

SUSTAINABLE MANAGEMENT REPORT 2015



CASA MATRIZ DEL:



SUSTAINABLE MANAGEMENT
REPORT
2015

We would like to acknowledge all those who helped in the preparation of this Management Report:

Presidency

Secretary General

Transmission VP

Shareholding and Corporate Planning VP

Public Services and Regulations VP

Special Projects VP

Administrative VP

Financial VP

Administrative Direction of Affiliate Companies

Technical Direction of Affiliates.

Direction of Corporate Issues with Affiliate Companies

Internal Audit Direction

External Relations Direction

Fundación Grupo Energía de Bogotá



.Puntoaparte
bookvertising

Edition

Integrated Management Systems

Photography

EEB Image Bank

Design and Diagramming

.Puntoaparte Bookvertising

Bogotá, January 2016

www.eeb.com.co

SUSTAINABLE MANAGEMENT
REPORT
2015



CASA MATRIZ DEL:



EEB
Sustainable
Management Report
2015

Chapter

I

A Corporation of
Bogotá to the World

Chapter

II

Corporate
Sustainability in EEB

Chapter

III

Long-term
Commitment

Commitment

1

Promote Corporate
Governance and Ethics and
Transparency practices

Commitment

2

To render services
implementing best
business practices

Commitment

3

Create Shareholder Value

Commitment

5

Contribute to the wellbeing
and development of the
communities where we operate

Commitment

7

Having a Sustainable
Supply Chain

Commitment

4

Caring for and
respecting the
environment

Commitment

6

Being a Great Place
To Work

Chapter

IV

Appendix





About this report

About our cover page:



A representation of an electricity transmission tower seen from the ground up. EEB is keen to present its management report from a perspective, which differs from that generally used in terms of infrastructure and assets operated by sector companies.

Furthermore, this perspective speaks about foundations, being sustainability a fundamental pillar to create value for EEB. The cover page evokes com-

pany's growth during 2015 and just as the tower the company stands tall and upholds its commitment to the long-term objectives that drive EEB's Sustainability Model.

This document addresses the operations of Empresa de Energía de Bogotá in terms of the electricity transmission business, including within its geographical scope all operations in the Colombian territory. With some exceptions, the report will provide some relevant information regarding management of its shareholding portfolio and performance of affiliate companies.

G4.32

G4.30

This report on sustainable management was subjected to external verification by an independent third party and is the seventh report prepared by EEB annually under G4 guidelines of the Global Reporting Initiative (GRI), with an essential option on conformity. In addition, it is equivalent to Communication in Progress (CoP), which is mandatory as per UN Global Compact, as it entails compliance with its ten principles.

G4.28

The reporting period comprises January 1st to December 31st 2015 and should precede the report on sustainable management of EEB for the same period in 2014.

This report was prepared in-house with the leadership of the Sustainable Development Direction.

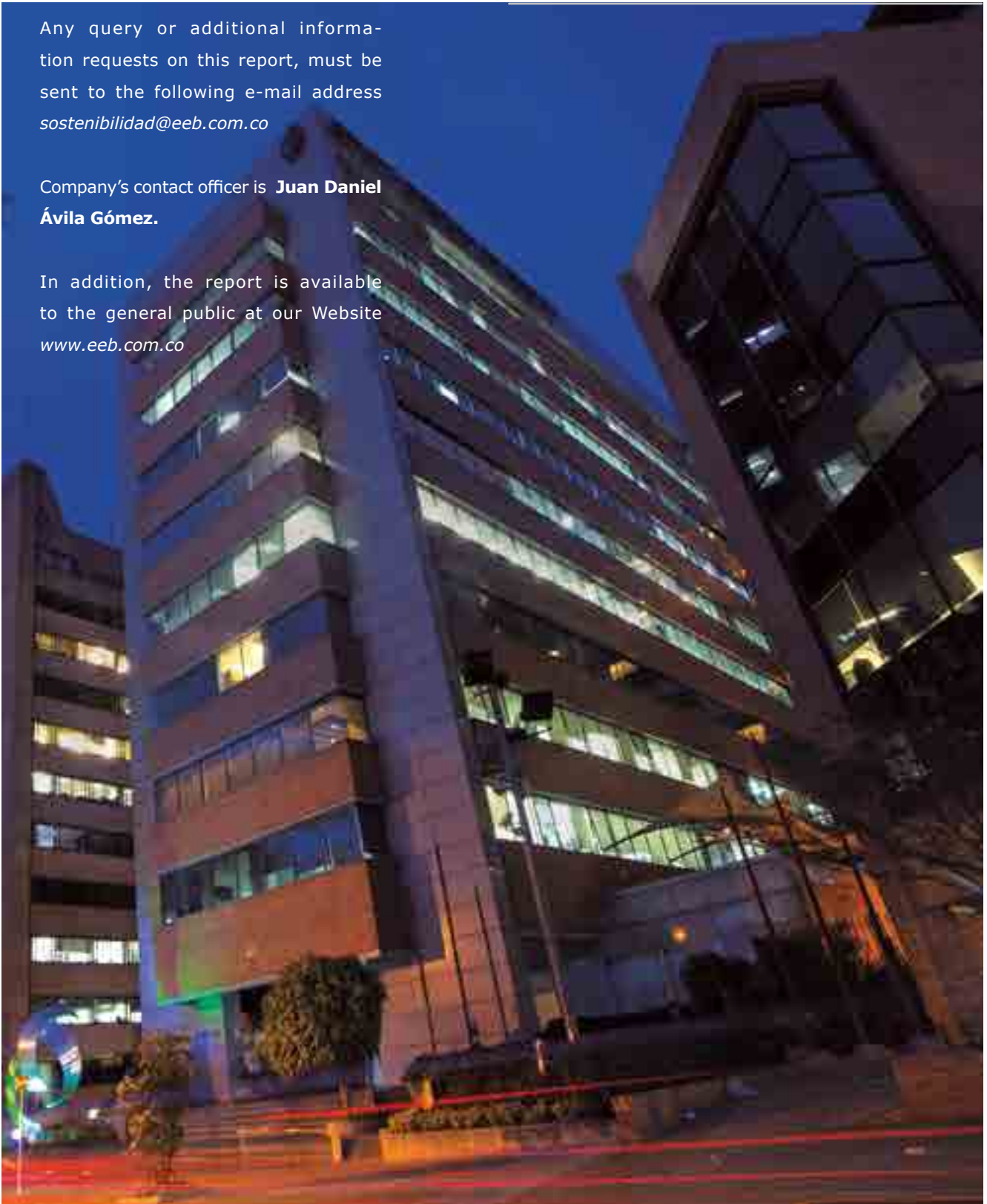
G4.

Throughout the document you will find the following nomenclature, referring to GRI G4 indicators.

Any query or additional information requests on this report, must be sent to the following e-mail address sostenibilidad@eeb.com.co

Company's contact officer is **Juan Daniel Ávila Gómez.**

In addition, the report is available to the general public at our Website www.eeb.com.co





Menssage to stakeholders

To our shareholders and other stakeholders of Empresa de Energía de Bogotá S.A. – ESP, parent company of Grupo Energía de Bogotá:

The 2015 Sustainable Management Report includes the most relevant milestones of the company with indicators and results of the administration led by Ricardo Roa Barragán, former CEO of EEB and Gustavo Petro Urrego, Chairman of the Board of Directors of EEB. The preparation of this report includes the application of the GRI G4 guiding principle for sustainability reporting.

The document highlights the formal adherence to a notion of Corporate Sustainability (July 2015) applicable to all levels of the organization and its stake-

holders, as of the definition of the seven long-term commitments, which echo the expectations of our stakeholders.

Accordingly, during 2015 and abiding by the commitments made with all stakeholders, EEB would like to underline the following: measurement of corporate transparency conducted by Corporación Transparencia por Colombia; inclusion in the Dow Jones Sustainability Index for the fourth consecutive year, in the category of emerging markets; adherence to the Carbon Disclosure Project (CDP); and the Integrated Management System whereby it maintained the following certifications NTCGP 1000, ISO 9001, ISO 14001 and OSHAS 18001, in addition to the re-cer-



tification and enhancement of scope of standard ISO 50001 in our Pitalito and Pasto offices (June 2015). EEB also adhered voluntarily to diverse initiatives on human rights and the construction of peace, namely; "Guías Colombia para Corporaciones y Derechos Humanos - 'Colombian Guides for Corporations and Human Rights', "Corporación Reconciliación Colombia" and "Redprodepaz".

In addition to the foregoing, the 2015 Sustainable Management Report addresses corporate management issues related to human resource, financial performance, incursion in international markets (Brazil), electric power transmission projects under execution and operation; and milestones of its affiliate compa-

nies: TGI and Empresa de Energía de Cundinamarca (EEB SA ESP) in Colombia, Cálidda, Contugas and EEBIS Peru in Peru, and Trecsa and EEBIS Guatemala in Guatemala.

We would encourage you to read GEB's management undertakings during 2015, which constitute the starting point for management 2016. Furthermore, this year we will celebrate 120 years of history.



**Astrid Álvarez
Hernández**
CEO of EEB



Beatriz Arbeláez Martínez
Chairman of EEB's Board of
Directors



EEB
Sustainable
Management
Reporte
2015





CHAPTER

I

***A company
from Bogotá to
the world***

A. Who is EEB?

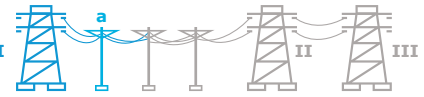
B. How does EEB generate value?

C. Where is EEB heading?



A

¿Who is EEB?



Profile of Empresa **Energía de Bogotá S.A. ESP**



Empresa de Energía de Bogotá S.A. ESP (EEB) founded in 1896, having its main offices in the city of Bogotá, is a public utilities' company dedicated to businesses in the electric power sector.

G4.5

G4.4

G4.3

The company's business areas are:

- ♦ Growth and capitalization of shareholding portfolio, as well as the development of investment opportunities in assets currently in operation or projects in the power sector.
- ♦ Transmission of electric power through networks that operate in kV's, distributed in the Colombian territory and integrated to the National Interconnected System (SIN – for its Spanish acronym). EEB is responsible for coordinating, controlling and overseeing the operation of transmission assets from its own Transmission Control Center (CCT).

The transmission business operates 1,503 kilometers at 230kV circuits, holds assets in 17 substations and one SVC, which further enhance service to the city of Bogotá. These assets are located throughout the Colombian territory in the departments of Cundinamarca, Bolívar, Meta, Valle del Cauca, Cauca, Huila, Putumayo and Nariño.

There are other transmission projects currently under construction, including circuits at 500kV, passing through the departments of Antioquia, Bolívar, Boyacá, Caldas, Cauca, Cesar, Cundinamarca, Huila, Magdalena, Meta, Nariño, Putumayo, Quindío, Risaralda, Santander, Tolima and Valle del Cauca.



