

A series of white dots of varying sizes arranged in a grid-like pattern on the left side of the slide.

3K²⁰²²

Performance with a Purpose



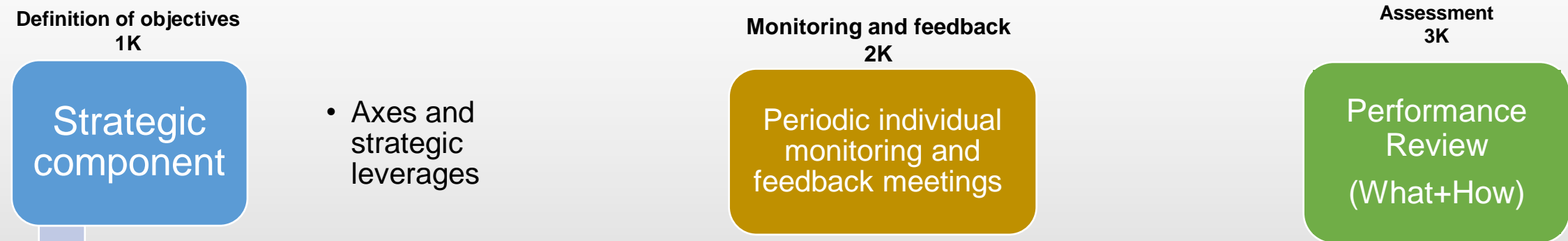
Grupo
Energía
Bogotá



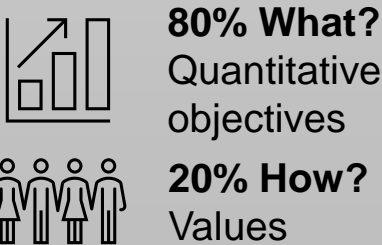
Value: Focus
on Results

Why Performance Management?

