41) We signed the Collective Bargaining Agreement with employees for a 5-year term. 26% of employees at the corporate offices and the Transmission Branch are covered by the Agreement. 71% of TGI employees are covered by the collective bargaining agreement.

TGI

- At TGI in Colombia we implemented the Recognition Program through the Starbox platform, which enables each employee to grant recognition to coworkers and teams based on the cultural attributes, assigning points that can be cashed in at a virtual store.
- We held meetings with the CEO, which are events to promote closeness and mobilization around topics of interest for the organization. Every six months, the CEO talks with the employees about the strategic results, new projects and achievements.

Contugas

- We manage three cross-cutting programs to develop competencies: Contulider, *Potenciando mis Competencias* (Leveraging my Competencies) and *Capacitadores Poderosos* (Powerful Trainers).
- We implemented the initiative of *Aprendiendo de Expertos* (Learning from the Experts), which was awarded the first place in the 2018 Innovation Contest. It is aimed at leveraging knowledge management, training and the work environment.
- We developed the Business Partner model, which is the main point of contact for communications between Human Resources and employees to improve its presence in all the areas of influence of the company: Marcona, Nasca, Ica, Chinchá, Pisco and Lima (Peru).

Trecsa

- At Trecsa in Guatemala we strengthened our organizational performance by updating 100% of position descriptions in accordance with the ISO 9000:2015 standard, we consolidated a performance scheme based on employee objectives and we assessed the positions.
- We strengthened the Promotions Committee, through which 44% of vacant positions were filled; the training and learning process with a total of 10,623 hours of training, and the human capital process, achieving a perception of pride and belonging to the brand of 87%.
- We carried out the second work environment survey through Gptw, with a very satisfactory outcome: 78.3%.



Biking at the Tominé Reservoir

CHALLENGES

- We will maintain the “very satisfactory” certification of our work environment granted by Great Place to Work Colombia in 2019.
- We will continue to strengthen the process of cultural transformation, which involves the sharing of corporate values and the generation of cross-cutting skills. All of the above will continue into 2020 and 2021.
- We will develop a mobility program as a Group to promote growth, cross learning and employee development.
- We will consolidate the Leadership Plan together with the affiliates, leveraging on cultural attributes, values and organizational competencies.
- Our Talent Management Department will work on aligning the affiliates in three key aspects: a) selection, b) development and performance, and c) compensation and benefits.
- We will continue to work to stand out for gender equality.
- We are interested in providing outplacement assistance to employees who are reaching retirement age at the company, in order to provide them assistance and advice in different areas: finances, recreation and certification of competencies and skills.
- We will study and measure the results of the components of the work culture methodology.

TGI

- We will continue to work on reducing the gap between the current culture and the culture required to achieve our strategic objectives by implementing and monitoring the program.

Great Place to Work found that GEB’s work environment reached a “very satisfactory” level in 2019, and rated us among companies in the industry as an “attractive employer and an example for Colombia”.

- We will reward the employees who have received recognition through the Recognition Program on the Starbox platform, and we will provide employees training offerings that suit their specific needs and the characteristics of each role.

Cálidda

- We will design and implement an internal training academy based on the GEB model, to develop courses on soft and technical skills focused on the company’s competencies and behaviors.
- We will develop the Trainers Program in order to promote learning and collaboration and as a means to recognize leaders who are experts with special knowledge on critical aspects for the organization.
- We will design training programs for the different roles at the company and we will implement a platform to enable performing the internal and external selection process on line, based on competencies and behaviors, as well as sending reports on the candidates.