To learn more about Empresa de Energía de Bogotá, visit: <http://www.eeb.com.co/>

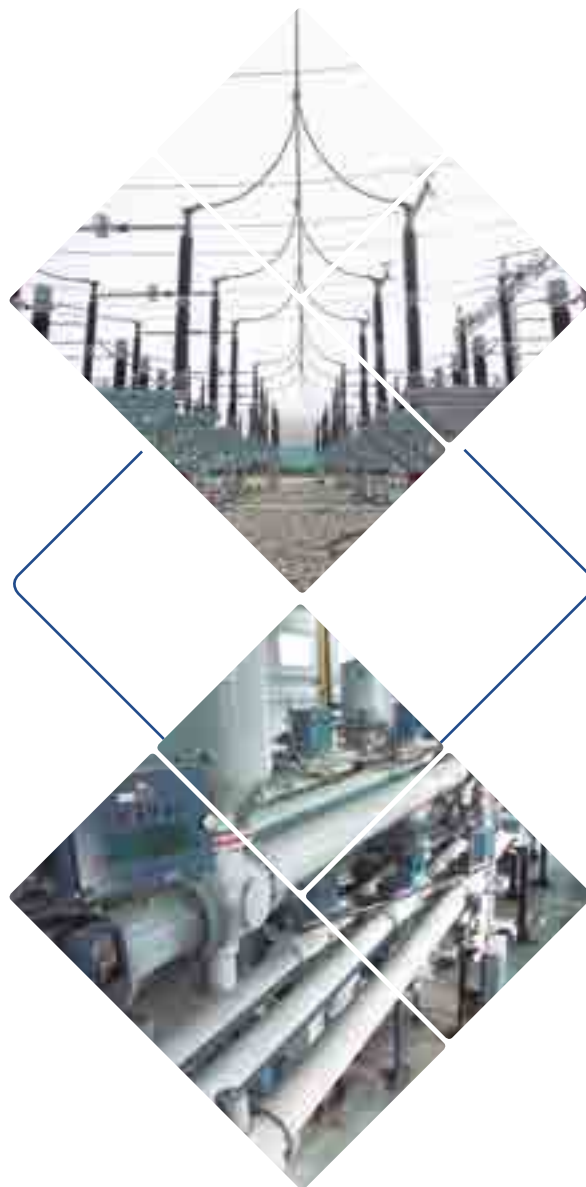


Profile of **Grupo Energía de Bogotá**

Grupo Energía de Bogotá is a multinational leader in the electric power sector and among the most important corporations in Colombia. From EEB, as parent company of the Corporation, it generates value to its shareholders and stakeholders as it manages its businesses in a sustainable and profitable way, taking into account the stakes it holds in companies that comprise the entire energy chain; from generation, transport, distribution and commercialization of electric power to the transport and distribution of natural gas.

The Group contributes to progress in countries where it operates: Colombia, Peru, Guatemala and Brazil and has taken a leadership role in projects that impact productivity and competitiveness in those territories to foster, in an efficient and responsible manner, growth in electric power demand.

Its entire corporate strategy is grounded on the diversification and integration of services that revolve around energy (electric power and natural gas), and in a public-private management model, which has enabled the company, through sustainable management, to work jointly with stakeholders and create social, environmental and economic value with and for them.



To learn more about

Empresa de Energía de Bogotá, visit:

<http://www.grupoenergiadebogota.com/>



Colombia

1

Peru

2

Guatemala

3

Brasil

4



Mission, Vision and Corporate Values

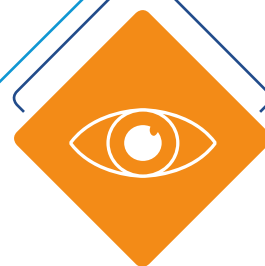


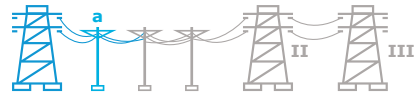
MISSION

generate economic, social and environmental value to our shareholders, Bogotá D.C. and all other stakeholders, by holding significant stakes in the national and international energy sector, with global responsibility, world-class practices and a committed, innovative and effective team of people.

VISION

- Being acknowledged as a leader in sustainability and as a model in the generation of economic, social and environmental value
- Being at the top level in terms of shareholding value
- Being the first corporation in the business of energy transport
- Being the most competitive natural gas distributor in Peru
- Being among the five electric power transmission companies in the Americas
- Having an articulated and strategic involvement in the electric power chain and its related services.





VALUES

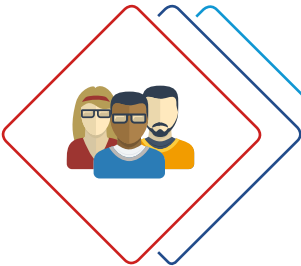
Transparency:

RWe conduct our business in an objective, clear and verifiable manner.



Respect:

We interact while acknowledging collective interests, individual diversity, sustainability of natural resources and the rule of law.



Equality:

We are fair, equalitarian and impartial, and seek a positive and inclusive social impact.



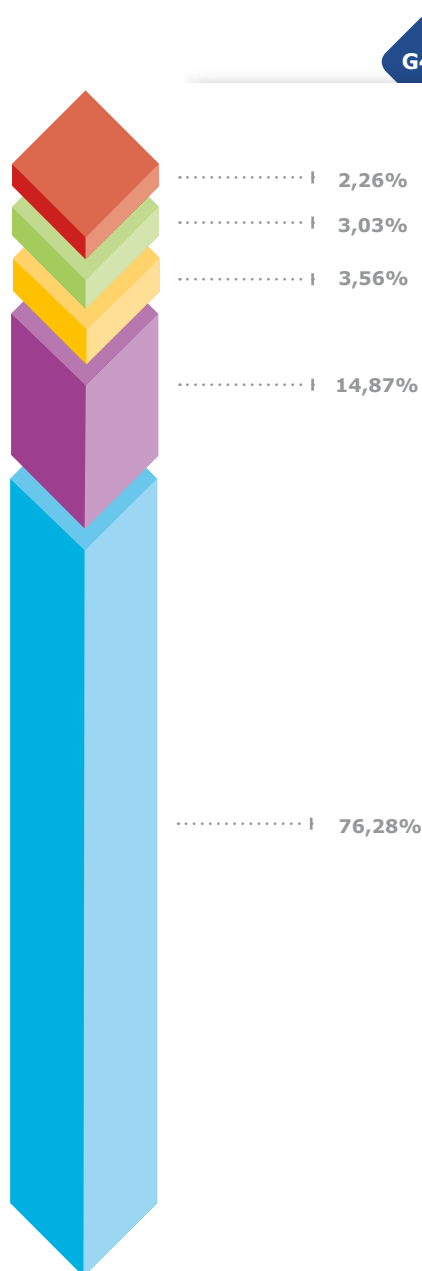
Integrity:

We are firm, righteous, honest, coherent and sincere.





Shareholding structure



G4.7

Empresa de Energía de Bogotá, S.A. ESP is a stock company, incorporated as a mixed public utility company under the household utility service regime, provisions set forth in the Trade Code and in general all provisions established in Private Law regarding public companies.

- Others
- Ecopetrol
- Corficolombiana
- Administradoras de fondos y pensiones
- Bogotá, Distrito Capital

Graph 1. Breakdown of shareholding value



More information of the Company's shareholding structure as:

<http://www.eeb.com.co/quienes-somos>

Organizational Structure of EEB

(to december 31 of 2015)



Graph 2. EEB's Organizational Structure.



More information of the Company's Top Executives at:
<http://www.eeb.com.co/empresa/gobierno-corporativo/directivos>



Awards, Guilds and initiatives during 2015



ETHICS AND TRANSPARENCY

G4.16

G4.15

Signature of the Collective Action Agreement on behalf of EEB

June | 2015. On June 5, EEB signed the Collective Action Agreement of the Colombian electric power sector companies within the framework of the III Ethics Forum of the Electric Power Sector, where the Company committed, together with other 13 signatory companies, to develop and maintain a collaborative and sustained cooperation process to strengthen ethical leadership within the sector.

EEB – once again included in the Medición de Transparencia Empresarial (MTE – for its Spanish acronym)

August | 2015. EEB is once again among the companies with lower corruption risk according to MTE's measurement in Public Utility Companies, which was conducted by Corporación Transparencia por Colombia.

EEB manifestó su interés de adherirse a la iniciativa Empresas Activas en Cumplimiento Anticorrupción (EACA)

September | 2015. This initiative led by the Transparency Secretariat attached to the Colombian Presidency, to which EEB willingly adhered to. To this end, it

will promote the prevention of corruption risks among its business sector.



SUSTAINABILITY

EEB was once again included in the Dow Jones Sustainability Index (DJSI)

September | 2015. EEB was included for its fourth consecutive year in the Dow Jones Sustainability Index (DJSI) for emerging markets.



EEB is part of Carbon Disclosure Project (CDP)

November | 2015. This year, EEB conducted for the first time the public report on its performance regarding management for climate change. Its rating was 91 over 100, and led the company to becoming signatory of the Carbon Disclosure Project (CDP).



EXPERIENCE AND HISTORY

120 Years of history

June | 2015. In the XVII National and International Congress of Public Services, IT Communications and

Television, organized by Andesco, EEB was acknowledged for its 120 years of history. Furthermore, it highlighted the experience of the company in the local electric power sector, in addition to its unquestionable contribution to progress in the country.



FINANCIAL AND INVESTORS RELATIONS

Moody's raises EEB's rating

September | 2015. the international rating agency, Moody's raised EEB's comparative debt credit rating from Baa3 to Baa2 with stable perspective.

Fitch ratifies EEB's rating

October | 2015. Fitch Ratings ratified EEB's credit rating in 'BBB' with stable perspective.

Standard and Poor's ratify EEB's rating

September | 2015. The international rating agency Standard and Poor's ratified corporate credit rating of EEB in BBB with negative perspective.

EEB was ratified with the IR

Acknowledgment on good practices regarding investors' relations.

September | 2015. The Colombian Stock Exchange (BVC) ratified the IR Acknowledgment to EEB for maintaining high standards regarding the disclosure of information to investors and corporate governance.



HUMAN RIGHTS AND PEACE BUILDING

EEB participates in the UN Global Compact Initiative of Business for Peace as of

2013. This initiative allows broadening and deepening the action of signatory companies in the peace building effort.

January | 2015. As member of this multi-actor initiative (government, civil society and corporations) EEB participates in the construction and application of guidelines for good practices and sensitive issues related to human rights and international humanitarian law within the context of its corporate activity.