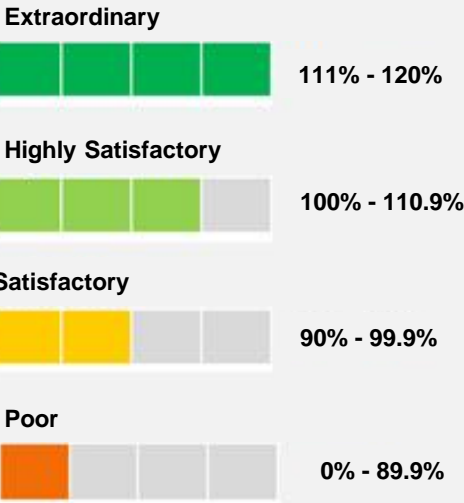
Methodology



- Axes and strategic leverages

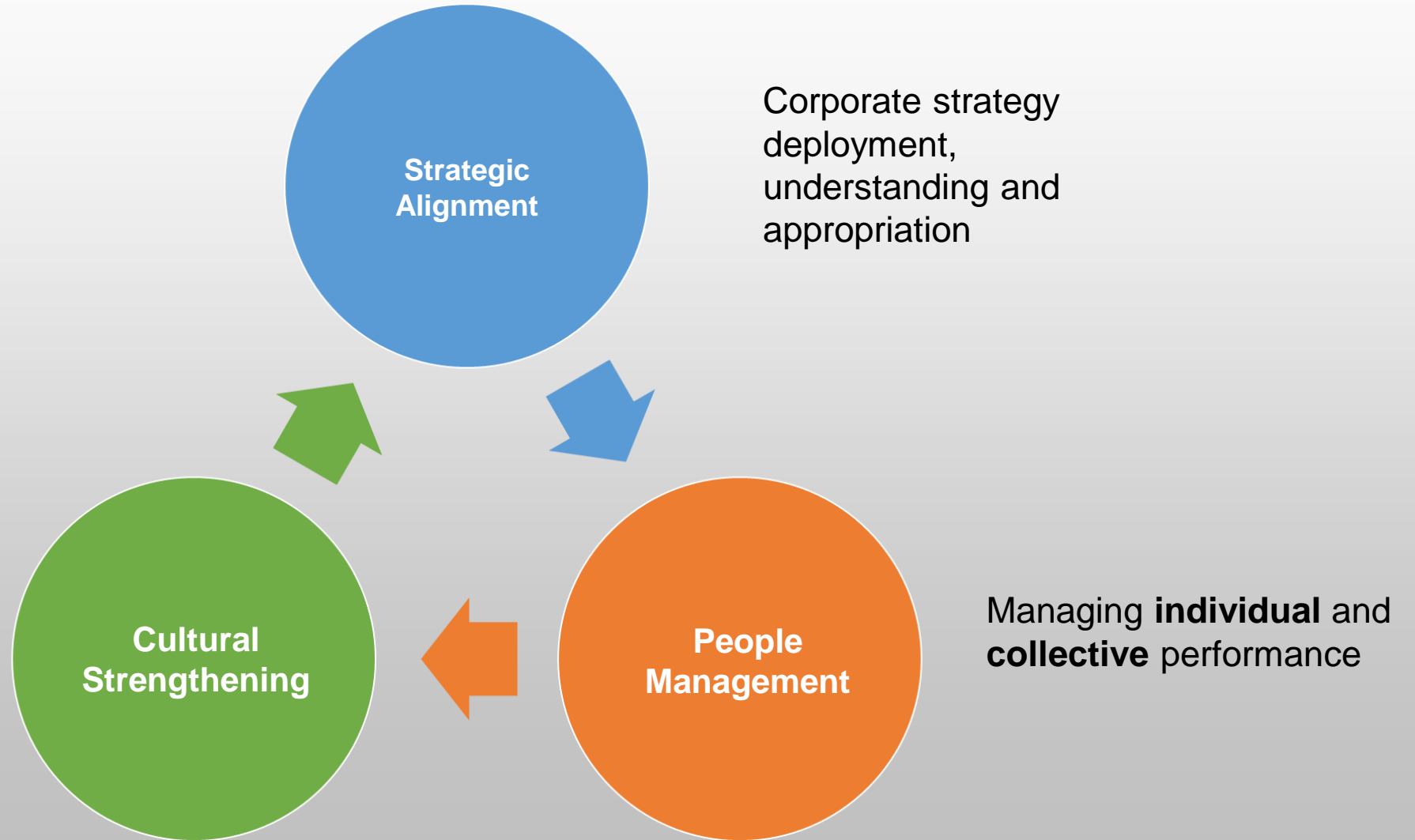


Compliance categories



Why Performance Management?

How we do things.
What characterizes us as
a company.

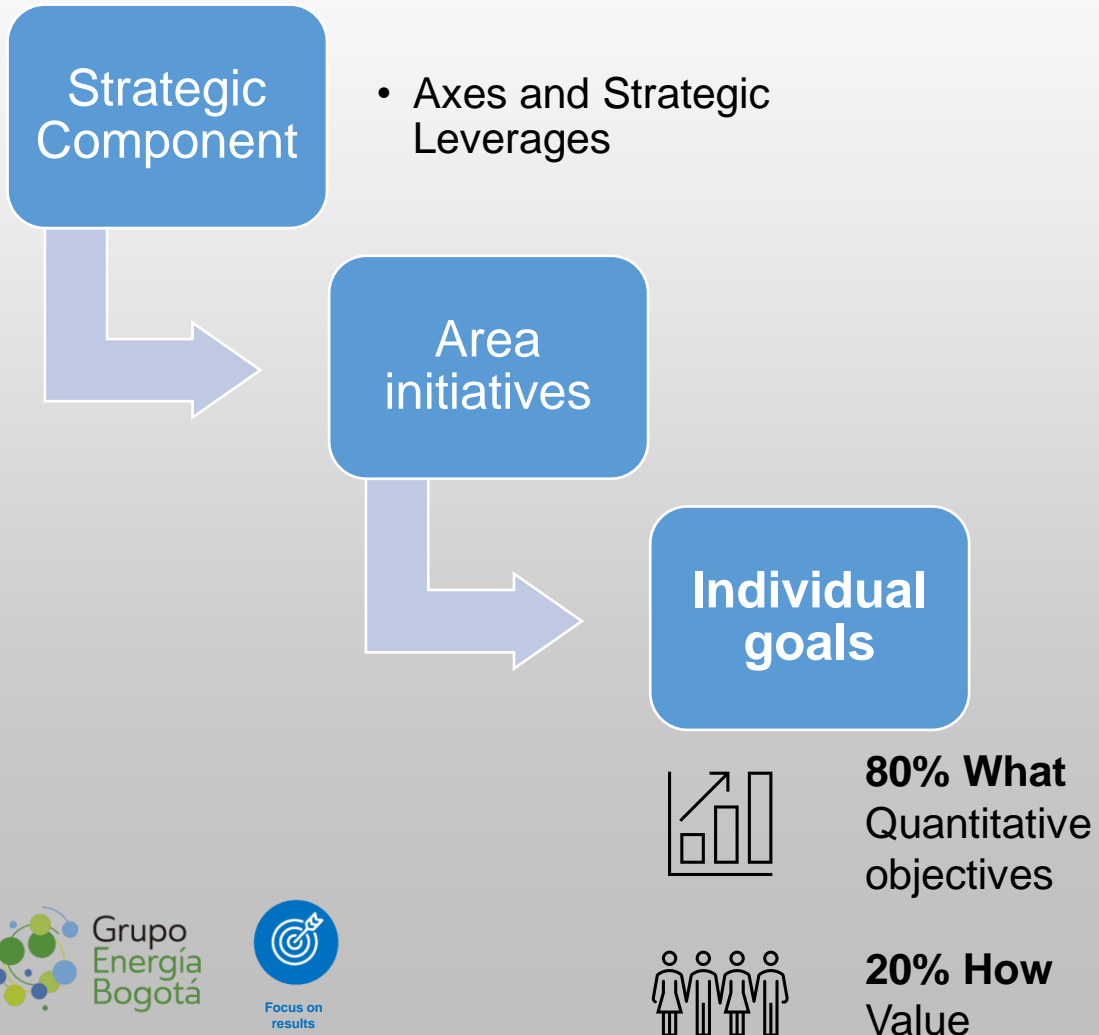


GEB Performance Management Methodology

Setting Objectives 1K

Monitoring and feedback 2K

Assessment 3K

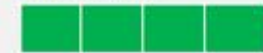


Periodic monitoring
and feedback
meetings

Performance
Review
(What+How)