EEB was accepted in the Redprodepaz Assembly as a supporting entity

December | 2015. the Assembly of Red Nacional de Programas Regionales de desarrollo y PAZ (Redprodepaz) formally accepted EEB as a supporting entity of this Network operating a coordinated system of players (government, civil society, international cooperation and corporations), on its peace-building objectives from local and regional development processes to territorial peace.

EEB is founding member of Corporación Reconciliación Colombia

December | 2015. In order to foster a culture of reconciliation in communities affected by the armed conflict in the country, through this Corporation, EEB seeks to work together with other actors to impact public policies, the promotion of inter-sector alliances and the strengthening of civic capabilities, thus enabling a collective action oriented towards peace-building in Colombia.





OTHER GUILDS AND INITIATIVES:

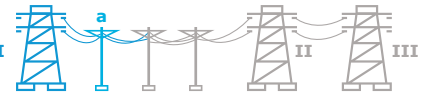
- ◇ Asociación Nacional de Empresas de Servicios Públicos (Andesco).
- ◇ Asociación Colombiana de Distribuidores de Energía Eléctrica (Asocodis).
- ◇ Asociación de Gestión Humana (ACRIP).
- ◇ Latin-American and the Caribbean Regional Center to Support UN Global Compact.
- ◇ Comisión de Integración Energética Regional (CIER).
- ◇ Comité Colombiano de la CIER (Cocier).
- ◇ Colombian Committee of the World Energy Council (Cocme).
- ◇ Connect Bogotá Región.
- ◇ Corporación Centro de Investigación y Desarrollo Tecnológico del Sector Eléctrico (Cidet).
- ◇ Clúster de Energía Eléctrica de Bogotá-Sabana.
- ◇ UN Global Compact, EEB adhered since 2005; TGI as of 2007, Fundación Grupo Energía de Bogotá as of 2009, Contugas as of 2010 and Cálidda as of 2011.



- ◇ Global Compact local network Colombia.



- ◇ World Energy Council (WEC).



Effective certifications

- ◆ **Quality Management under standards NTCGP 1000:2009 and ISO 9001:2008**



- ◆ **Environmental Management under standards ISO 14001:2004**
- ◆ **Safety Management and Health at Work under OHSAS standards 18001:2007**



- ◆ Reiterated certification issued as of 23 may 2014 and effective until 3 June 2017.

- ◆ **Energy Management under standards ISO 50001:2011**



- ◆ **Most recent certification issued on 12 November 2013 and effective until 11 November 2016**

Scope of management systems

- ◆ **Electric power transmission business:** design, construction, operation and maintenance of electric power transmission systems.
- ◆ **Shareholding portfolio business:** identification, assessment, consolidation and follow-up of investments in the electric power sector.

¹ The scope of the Energy Efficiency Management System ISO 50001, which was certified, is known as: "Administrative Processes of the electric power transmission business: design, construction, operation and maintenance of electric power transmission systems."



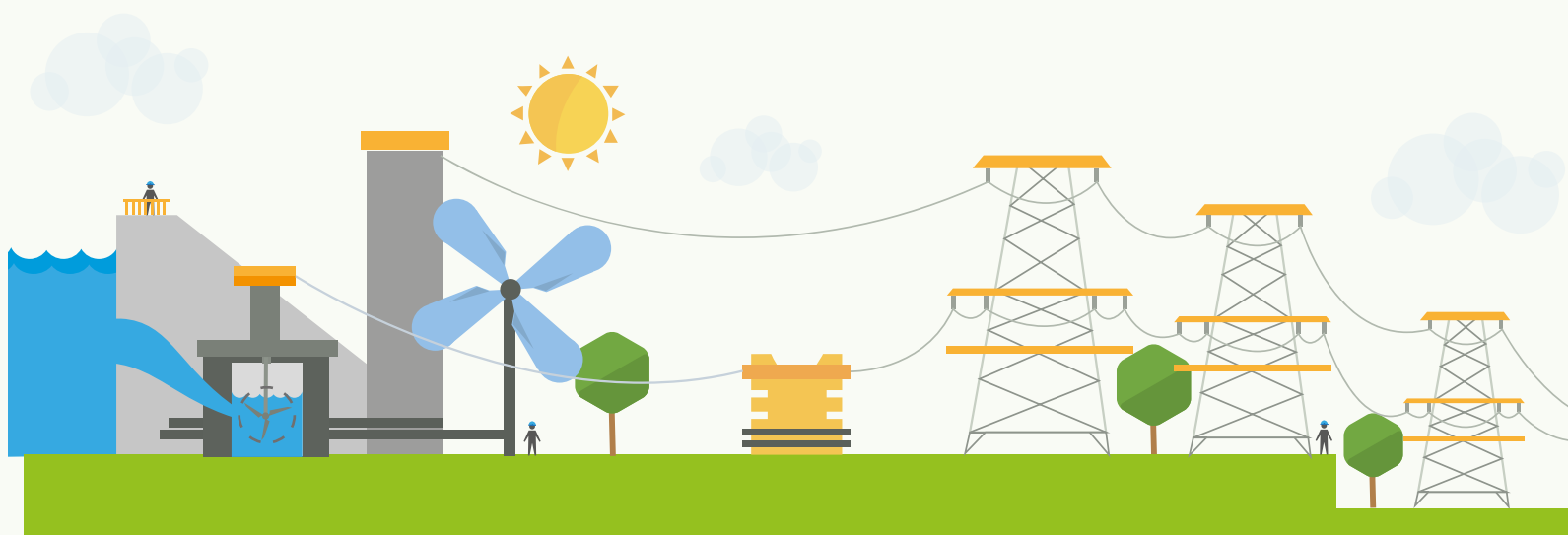
B

¿How does EEB generate value?





Value chain | Electricity



1. Generation

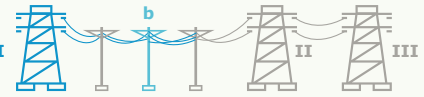
Large-scale electricity is traditionally obtained from hydroelectric and thermal plants, which must convert the potential energy of water and fuels into electric power. Commonly, the voltage of such energy obtained fluctuates from 3kV to 20 kV. Subsequently, these energy levels are transformed by rising voltage levels between 220kV to 500kV (for Colombia).



2. Transmission

Transmission is carried out through a network of high voltage cables that transport large blocks of electric power. These are interconnected by means of substations located in generation centers as well as in sites where voltage is reduced, allowing the distribution of energy to end-users. This is EEB's business (Colombia) and TRECSA (Guatemala).

Empresa de Movilidad de Bogotá will bring the electric component to public transport of Bogotá (electric buses of Transmilenio, SITP, commuter trains, among others).



La Empresa de Movilidad de Bogotá traerá el componente eléctrico al transporte público en Bogotá (buses eléctricos de Transmilenio, SITP, trenes de cercanías, entre otros).



3. Distribution

This activity consists of receiving the power transmitted and distributing it to end-users. Distributors charge the power service, including the entire value chain, and subsequently they deliver the related amounts with each activity so they may pay all companies participating in the process.

The distribution process also implies a process of transformation of energy at 110 V and 220 V, which is the load used in households and commercial areas, and from 480 V to 11,4 kV in industrial areas.

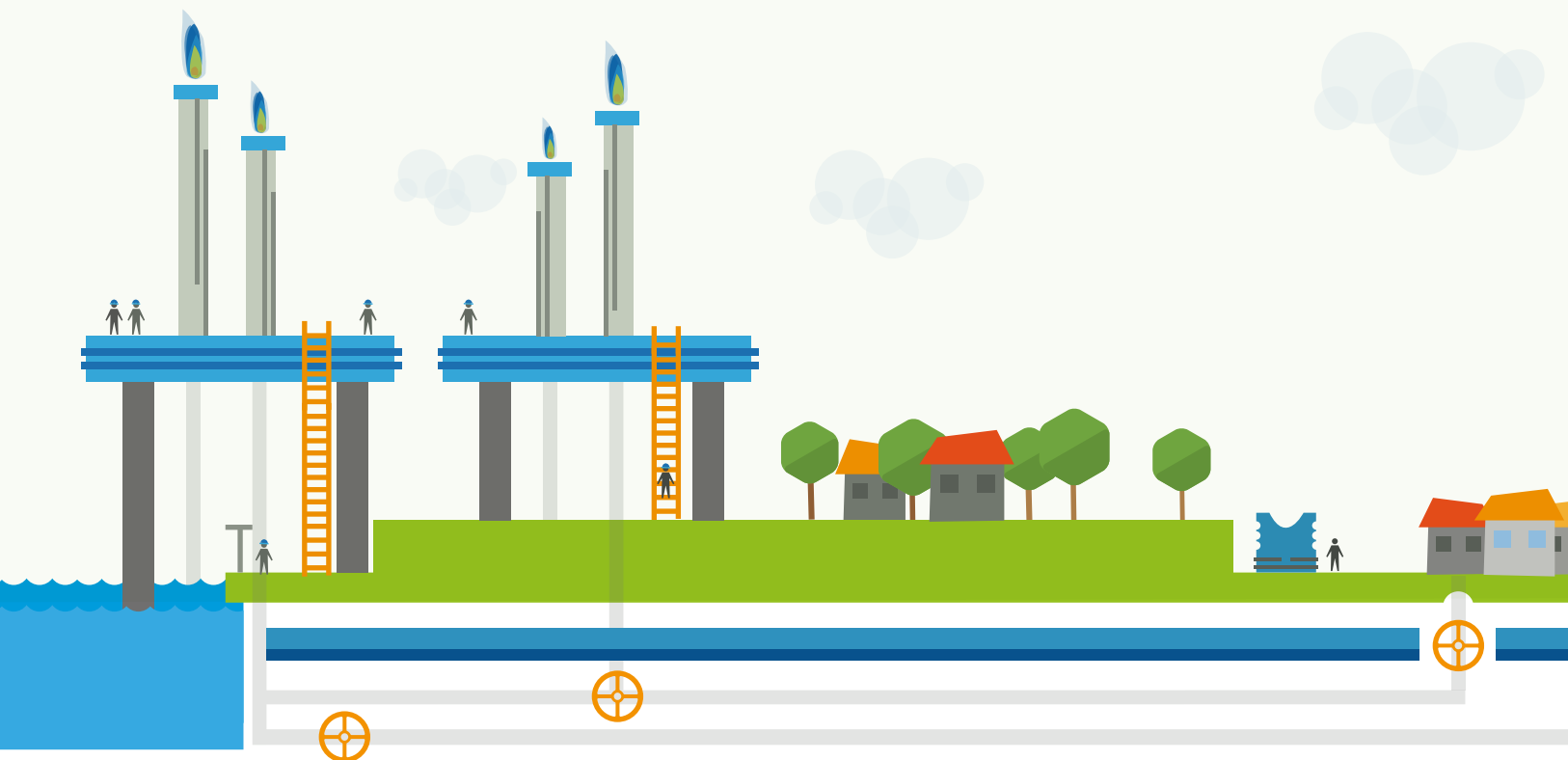


4. Comercialization

It consists on buying and selling electric power in the wholesale market and its sale to other operations in such market or to end-users.