Compliance categories

Extraordinary



111% - 120%

Highly Satisfactory



100% - 110.9%

Satisfactory



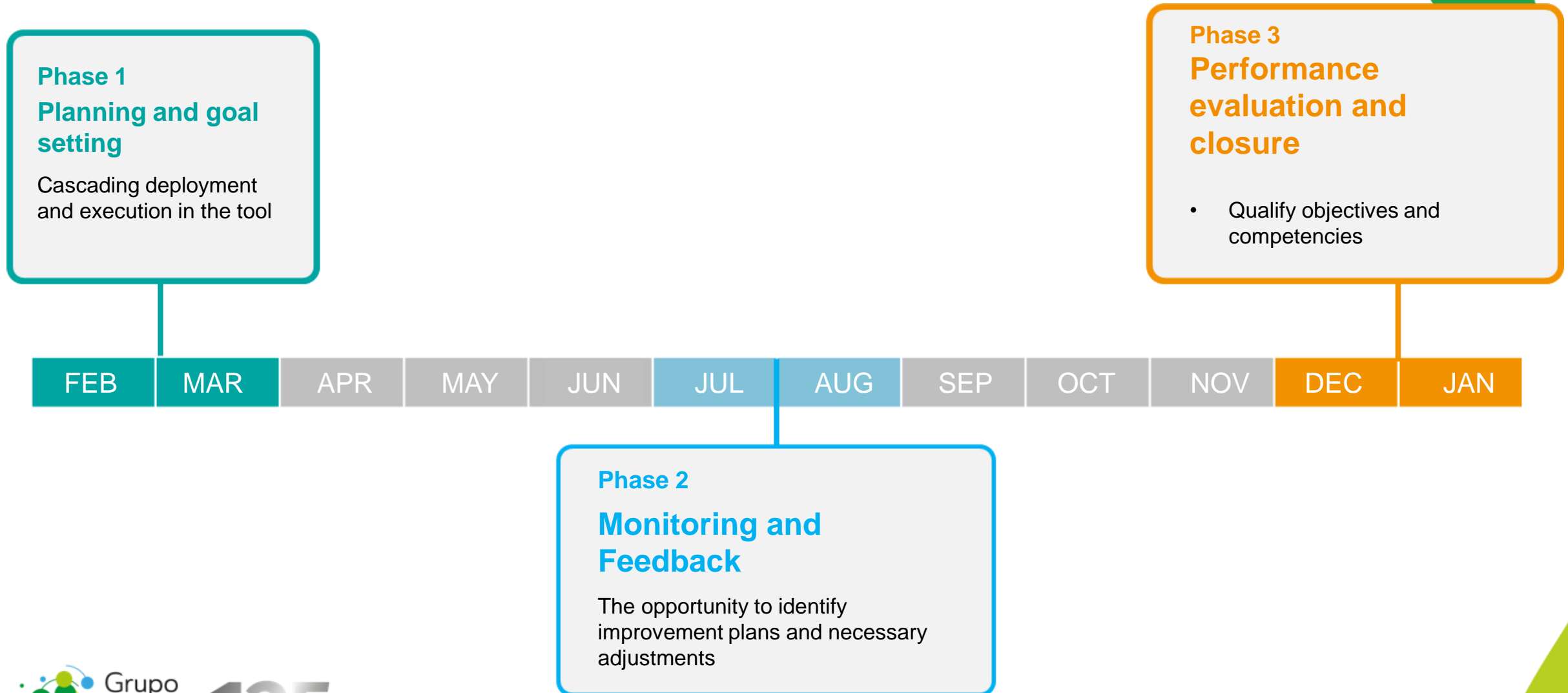
90% - 99.9%

Poor



0% - 89.9%

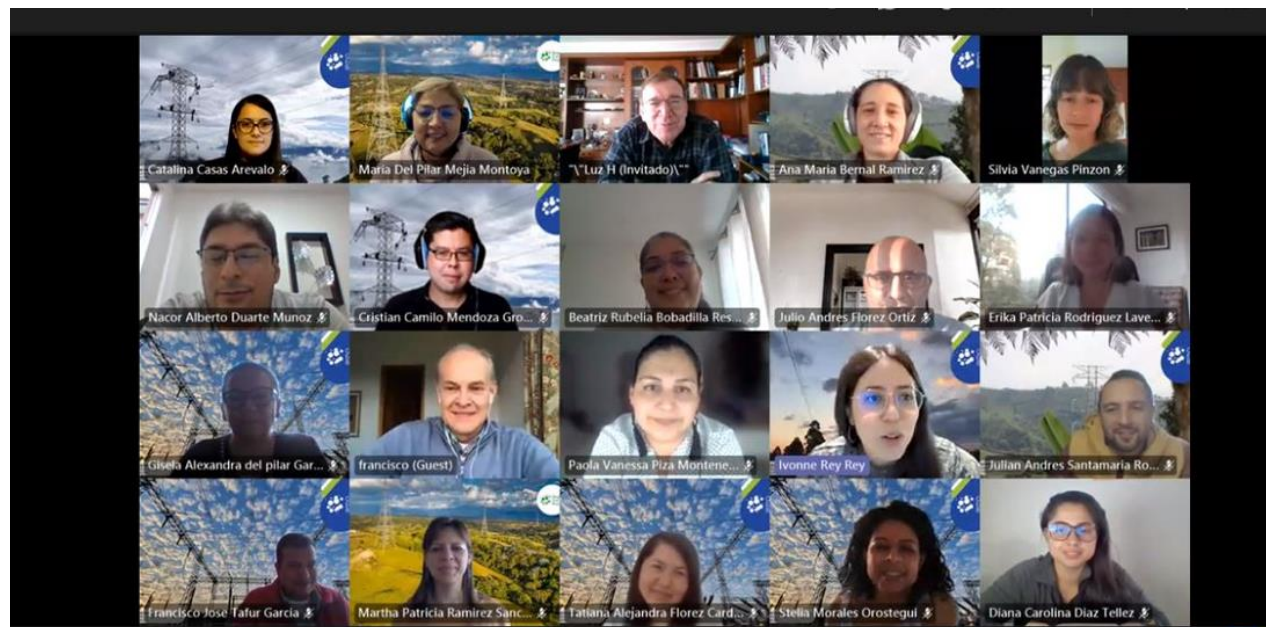
Performance Management Phases



What is expected from the 3K Performance with a Purpose?



- Understanding your **area's strategy and initiatives**
 - Understanding your performance's impact of achieving corporate objectives
 - Setting SMART objectives
- Periodically monitoring your results
 - Proactively requesting and providing feedback
- Objectively assessing your results
 - Incorporating lessons learned



▶

Enviar actualización

De

academiageb@geb.com.co

Título

¡Estas invitado: Taller liga Desempeño 1k!

Obligatorio

●

Maria Victoria Mendoza Diaz

○

Jenny Vega Romero

○

Ayme Randa Cordova

○

Yasmin Alvarado Aguilar

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Hora de inicio

martes 15/03/2022

8:30 a. m.

Bogotá, Lima, Quito, Rio

☐ Todo el día
 ☒ Zonas horarias

Hora de finalización

martes 15/03/2022

11:30 a. m.

Bogotá, Lima, Quito, Rio

[Convertir en periódica](#)

Ubicación

Reunión de Microsoft Teams

🔍

Buscador de salas

You are part of the Performance League team, and our mission will be to support every GEB subsidiary's areas in defining the individual performance objectives for 2022.

You are invited to participate in this workshop, in which

7

Communications plan

Communications for all Employees



3K PERFORMANCE MANAGEMENT ARRIVES
GrupoEnergíaBogotá

We have begun our 3K strategy, a marathon of performance management that will help us achieve superior performance

How will you run the marathon?

1K Definition of performance objectives
February - March

2K Monitoring and feedback
July - August

3K Performance objective assessment
December - January

We solve your doubts!
Contact corporate with:
Ivonne Rey (irey@geb.com.co)
Maria Victoria Mendoza (mmendoza@geb.com.co)

Transmission:
Ivonne Ojeda (lojeda@geb.com.co)
Julieth Quito (jquito@geb.com.co)
Luz Dary Quinche (lquinche@geb.com.co)



3K PERFORMANCE MANAGEMENT ARRIVES
GrupoEnergíaBogotá

How do you run the First Kilometer?

- 1 Know the corporate strategy and process objectives
- 2 Define 4 SMART objectives
- 3 Record specific actions for periodic follow-up

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3K PERFORMANCE MANAGEMENT ARRIVES
GrupoEnergíaBogotá

Tools to achieve the goal

- Strategic map (your roadmap)
- The technological platform in which the ranking is recorded and can be seen