Value chain | Natural Gas



1. Exploration

Exploration consists on identifying and locating areas with hydrocarbons, with the aid of exploration geophysics.



2. Extraction/Production

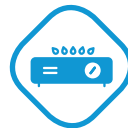
Once hydrocarbon deposits are found, the next stage is production, which consists on the extraction of the product by means of a series of equipment and methods, i.e. natural gas, which is done from the subsoil to the surface. After extracting gas, it continues to the processing stage so it may comply with requirements for its final use.



3. Transport

Once extraction and processing activities are undertaken, gas should be transported to distributors through gas pipelines, which are pipelines through which gas is transported, while taking advantage of different pressure levels. This is the business of the affiliate company TGI in Colombia.

Gas may also be transported by converting it into liquid (liquefied natural gas – LNG) and by storing it in vessels.



4. Distribution / Commercialization

The last step, is to distribute gas in the right amounts for residential or commercial consumption. The companies in charge of distribution and commercialization must conduct the collection on account of the service, as well as pay production and transport companies for the product itself. This is the business of affiliate companies: Cálidda and Contugas in Peru.



EEB'S Shareholding structure

EEB controls the following subsidiaries

Colombia 
 Brasil 
 Peru 
 Guatemala 



Transportadora de Gas Internacional S. A. ESP

The largest natural gas transport company in Colombia, which enjoys a market share of around 50% and holds a gas pipeline network with an extension of 3,967 kilometers covering the Atlantic Coast, the Andean Region, Barrancabermeja, Apiay, Yopal and the Sabana de Bogota.

It was incorporated on 16 February 2007, after a sale process of state participation, represented in assets, rights and contracts of Ecogas, of which EEB was the awardee.

In 2015 its most relevant achievements were a 5.87% increase in gas-transported volume in 2015 (523 million cubic feet per day –MCFD), vis-à-vis 2014. This achievement goes hand in hand with an increase in the reliability indicator of compression stations, which as of 2015 reached 98.8%, exceeding the figure registered in 2014 (98.1%).

Shareholding structure is 99.97% of shares, of which 68,05% belong to EEB and 31.92% to IELAH (investment vehicles 100% property of EEB).



EEC (Empresa de Energía de Cundinamarca S. A. ESP)

This is an electric power distribution and commercialization company with presence in 76 municipalities of the Department of Cundinamarca (69), Tolima (4) and Meta (3).

In 2015, total number of clients reached 286,746, growing by 10,611 clients with respect to the previous year.

On the other hand, and as a result of a shock plan aimed at recovering energy losses, the loss index improved, reaching 9.89%. (During 2014 loss index amounted to 9.93%).

Lastly, it is worth highlighting the approval of the merger of EEB S.A. ESP, DECSA S.A. ESP and CODENSA S.A. ESP; during EEB's Board of Directors meeting held on 24 September 2015.

As of February 2009, shareholding structure amounts to 82.34% of shares, through an investment vehicle Distribuidora Eléctrica de Cundinamarca S.A. ESP (DECSA S.A. ESP) of which 51% belongs to EEB and 49% to Codensa.



Empresa de Movilidad de Bogotá S. A. ESP

Empresa de Movilidad de Bogotá S.A. ESP was created on February 2014 to participate, in association with specialized third parties, in projects relating to mass transport passenger systems, freight or other modalities that include electric infrastructure in their operation.

Services offered include design, construction, financial, operation and maintenance processes required for the implementation and start-up of electric mobility projects, including the commercialization of the energy required to that end.

One of the most relevant achievements during 2015, relate to its participation in structuring projects for the metro, such as commuter trains (Bogota-Soacha and Bogota-Facatativa).

Shareholding structure is 100% of its shares, of which 99,98% belong to EEB and 0.02% to EEB GAS SAS (investment vehicle 100% property of EEB).



Group affiliate enabling direct access to re-insurance world markets, and which objective is to optimize costs and insurance coverage of affiliate companies of Grupo Energy de Bogotá.

In 2015, it contracted material damages, sabotage and terrorist insurance policies for EEB, TGI, Cálidda, Contugas and TRECSA, achieving a rate discount for each of the affiliate companies and registering, at the same time, increase in revenues, from US\$1.3 million to US\$2.4million. Shareholding structure is 100%.



EEB Energy RE

Group affiliate created in 2015 to participate, as partner or shareholder, in partnerships, limited companies, consortiums or commercial enterprises of any nature. With this new company that expands our presence in the continent, and which was acquired in August 2015 with an investment amounting to US\$157.9 million, 51% of four electric transmission concessions that extends along the Brazilian states of Espirito Santo, Goias, Mato Grosso, Mato Grosso Do sul, Minas Gerais and Sao Paulo.

The term of the concession is 25 years and the assets bought amount to almost 65% of the assets we currently operate in Colombia. Shareholding structure is 100%.



GEBBRAS

This is a natural gas distribution company that operates in the departments of Lima and the Province Constitucional del Callao in Peru.

Calidda currently has 345,136 clients, representing an increase of 35% vis-à-vis the number of clients in 2014. It is also worth mentioning that the volume of gas distributed registered a maximum value of 526 million cubic feet in August 2015, increasing by 4.01% with respect to the maximum level of natural gas distributed in 2014.

Furthermore, Calidda was granted, by the Asociación Nacional de Anunciantes del Peru (ANDA), the award of the best advertiser of a Social Responsibility campaign. The company was selected among a series of companies in the region, to submit their program known as Miska Wasi, as a successful Social responsibility management experience in the V Global Compact Entrepreneurial Forum for Latin-America and the Caribbean.

As of February 2011, shareholding structure is 60%, through an investment vehicle known as EEB Peru Holdings Ltd, 100% property of EEB.



Gas Natural de Lima y Callao S. A.

This company has a thirty-year concession to transport and distribute gas in the Department of Ica in Peru.

At commercial level, Contugas exceeding the BOOT goal in terms of household clients, with 35,825 enabled connections, which is an anticipated objective as these results were foreseen for April 2016. In 2015 it closed with a total number of 37,098 clients, of which 52 are industrial clients, allowing an increase of 196% in connected volume for large clients: from 19.74 MCFPD in 2014 to 58,45 MCFPD in 2015. In addition to the foregoing, during 2015, the company completed two construction projects, the first one, consists of the natural gas supply branch to Marcona, enabling the first residential client connection in this location, and the second one is the construction of a steel urban network in ICA, allowing the connection of new industrial clients.

Lastly, the company received the right, by means of Ministry Resolution, from the Peruvian state, to charge the distribution rate to generating companies, EGASA and EGESUR, thus consolidating the connection of 3 thermal clients in the region.

Shareholding structure amounts to 100%, of which 67,19% belongs to EEB and 32,81% to TGI (EEB affiliate company).



Contugas S.A.C.



**EEB Ingeniería
y Servicios
Perú S. A. C.**

A Complimentary services company in the hydrocarbon transport sector, either by pipelines and/or virtual, as well as the distribution of natural gas, transmission of electric power in Peru and/or any other activities related thereto.

For the development on projects in Peru, the Company, during its second year in operation, registered operational revenues amounting to US\$1.6 million.

Its shareholding structure in 100% property of the corporation as follows, 99,9998% to EEB and 0,0002% to Contugas, (EEB affiliate).



**Transportadora
de Energía de
Centroamérica S. A.**

It was incorporated in 2010 to develop the most important electric power infrastructure project in Guatemala (PET 01-2009), which consisted of building and operating around 850KM of transmission lines, 12 new substations and the enhancement of 12 existing substations in 15 departments, 74 municipalities and 340 communities.

Some important highlights of the Company are: the extension of 24 months to the contract granted by the Ministry of Energy and Mines of Guatemala that will enable to complete the development of other works foreseen in Project PET 01-2009. This project was classified by CG-LA Infrastructure as 24 among the 100 most important infrastructure strategic projects in Latin-America.

As milestones, the start up of the electric substations Pacifico at 230kV and San Agustin at 230/69 kV, the auto transformation bench of 150 MVA, the enhancement of Rancho at 69kV, the electric power substation La Vega 2, the enhancement of Chixoy 2 substation and Chixoy II line – San Agustin at 230kV with an extension of 99 KM. The energizing of the infrastructure adds to other milestones in 2015 with the enhancement of the electric power substation Panaluya at 230kV and other transmission lines Morales-Panaluya 230kV, electric power substation Morales at 230kV/69kV and reactors of Morales substation 30MVar and the Interconnection Morales-La Ruidosa. The latter allows the completion of the construction of Lte C (Anillo Atlantico), with an extension of 104 KM.

Shareholding structure is 95.29%.



**EEB Ingeniería y
Servicios Guatemala S. A.**

Its corporate purpose is rendering engineering services, electric related studies, and management and development of electric power transmission projects.

EEBIS Guatemala also made significant progress in projects for industrial sector companies of this country. The first one is the Anillo project.

Pacifico Sur, which purpose is to improve reliability in the rendering of engineering services by developing 90 kilometers of transmission lines and 7 electric substations. As of December 2015, progress had reached 40% in transmission lines and 44% in substations. The second project known as Cementos Progreso (CEMPRO), an EPC type project of transmission line at 230kV and at 230kV substation, required by CEMPRO and that in December it reached progress of 44% in transmission lines and 58% in substations.

Shareholding structure is 99.99% of EEB.

Mención especial merece la atención que la Junta Directiva y la Presidencia de EEB vienen dando al comportamiento de los Planes de Negocio de CONTUGAS y TRECSA que, según se ha visto, iniciaron operaciones comerciales en 2014.

Como es normal en este tipo de proyectos, con base en los Planes de Negocio inicialmente estructurados, se establecieron los flujos de caja para la recuperación de los activos de largo plazo, así como las utilidades del caso.

La Junta Directiva (elegida en la Asamblea Extraordinaria del pasado 15 de enero de 2016), en su proceso de asunción de funciones ha tenido conocimiento de que los mencionados Planes de Negocio han cambiado por circunstancias diversas.

En el caso de CONTUGAS, el plan de negocio ha variado en razón de los cambios producidos en el contexto del Perú, de modo tal que la demanda que le sirve de sustento es hoy menor a la prevista originalmente.

En el caso de TRECSA, por razones referentes a la constitución de servidumbres de paso y dificultades técnicas en la suscripción de contratos de conexión, configurativas de una situación de fuerza mayor o caso fortuito, se ha prorrogado la ejecución del contrato suscrito con el Gobierno de Guatemala hasta septiembre de 2017.