- The Talent Management Development Team, which provides assistance and guidance when required
- The immediate supervisor (mentor, guide, etc.)

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Últimos días para correr 1k de desempeño

E

Entérate
Para

Responder

Responder a todos

Reenviar

miércoles 30/03/2022 2:00 p. m.

Público



Participation in Workshops on Contributing to Performance Management

180° Performance Management	Number	Hours
Corporate	52	86
2022 PERFORMANCE: Advising for the Definition of 2022 Performance Objectives	7	7
2022 PERFORMANCE: 2022 Performance League Workshop Meeting 1	2	6
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 4	4	12
2022 PERFORMANCE: 2021 Performance Rating Preparation Workshop	10	20
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 3	4	12
2022 PERFORMANCE: Lk Workshop: Definition of 2022 Performance Objectives	23	23
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 2	2	6
Branch	43	79
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 1	4	12
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 4	4	12
2022 PERFORMANCE: 2021 Performance Rating Preparation Workshop	10	20
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 3	4	12
2022 PERFORMANCE: Lk Workshop: Definition of 2022 Performance Objectives	20	20
2022 PERFORMANCE: 2022 Bga Performance Workshop Meeting 2	1	3
Total overall	95	165

360° Management	Number	Hours
Corporate	71	174
LEADING DEVELOPMENT 2022: Managing your Development	32	96
LEADING DEVELOPMENT 2022: 360° Assessment Feedback	39	78
Branch	105	260
LEADING DEVELOPMENT 2022: Managing your Development	50	150
LEADING DEVELOPMENT 2022: 360° Assessment Feedback	55	110
Total overall	176	434

Agile Conversations



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through sustainable
and competitive
energy*

Agile conversations:

- Within GEB, and in coordination with the Leadership Classroom, workshops were held periodically for Leaders with personnel under their responsibility, aimed at facilitating and promoting the development of their teams, emphasizing active listening and feedback focused on strengths and opportunities.
- The Leaders' Guide provides guidance on agile and efficient conversations that impact employees' development and performance - a methodological approach based on (70/20/10) - (On the Job/Mentoring/Study).
- **Frequency:** Conversations are had 3 times a year, maintaining the phases of the Performance Management process (1K Defining and setting objectives - 2K Monitoring and feedback - 3K Assessment and closure).