No obstante, según se ha informado por parte de las filiales en mención a la Junta Directiva y a la Presidencia de EEB, por el comportamiento observado desde el inicio de operaciones en 2014, los cambios y la evolución de los planes de negocio, en este momento, no impiden la continuación de los negocios en marcha y ello, justamente, es lo que reflejan los estados financieros con corte a 31 de diciembre de 2014 y de 2015.

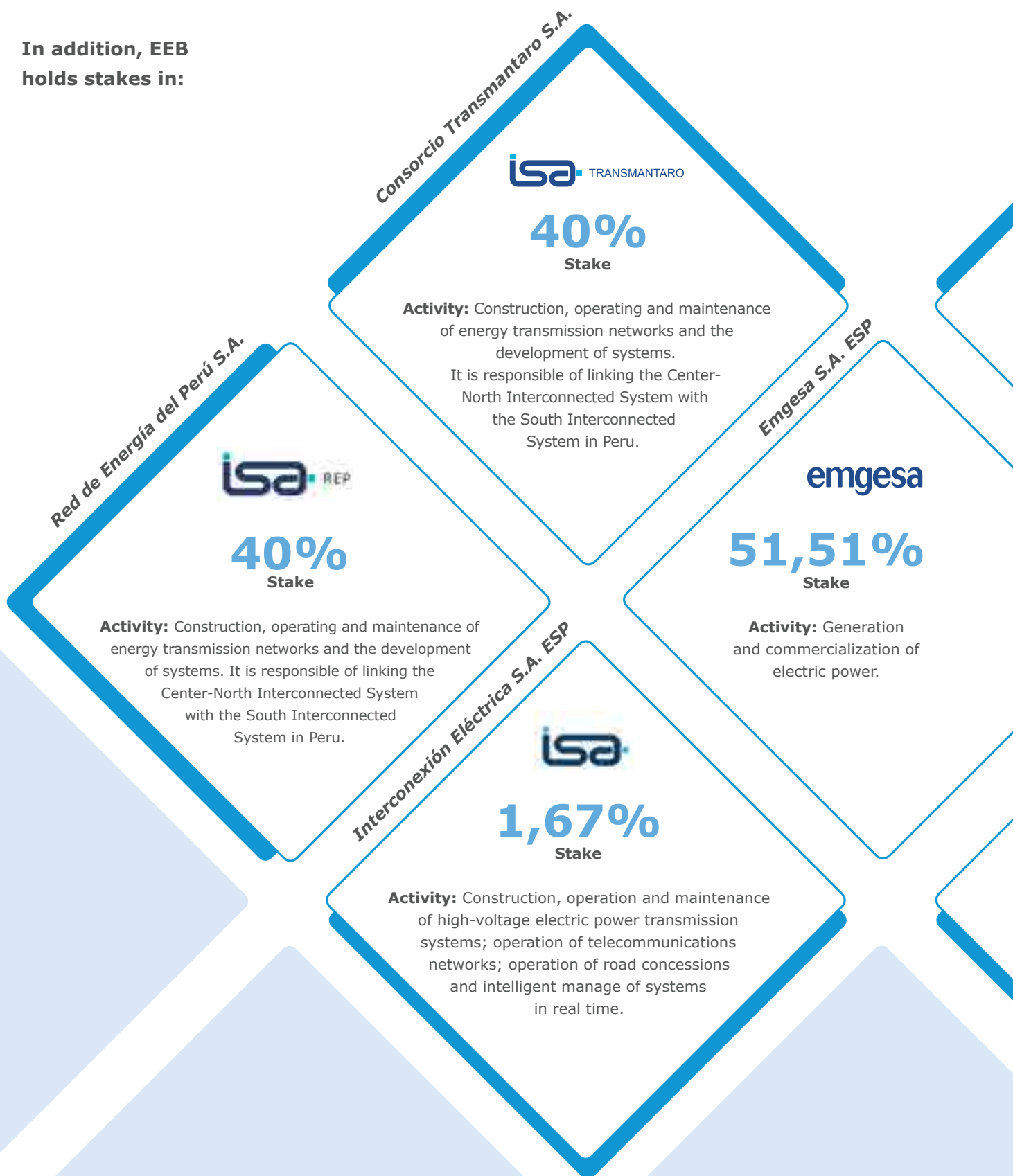
Así lo corroboran los dictámenes producidos por DELOITTE sobre los estados financieros individuales de CONTUGAS, TRECSA y EEB y los consolidados, en los dos últimos ejercicios.

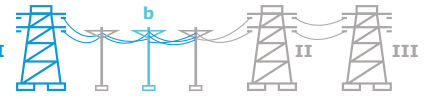
Dicho lo anterior, la Junta y la Presidencia de EEB mantendrán un detallado seguimiento durante el año 2016 a la ejecución de cada uno de los Planes, como en efecto ya se ha comenzado a hacer, en orden a establecer la viabilidad de los mismos y para tomar oportunamente las medidas que resulten necesarias.





In addition, EEB holds stakes in:





Isagen S.A. ESP



2,52%
Stake

Activity: Generation and commercialization of energy.

Gas Natural S.A. ESP



24,99%
Stake

Activity: Exploration, production, distribution and commercialization of natural gas, and generation and distribution of electric power.

Electrificadora del Meta S.A. ESP



16,23%
Stake

Activity: Rendering household public service of electric power.

Codensa S.A. ESP

codensa

51,51%
Stake

Activity: Distribución y comercialización de energía eléctrica.

Promigas S.A. ESP



15,64%
Stake

Activity: Transport and distribution of natural gas and electric power.



C

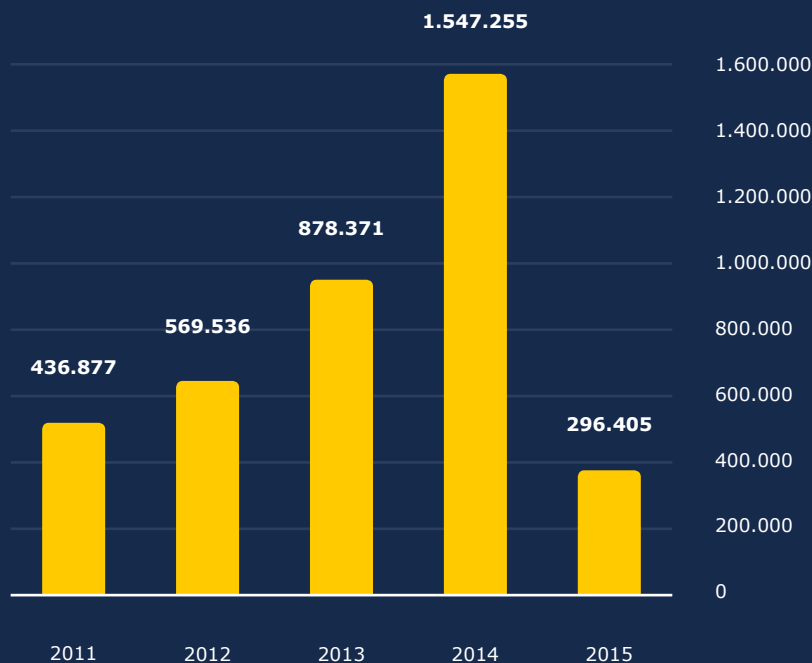
¿Where is EEB heading?

long term goals

FORECASTS 2024

The Ebitda margin reduction in 2015, when compared to 2014, is the result of greater revenues on account of decreed dividends by Codensa, Emgesa and Gas Natural during the 2014 January – September period .