3K PERFORMANCE MANAGEMENT ARRIVES
GrupoEnergíaBogotá

We have begun our 3K strategy, a marathon of performance management that will help us achieve superior performance. Your role is essential to drive your team towards the goal.

How will you train your team for the marathon?

Definition of performance objectives
February - March

- Make sure the strategic map is deployed in your team and they understand it
- Identify and develop the process objectives as a team
- Help define each employee's individual objectives

Follow-up on Objectives
July - August

- Prepare a conversation with your employee
- Identify opportunities for improvement and any recognitions that may apply
- Verify evidence and support
- Provide feedback, generating two-way commitments

Performance objective assessment
December - January

- Focus on facts and data, not people
- Calibrate results taking into account the impact the current situation might have had
- Request the required evidence supporting the compliance levels
- Ask why there are deviations and noncompliance with the expected goals
- Rate the annual performance management

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3K PERFORMANCE MANAGEMENT ARRIVES
GrupoEnergíaBogotá

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Leader's Guide

For support in performance management and development of your teams.

GrupoEnergíaBogotá

360° Performance Evaluation



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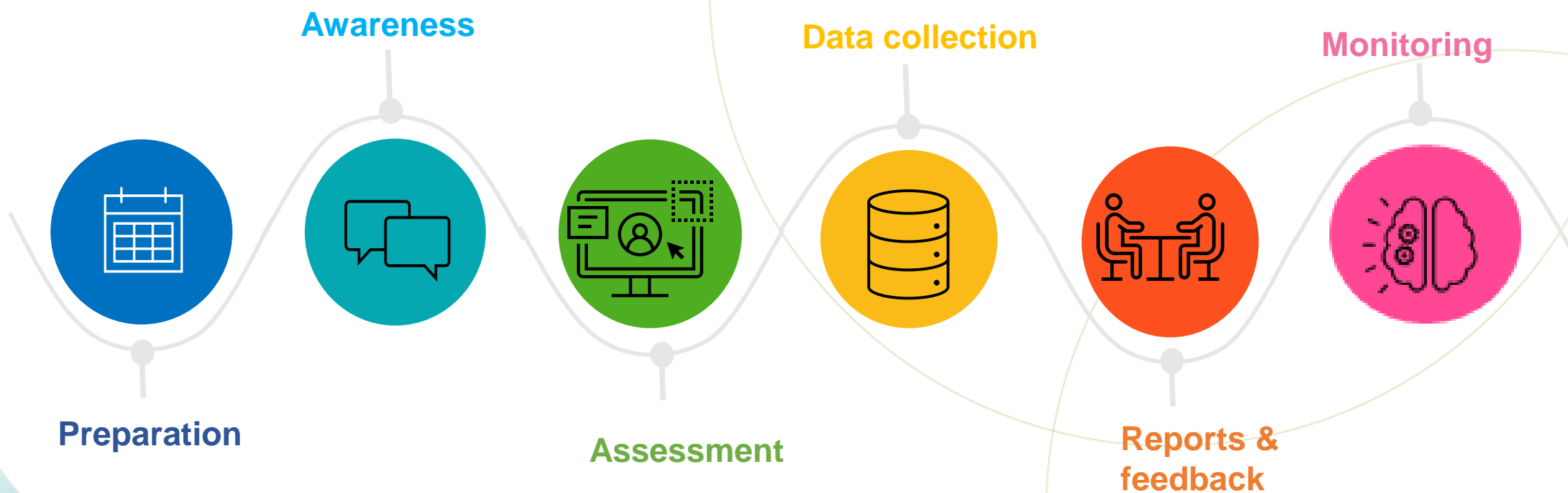
The culture we require stands out for its innovation and collective contribution

What we expect from 360° feedback:

- ✓ To drive leadership behaviors and **avision of leadership style**
- ✓ To promote spaces for conversation and **feedback**
- ✓ To detect **strengths and opportunities**
- ✓ To drive **individual development**.
- ✓ To identify the **behaviors that stand out**, in light of the **required culture**



Our phases in 360° feedback - 2022



At GEB our performance appraisal takes place twice a year

General Characteristics - 360° Feedback Process

For whom is it intended?

131 people

- Group 1: Leadership Committee – 12 people
- Group 2: Additional directors and managers - 47 people
- Group 3: Advisors with staff under their responsibility III, II, I - 72 people

Where is the survey and what does it include?

On SAP Success Factors, it has 45 conducts aligned with the experiences, corporate values and culture-bound behaviors.

Who participates in the feedback?

Direct supervisor, peers (same reports from supervisor) and employees under their responsibility

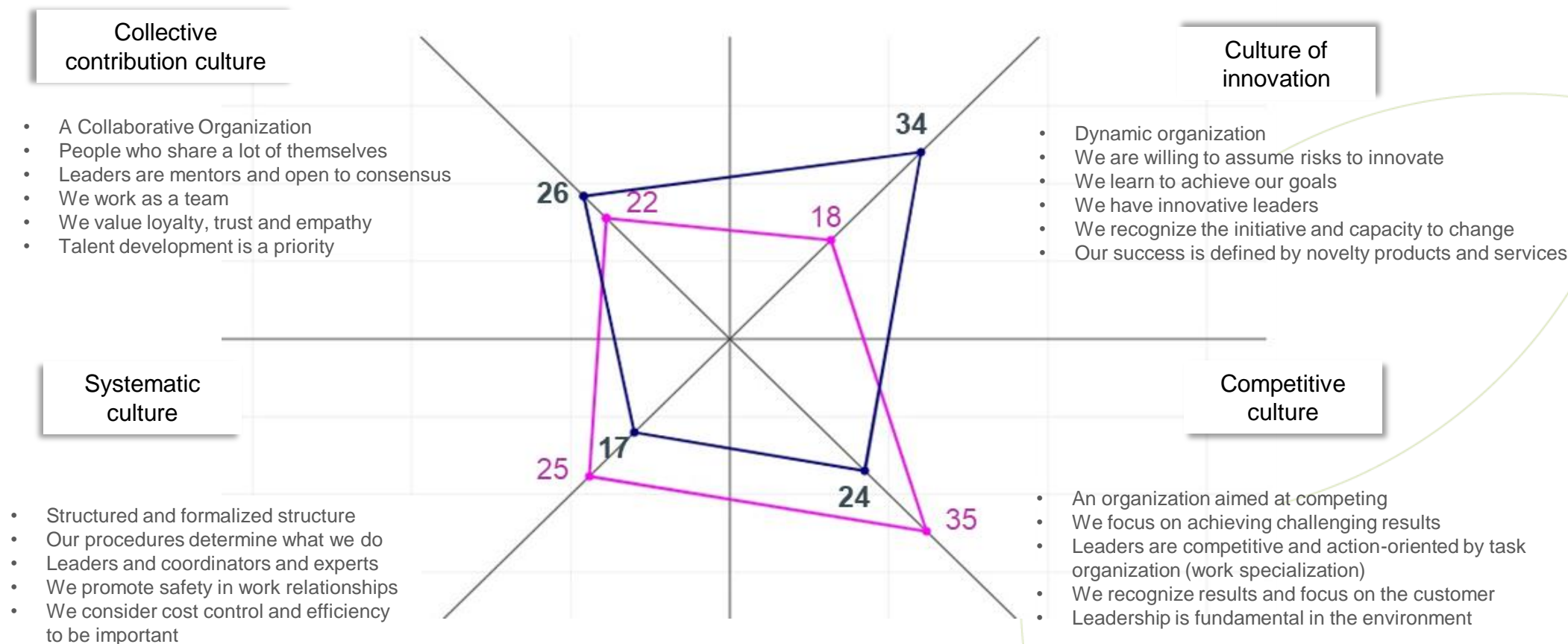
How long does it take to complete an evaluation?

An average of 30 to 45 minutes per evaluation

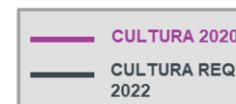
What are the evaluation ratings?



Results: Value behaviors and types of organizational culture



* The values of "strength of culture" by priority among the 4 styles



Model developed by Robert Quinn and Kim Cameron in 1999 - "Competitive Values Framework"