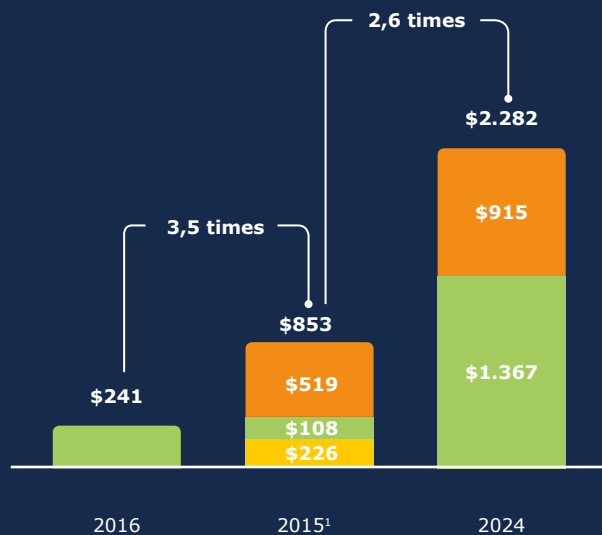
EEB's Individual Ebitda



REVENUES EBITDA MEGA OF GRUPO ENERGIA DE BOGOTA

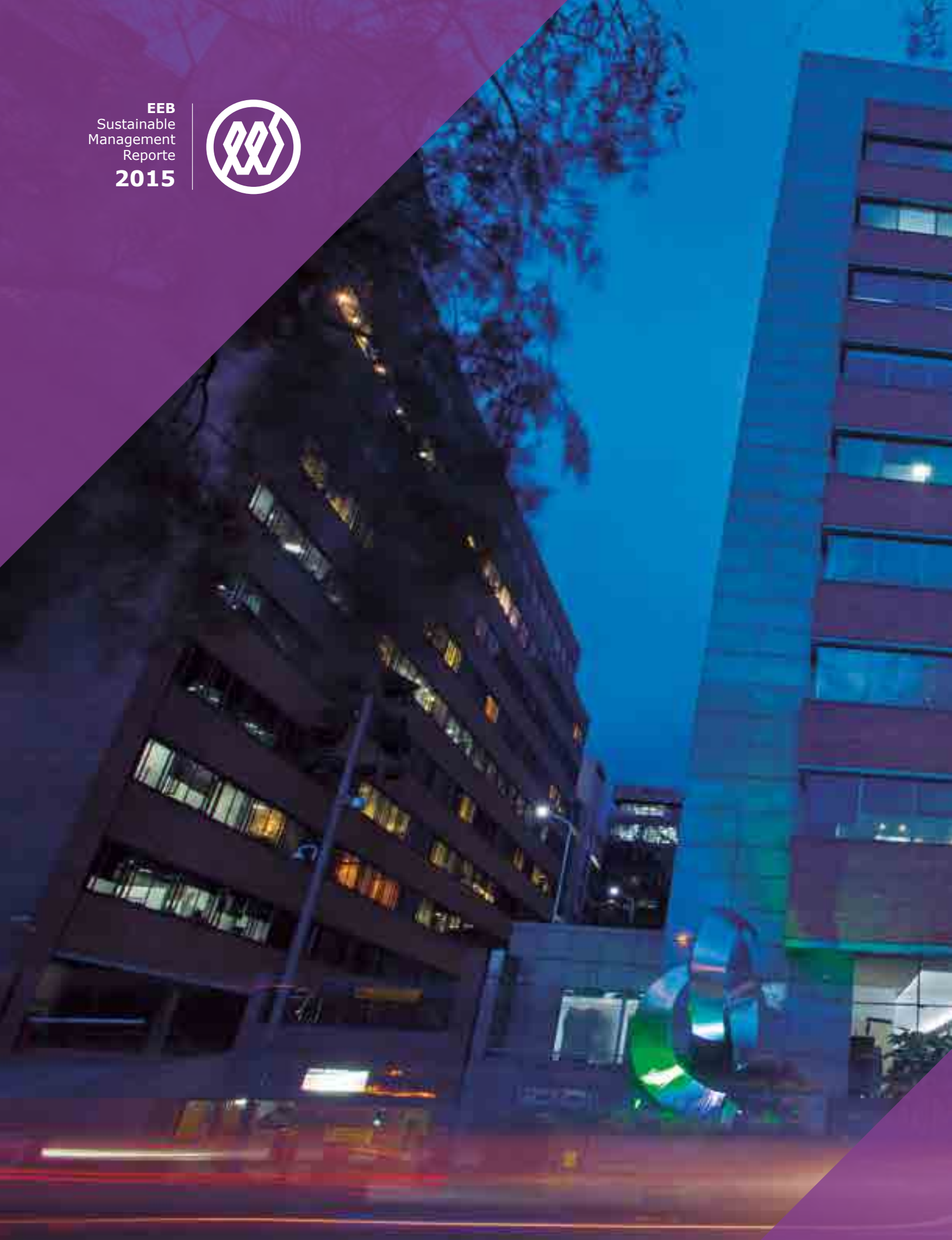


- Anticipated dividends to EEB in 2014 by Emgesa and Codensa
- Existing investments
- Current businesses



¹ 2015 is normalized, due to the fact that in 2014 there was an anticipated payment of dividends.

EEB
Sustainable
Management
Reporte
2015



CHAPTER

II

*Corporate
sustainability in
EEB*

- A. ¿What does sustainability mean for EEB?
- B. ¿What are EEB drivers to work in sustainability??
- C. EEB manages whatever is important, wherever is important



A

¿What does sustainability
mean for EEB?

Annually, Empresa de Energía de Bogotá S.A. ESP (EEB) disseminates its performance by means of sustainable management reports and submits its understanding of sustainability in terms of the generation of economic, social and environmental value. However, as of 2015, the Company is the owner of its own management report in a different manner, as it was able to **mobilize exclusively its internal resources and capabilities**. The foregoing with the aim of writing a new page in our long history as a Corporation, and to firmly state our long-term commitments, which shape the Sustainability Model of companies that are part of Grupo Energía de Bogotá.



Concept of sustainability

EEB understands corporate sustainability as a **way of life** that seeks to maintain **balance between economic growth and social and environmental development**, generating **trust and commitment with our stakeholders**, **continuous improvements** and the **positive transformation of the places in which we operate**.



The notion of sustainability of EEB is a collective creation of Grupo Energía de Bogotá and was formally adopted by Presidential Decision No. 054 of July 2015. By adopting this concept, it has transcended the entrepreneurial boundaries and has begun to offer a culture that continues cascading down to all the structures of the organization and its stakeholders.

This concept was launched and disseminated to EEB and TGI collaborators during the Management System Week on the second week of October 2015. Throughout this process it managed to engage, into everyday activities of collaborators, the application of this notion of sustainability.



In EEB's strategic map, the internal process perspective comprises three pillars: Growth, Competitiveness and Sustainability. The foregoing led management to decide on migrating responsibilities to manage sustainability, from External Relations Management in charge of internal and external communications to the Administrative VP. Specifically, such responsibilities were assigned to Integrated Management Systems Management, cross-sectional to electricity transmission businesses and shareholding portfolio with the inclusion of best practices to render such services. This change had a positive impact for EEB, in terms of defining its own notion of sustainability.

To enable the integration with sustainability management in accordance to the definition adopted by the company, it created an autonomous benchmark

area in EEB known as EEB's Sustainability Roundtable. This instance was created by Presidential decision no. 055 of July 2015 and includes representatives from different areas and processes of the Company. Its main functions consist of guiding towards the adherence, follow-up and improvement of practices related to progress regarding long-term commitments and priorities of sustainability management for EEB.

Once the Company defined its own notion of sustainability as a common understanding framework within the Company and other Group companies, with **EEB's Sustainability Roundtable** as an oversight to enforce its application, it renewed the Corporate Policy on Sustainability as an umbrella policy. Such policy defined guidelines within sustainability man-



Photo 1. Members of EEB's Sustainability Roundtable with collaborators from TGI, Global Compact Network Colombia during training on human rights and companies.



agement for Group company and governs all other corporate policies.

The notion defines the meaning of corporate sustainability for EEB, whilst the Corporate Policy for Sustainability defines its direction. The foregoing was achieved after a thorough review of impacts, both positive and negative, generated by EEB in

the performance of its businesses. Subsequently, all members jointly defined fifteen statements to address different categories of risks and opportunities to prevent, mitigate, capitalize and optimize such impacts, as needed.

The fifteen statements referred to in the Corporate Policy for Sustainability are as follows (Figure 1):

CORPORATE POLICY FOR SUSTAINABILITY

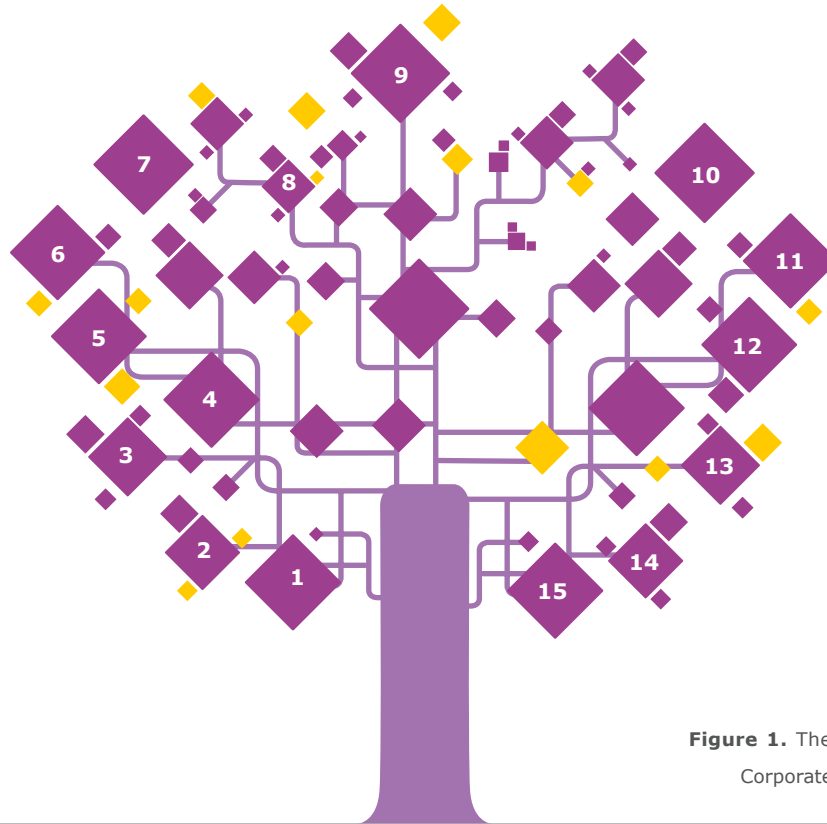


Figure 1. The 15 statements of EEB's Corporate Policy on Sustainability.



Adhere to the Corporate Policy through a commitment declaration according to the nature of the business.



Embrace Sustainable Development Goals (SDG), structured as of 2015 by the UN, aligning business core activities to these common goals, becoming an ally of the rule of law and a complimentary actor in terms of public policies. To learn more about SDG, visit : <http://www.un/or/sustainabledevelopment/objetivos-de-desarrollo-sostenible>



Keep adherence to UN Global Compact and ensure performance of its activities and operations under the ten universally accepted principles in four theme areas: I) Human Rights, II) Labor III) Environment, and IV) Anti-Corruption. To learn more about Global Compact Colombia's network, visit: <http://www.pactoglobal-colombia.org>



Respect human rights using as benchmark UN Ten Guiding Principles in Businesses and Human Rights, within the framework to "protect, respect and remedy."

- 5 Conduct its business in alignment with its Corporate Policy with Corporate Values and the Good Governance Code..
- 6 Generate economic value through its involvement in the energy sector and increase, in a sustainable manner, Group's profitability.
- 7 Understand sustainability as a continuous process that requires fostering transparent relations, identifying its stakeholders and involving them permanently to select and prioritize material issues in addition to their expectation and needs, generating relationships based on trust.
- 8 Implement due diligence, extensive to all vendors and contractors.
- 9 Attract, retain and develop human resource, offering growth opportunities, the best labor conditions and benefits, which result in improved quality of life for collaborators and their families.
- 10 Comprehensively manage its risks and implement and standardize in a step-by-step manner, management systems in topics such as quality, health, safety at work, environmental management, energy efficiency, security of information and business continuity, according to international accepted standards.
- 11 Work to continuously improve its sustainable management and to that end establish objectives, goals and indicators that allow measuring management, adopting innovating practices that generate economic, environmental and social value.
- 12 Prepare Sustainable Management Reports under international criteria and standards and be accountable to results obtained vis-à-vis commitments on sustainability, identifying challenges and improvement opportunities.
- 13 Manage its reputation as a value intangible for sustainability.
- 14 Understand sustainability as a strategic and cross-sectional issue that is the responsibility of all areas and processes, which is part of the organizational culture.
- 15 Manage our surroundings in accordance to the previously mentioned principles, in a comprehensive manner as regards their environmental and social components, so that negative impacts on land planning issues are kept to the minimum possible and in alliance with institutions, the private sector and civil society organizations' to positively transform local reality.



To know detail of Corporate Policy in Sustainability of EEB, visits:

<http://www.eeb.com.co/content/download/3018/27483/file/POL%20SOSTENIBILIDAD-02%5b2%5d.pdf>



To drive change and to put in motion all statements of the Corporate Policy for Sustainability, seven long-term commitments were adopted, which respond to expectations of stakeholders. These seven commitments are shown graphically upon a symbol of infinity evoking continuity and constant movement, reflecting management and continuous improvement regarding the contribution of EEB to sustainable development. (Figure 2).

Each component addresses relevant topics that EEB needs to manage for its vision of sustainability. These significant topics are listed below, under the heading "EEB management whatever is important wherever it is important:" reporting work details of EEB in those themes throughout Chapter 3.