We show the behaviors of the values and types of culture



**Life
Comes
First**



Integrity



**Teamwork with
individual
responsibility**



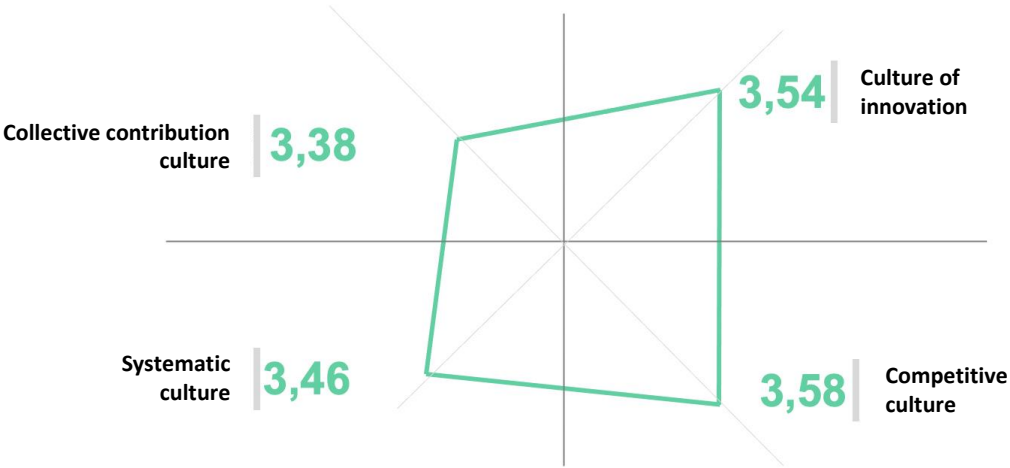
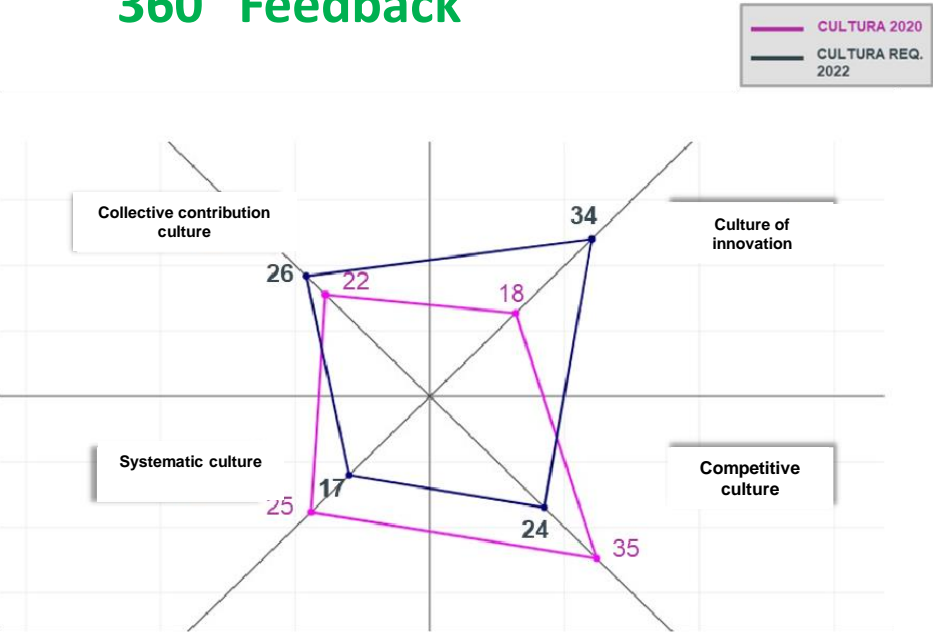
**Focus on
results**





Empathy

General Result – 360° Feedback / 2022

360° Feedback



The values of "strength of culture" by priority among the 4 styles - 100 points total distributed in the 4 quadrants

				
Life First	Integrity	Teamwork with Individual Responsibility	Focus on results	Empathy
3.73	3.88	3.75	3.58	3.80