To make corporate sustainability known, is paramount to select topics that are relevant to EEB and to its stakeholders. Thus, EEB focuses on managing these strategic topics and conveying the most important ones as they relate to business performance. At the same time, it intends to satisfy stakeholders' information needs, in a public and verifiable document such as this report, which fosters transparency, trust and reputation.

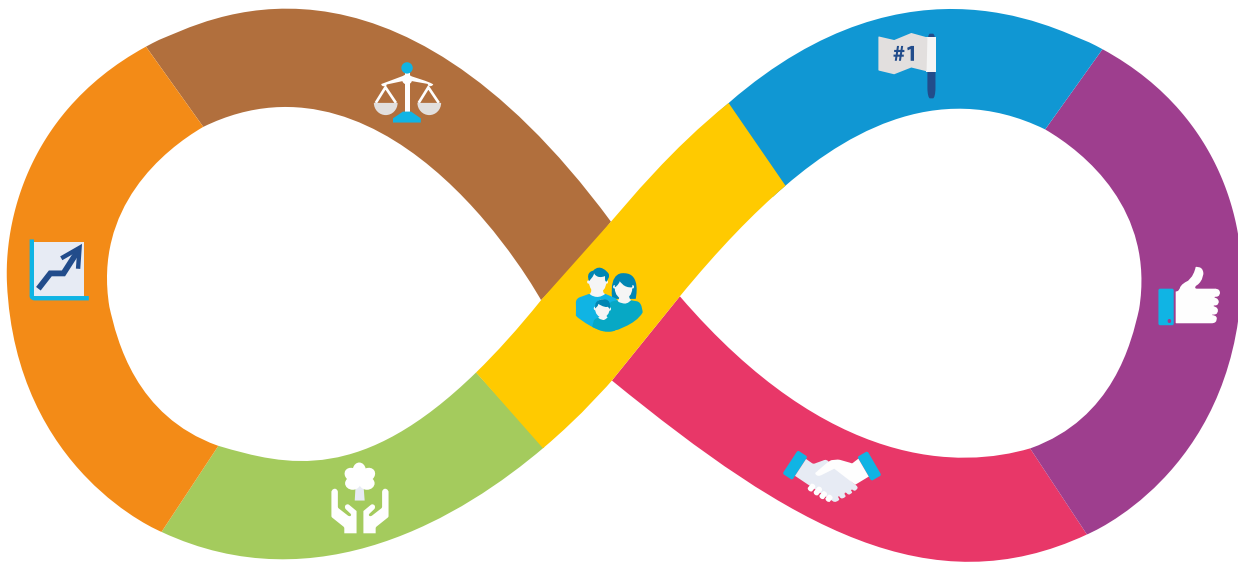
Lastly, deploying all elements that have been mentioned is being monitored in the Sustainability Model. It is there where indicators, initiatives, challenges and goals are set to record progress in order to answer to the commitments and statements with which EEB and its companies contribute to sustainable development.

The Sustainability Model includes clear guidelines for planning and implementation purposes, applicable to all Group companies. Just as previous elements defining EEB's understanding of sustainability, it was adopted by a presidential decision (number 103 of November 2015). This guideline defines the manner by which Corporate Sustainability becomes strategy (vision), management (execution) and communication (relationship building).



In 2015, EEB will continue strengthening its understanding of Corporate Sustainability, so that controlled companies that make up Grupo de Energía de Bogotá, with EEB as its parent company, may offer a unified, coordinated and appropriate response regarding legal and sustainability contexts in which they operate, implementing the Sustainability Model.

LONG-TERM COMMITMENT OF THE SUSTAINABILITY MODEL









-
- | | | | |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------|
|  | Promote Corporate Governance and ethics and transparency practices |  | Render services implementing best business practices |
|  | Create shareholder value |  | Be an excellent place to work |
|  | Care for and respect the environment. |  | Have a sustainable supply chain |
|  | Contribute to the welfare and the development of the communities in which we operate. | | |
-

Figure 2. Long-term commitments of EEB's Sustainability Model



B

**What drives EEB to work
towards sustainability?**



One hundred and nineteen years of history in Empresa de Energía de Bogotá S.A. ESP (EEB), have been written on the relationships it has built with stakeholders and all those who participate in the value generation chain. Relationships with stakeholders are based on the execution of plans that are renewed in the context of dialogues and that enabled EEB in 2015 to validate relevant issues for sustainability management, revolving around positive and negative impacts generated by the Company.

The main purpose of 2015 dialogues was to relate to those stakeholders that had been identified in recent years. Subsequently, it defined the scope of involvement with each group, identifying new relevant players with legitimate interests and updated relationship plans in accordance to corporate policies of Sustainability, Corporate Governance and Communications. On the other hand, to revive communication channels and apply lessons learned from 2014.



**STAKEHOLDERS
PRIORITIZED
BY EEB**

Shareholders:

EEB shareholders and foreign and local investors.

Opinion leaders:

Mass communication media and alternate communication media in the territories where EEB operates. The concept of communication media, within a broader gender of opinion leaders, responds to new social interaction realities and new actors who have consolidated their ability to lead public opinion regarding EEB's entrepreneurial activity.

Authorities:

Authorities that address regulatory and planning issues within the business. We understand authorities as governing bodies with expressions from diverse state competencies that affect EEB's management. For example, regulations of the electric power sector, the protection and conservation of the environment, land planning, regional development, human rights, peace building, among others.

Collaborators:

The entire human resource of EEB.

Vendors:

Companies that supply goods and services required for EEB operations.

Clients:

Includes generation and transport companies (market peers) and electric power distributors, as well as the Interconnected National System of Colombia. In a broader sense, clients are not only recipients of EEB services, but rather take into account sector perspective.

Communities:

A set of people involved within its territory or that live in the area of influence where EEB operates.



During 2016, EEB will favor cooperative and co-responsibility relations with stakeholders under the following criteria:

- ◇ Having convergence with public policies
- ◇ Strengthening inter-governmental and other actors' articulation within the territory.
- ◇ Generating innovation.
- ◇ Seeking community inclusion and the construction of public values as democracy, human rights, the environment and multicultural participation.
- ◇ Promoting self-management and knowledge.

El año 2015 permitió a EEB repensar, con base en lo que cada grupo de interés manifestó sobre la calidad de la relación que ha venido sosteniendo con la empresa, cómo sería el ideal del relacionamiento, imprimiéndolo en las dinámicas sociopolíticas que se avecinan para el país.

EEB will endeavor to be pioneer in the management of issues that will become every-day matters for Colombian reality. Irrespective of the agreements entered into, to put an end to the armed conflict in the country, we understand that peace is a collective and long-term construe.

Despite having met dialogue goals with stakeholders in 2015, not all actors were redefined among all those stakeholders that participated in relationship activities, but in 2016 the former will be included in initiatives to implement EEB Sustainability Model. Some examples of these actors are: alternate communication media or different authorities with specific state competencies, with whom, to date EEB has only had a rapprochement.



For more information of the relationships with stakeholder in 2015, visit: <http://www.eeb.com.co/sostenibilidad/relacionamiento-con-grupos-de-interes>



C

**EEB manages whatever is
important, wherever
it is important**

To provide guidance to Empresa de Energía de Bogotá S.A. ESP (EEB) sustainability management and in accordance with its corporate strategy and other elements defining the understanding of Corporate Sustainability; the company will focus on the aspects that need to be dealt with in sustainable management reports issued by EEB, prioritize the most relevant topics identified as of the review of best practices that outstand in energy sector companies, conduct follow up on initiatives undertaken by areas and processes that interact in the Company (Sustainability Roundtable of EEB) as well as contributions delivered by stakeholders and best practices that outstand in energy sector companies during the relationship.

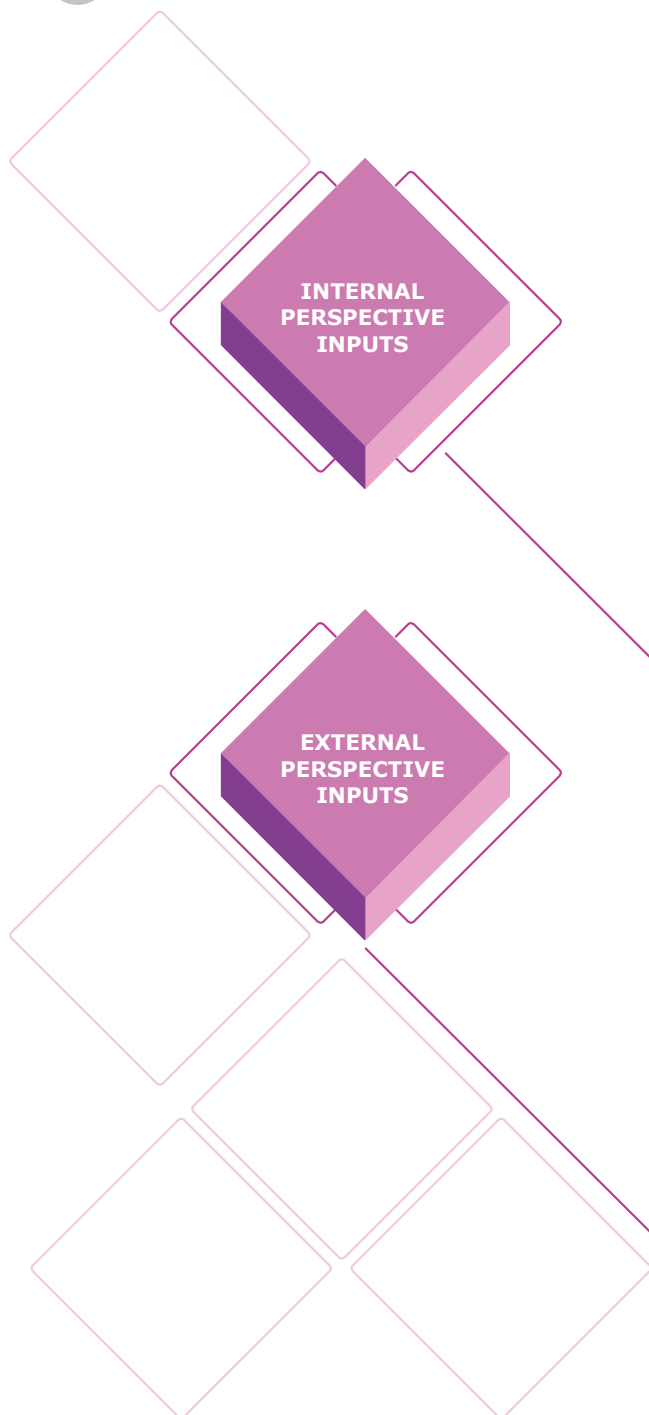
Other significant inputs taken into consideration to prioritize material topics, include press releases and other publications on EEB (free press), whether negative or positive. Likewise, progress in global agendas and binding or voluntary international guidelines adhered to by the regions or the country in which EEB, as an energy sector company member of a series of sectors or guilds, may exert its influence as regards long-term commitments upheld by the Company as a means to respond to the challenges inherent to the new business development paradigm and evolution thereof.