General Result – 360° Feedback / 2022

Heat Map

Row labels	Self-evaluation	Employee	Supervisor	Peer	Overall Total
Competitive culture	3.79	3.76	3.65	3.53	3.58
Sets ambitious goals that challenge the people on the team to achieve above-standard performance levels	3.84	3.80	3.61	3.28	3.57
Evaluates the team's performance against the expectations and requirements of stakeholders	3.68	3.73	3.50	3.07	3.44
Promotes an achievement-oriented environment that motivates people to achieve results	3.89	3.75	3.79	3.40	3.62
Makes sure everything they do is focused on better serving stakeholders	3.82	3.76	3.70	3.48	3.65
Their results allow the organization to stand out versus competitors	3.74	3.77	3.62	3.42	3.61
Collective contribution culture	3.73	3.56	3.48	3.11	3.58
Accompanies and guides (coaches) for people to improve their skills and reach higher levels of performance	3.74	3.50	3.31	3.06	3.32
Builds cohesive and committed teams of people	3.84	3.65	3.65	3.27	3.51
In achieving objectives, they make sure to pay attention both to achieving results and the quality of interpersonal relationships	3.83	3.65	3.65	3.42	3.57
Generates spaces for frequent feedback for its team members	3.47	3.49	3.37	2.82	3.21
Makes sure team members have opportunities for personal and professional growth and development	3.77	3.50	3.40	2.94	3.29
Culture of innovation	3.79	3.70	3.62	3.31	3.54
Encourages people on the team to generate new ideas and ways of doing work	3.76	3.67	3.54	3.19	3.47
Encourages team members to share best practices, lessons learned and other experiences	3.76	3.69	3.48	3.24	3.49
Learns from mistakes to achieve objectives	3.77	3.70	3.70	3.28	3.53
Shows willingness to listen and/or present new and creative ideas on processes, products or procedures for the Organization	3.80	3.72	3.75	3.48	3.63
Promotes an environment of continuous improvement in its area	3.85	3.73	3.65	3.53	3.57
Systematic culture	3.61	3.62	3.48	3.25	3.46
Ensures the stability and soundness of both processes and procedures of the area, over time	3.62	3.71	3.64	3.40	3.57
Promotes a systematic control analysis that monitors quality, service, cost and productivity in their area	3.75	3.70	3.53	3.31	3.53
	3.99	3.51	3.23	2.99	3.27
Organizes and coordinates the distribution of tasks with other functional areas in the organization	3.71	3.58	3.63	3.43	3.54
Makes sure regular accountability reports and evaluations are carried out in their area	3.56	3.61	3.37	3.10	3.38
Empathy	3.85	3.78	3.65	3.60	3.71
Contributes to anticipating, identifying and responding to the needs of our stakeholders	3.73	3.76	3.74	3.56	3.68
Respect for the dignity of others as human beings is paramount in their way of interacting with others	3.73	3.76	3.87	3.71	3.81
Actively and respectfully listens to the point of view of others and does not pre-judge its value or relevance	3.73	3.76	3.75	3.58	3.67
Thinks before giving an opinion and takes care of the language they use to contribute constructively to interactions	3.73	3.76	3.70	3.59	3.68
Values diversity, recognizing that differences enhance learning, innovation and the development of a better society	3.73	3.76	3.87	3.56	3.71
Focus on results	3.73	3.76	3.65	3.33	3.53
Learn from their mistakes and successes, and share them with their teammates to grow as a team.	3.79	3.65	3.65	3.27	3.50
Establish performance objectives focused on our business strategy, and follow up on the activities defined to achieve them.	3.83	3.80	3.72	3.45	3.65
Guarantees quality and effectiveness in all its actions. Is aware that it impacts the achievement of our Higher Purpose.	3.84	3.80	3.70	3.95	3.69
Asks for frequent feedback to further strengthen their performance	3.21	3.39	3.46	2.89	3.18
Makes the decisions required of them to respond to the situations they are in charge of appropriately and in a timely manner	3.76	3.72	3.62	3.47	3.61
Integrity	1.95	3.86	3.92	3.72	3.81
Acts with transparency and rigor, considering impacts before making decisions	3.97	3.88	3.91	3.78	3.85
Comply with and encourage others to follow the law, the Code of Ethics and established procedures.	3.97	3.93	3.96	3.77	3.87
Consistent between what is said and what is done.	3.91	3.79	3.90	3.67	3.76
Responsible and accountable for actions and behaviors	3.95	3.80	3.89	3.58	3.73
Ethical and responsible use of resources assigned by the organization under his or her responsibility.	3.97	3.89	3.96	3.80	3.87
Life Comes First	3.82	3.78	3.54	3.53	3.58
Knows and complies with the Occupational Health and Safety regulations, rules and procedures	3.82	3.85	3.56	3.39	3.64
Demonstrates commitment by example, prioritizing the safety, health and well-being of people in all their activities, those of their team and those who work with us	3.85	3.82	3.56	3.40	3.63
Promotes other people's compliance with OHS rules, providing recognition or managing consequences when necessary	3.75	3.78	3.43	3.31	3.56
Protects health and life above all things. Promotes caring for our own physical, mental and emotional health.	3.91	3.80	3.72	3.39	3.63
Reports incidents, unsafe acts and conditions in a timely manner and manages the risks associated with such occurrences	3.76	3.66	3.43	3.14	3.44
Teamwork with Individual Responsibility	1.79	3.78	3.77	3.58	3.70
Share GEB's Higher Purpose and put all individual capabilities at the service of achieving it.	3.85	3.86	3.83	3.71	3.79
Fulfill commitments and honor our word	3.85	3.82	3.89	3.68	3.77
Actively participate in solving challenges, coordinating their work with the work of others.	3.79	3.78	3.76	3.56	3.69
Respects and learns from the capabilities of others. Recognizes their own limits and the importance of other people's contributions for collective construction	3.79	3.72	3.75	3.54	3.66
Value and build from creativity, innovation and the contribution of others.	3.68	3.72	3.64	3.64	3.60
Total overall	3.78	3.72	3.65	3.40	3.59

Workshop: 360° Feedback

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FINAL REPORT

360º assessment

	Total workforce	Participation S1	% Participation S1	Participation S2	% Participation S2
Group 1	12	12	100%	12	100%
Group 2	47	46	98%	43	91%
Group 3	57	56	98%	53	93%
			98%		
% PARTICIPATION IN THE TWO WORKSHOPS			96%		95%

	Total workforce	Total assessed
Group 1	12	12
Group 2	47	46
Group 3	57	56

Team-based Performance Evaluation



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energy*

The annual performance assessment is given at three levels

Strategic level: At this level, the company objectives are established, and the contribution of the employees of GEB and its subsidiaries in financial, commercial, process and talent management aspects is measured. A control panel is established with initiatives and strategic indicators that measure teamwork effort and achievements and the proper implementation of the strategy defined for the business group.

Tactical level: At this level, process indicators are defined, which allow measuring the execution of a process and monitoring the fulfillment of its objective, generating early alerts about the activities that are carried out regularly by the teams and areas of the company.

Individual: At this level, individual performance objectives are defined for each employee. The objectives are aligned with the strategic and tactical objectives and indicators.

Variable compensation system



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Variable Compensation System

Distribution



Activation Key (Compliance with Proportional EBITDA)

**Company objectives
(No Salary)**

**Individual objectives
(Salary)**

Senior Management

90%

10%

Other Levels

80%

20%

**Individual
goals
(Salary)**



**Quantitative
80%**

It corresponds to the assessment of individual objectives.



**Qualitative
20%**

It corresponds to the assessment of GEB's 5 corporate values and their behaviors.

Part of the Variable Compensation is associated with the assessment of the five Corporate Values and how they are reflected in our employees' behavior



**Life Comes
First**



Integrity



**Teamwork with
individual responsibility**



**Focus on
results**



Empathy

Life Comes First

Integrity

Teamwork with individual responsibility

- Reward outstanding Company results, achieved by the outstanding performance of the entire team of employees.
- Compensate for outstanding achievements and performance at an individual level.
- Encourage teamwork.

Focus on results

- Motivate people to achieve better Company performance.
- It is a mechanism to leverage fulfillment of the objectives proposed in the Company's Strategic Plan.

Empathy