Identification of relevant topics that we manage for sustainability: materiality analysis

EEB annually revises the analysis, which allows for the prioritization of topics. In 2015, it took into account the foregoing mentioned inputs, international standards guidelines and other guidelines proposed by GRI G4 on sustainability reporting, other issues proposed by UN Global Compact and the Dow Jones

Sustainability Index (DJSI), as well as results registered during the diagnosis applied internally in EEB and replicated in the largest controlled companies that are part of this Corporation. This is the starting point for the process of implementing the Sustainability Model adopted, which in addition, will be highly relevant in 2016.





INPUTS FOR EEB'S MATERIALITY ANALYSES

- ◇ Risk analysis and impacts.
- ◇ Follow-up of initiatives conducted by areas and processes that interact in the Company (represented by members of EEB's Sustainability Roundtable).
- ◇ Corporate Strategic Plan.
- ◇ Corporate concept, policy and model for Sustainability in EEB.
- ◇ Internal diagnosis on the understanding of Sustainability.

- ◇ Review of best practices that excel in the energy sector.
- ◇ Publications about EEB (free-press) both negative and positive.
- ◇ Global agendas and international guidelines that are either binding or voluntary taken on by the regions or the country.
- ◇ Guidelines of international standards and other proposals made by GRI G4 for sustainability reporting.
- ◇ Issues proposed by UN Global Compact and Dow Jones Sustainability Index.
- ◇ Dialogue and relations with stakeholders.

Materiality analyses conducted in 2015 resulted in a list of relevant topics that were prioritized and validated by stakeholders and members of EEB Top Management, and reached by the diversity of members comprising EEB's Sustainability Roundtable.

These relevant topics listed herein below and are part of the content of this report. Other issues managed by EEB that were of less priority according to the materiality analysis, are also listed (medium or low relevance), however these were not fully analyzed nor were they taken into consideration for the content of this report.

Material topics

1	Ethics and fight against corruption.
2	Sound government structure.
3	Atmospheric emissions & climate change.
4	Risk and crisis management.
5	Safety and health at work.
6	Biodiversity.
7	Quality and reliability of service.
8	Development of human resource.
9	Community relationship management.
10	Attraction and retention of human resource.
11	Employees welfare.
12	Labor climate.
13	Growth and maximization of profits.
14	Innovation in corporate management and energy business.
15	Social investment in communities where it operates.
16	Support to the development of Bogota.
17	Promotion and respect of human rights.
18	Co-existence of communities with infrastructure.
19	Efficient contractual processes.
20	Knowledge management.

Medium relevance topics

21	Operational eco-efficiency.
22	Renewable energy.
23	Reducing discharges and wastes.
24	Planning and response to emergencies and disasters.
25	Facilitate access to energy services.
26	Lobbying/public policy.
27	Water.
28	Tax Policy.
29	Assessments and audits to providers.

Low relevance topics

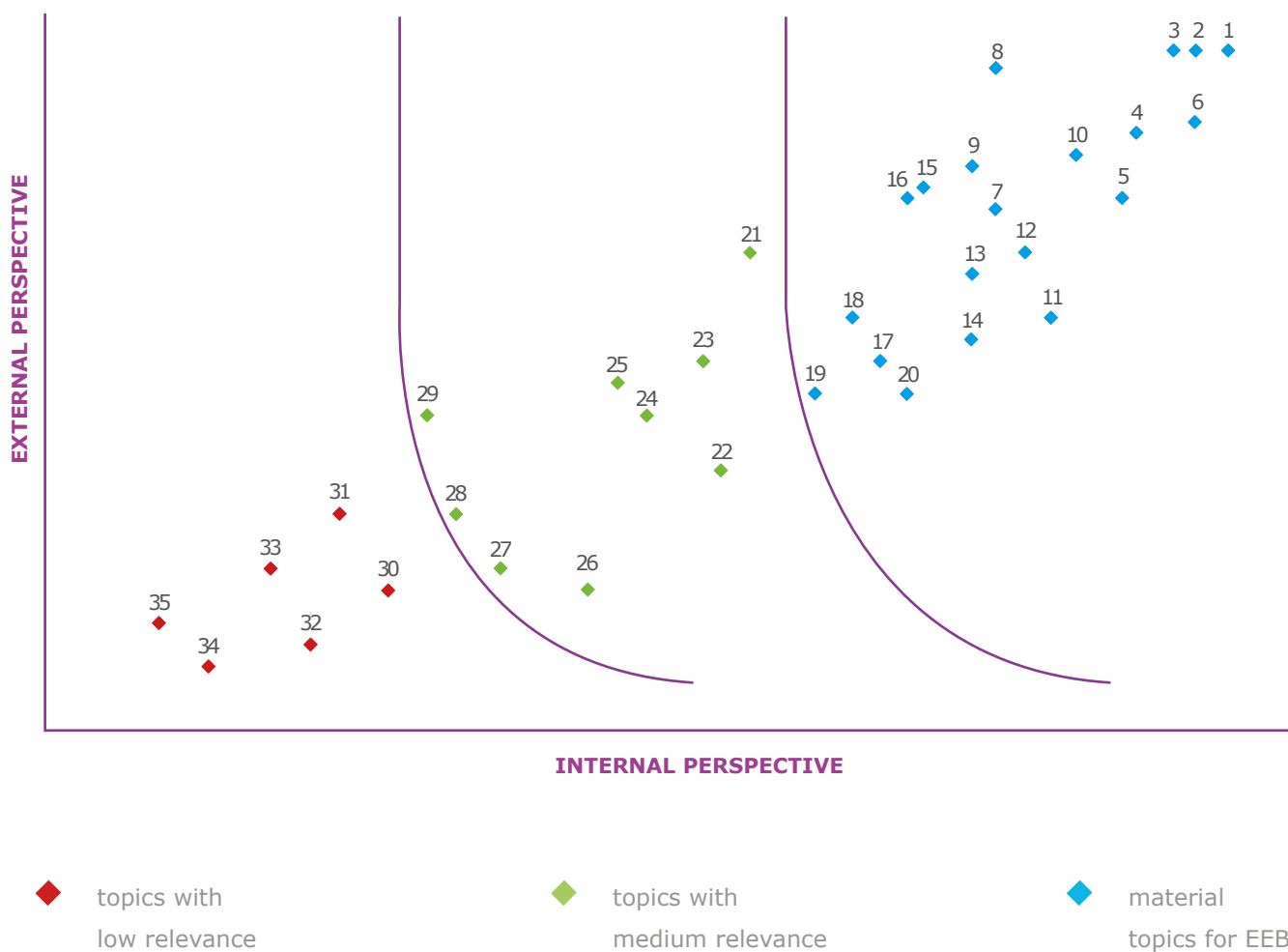
30	Discrimination in the workplace.
31	Expansion and new business.
32	Diversity.
33	Liberty of association.
34	Growth of energy demand.
35	<i>Smart grids.</i>

As a result of the materiality analyses, it obtained a matrix that overlaps weighted internal perspective importance of the impact on EEB's long and medium term performance and of the likelihood that this aspect should lead to risks or opportunities regard-

ing decisions made by EEB. On the other hand, the weighted external perspective on the degree of concern expressed by stakeholders according to the possibility of being affected or benefitted by activities and services rendered by EEB.



Graph 1. EEB materiality matrix.



Relevant topics in which the different stakeholders coincided, as evidenced in dialogues in Table 1. In light of the long-term commitments and the ma-

terial topics, Chapter 3 of this report, shows information on progress and performance reached by EEB during 2015.

Table 1. Material issues reported jointly by stakeholders prioritized by EEB.

		SHAREHOLDERS	OPINION LEADERS	AUTHORITIES	COLLABORATORS	VENDORS	CLIENTS	COMMUNITIES
1	ETHICS AND FIGHT AGAINST CORRUPTION	>	◆	◆	◆	◆	◆	◆
2	SOUND GOVERNMENT STRUCTURE	>	◆	◆	◆	◆	◆	◆
3	ATMOSPHERIC EMISSIONS & CLIMATE CHANGE	>	◆	◆	◆	◆	◆	◆
4	RISK AND CRISIS MANAGEMENT	>	◆	◆	◆	◆	◆	◆
5	SAFETY AND HEALTH AT WORK	>	◆	◆	◆	◆	◆	◆
6	BIODIVERSITY	>	◆	◆	◆	◆	◆	◆
7	QUALITY AND RELIABILITY OF SERVICE	>	◆	◆	◆	◆	◆	◆
8	DEVELOPMENT OF HUMAN RESOURCE	>	◆	◆	◆	◆	◆	◆
9	COMMUNITY RELATIONSHIP MANAGEMENT	>	◆	◆	◆	◆	◆	◆
10	ATTRACTION AND RETENTION OF HUMAN RESOURCE	>	◆	◆	◆	◆	◆	◆
11	LABOR CLIMATE	>	◆	◆	◆	◆	◆	◆
12	EMPLOYEES' WELLNESS.	>	◆	◆	◆	◆	◆	◆
13	GROWTH AND MAXIMIZATION OF PROFITS	>	◆	◆	◆	◆	◆	◆
14	INNOVATION IN CORPORATE MANAGEMENT AND ENERGY BUSINESS	>	◆	◆	◆	◆	◆	◆
15	SOCIAL INVESTMENT IN COMMUNITIES WHERE IT OPERATES	>	◆	◆	◆	◆	◆	◆
16	SUPPORT TO THE DEVELOPMENT OF BOGOTA	>	◆	◆	◆	◆	◆	◆
17	PROMOTION AND RESPECT OF HUMAN RIGHTS	>	◆	◆	◆	◆	◆	◆
18	CO-EXISTENCE OF COMMUNITIES WITH INFRASTRUCTURE	>	◆	◆	◆	◆	◆	◆
19	EFFICIENT CONTRACTUAL PROCESSES	>	◆	◆	◆	◆	◆	◆
20	KNOWLEDGE MANAGEMENT	>	◆	◆	◆	◆	◆	◆





EEB's management in human rights

EEB understands that its businesses and projects have a significant impact on its surroundings and that some stakeholders may feel specially affected and abused in their rights. This may occur both as regards transmission infrastructure under construction and operation stages, as well as on the bonding that collaborators or third parties acting on behalf of the Company establish therewith.

Additionally, EEB has the challenge of operating in a country in conflict, which makes it vulnerable and exposed as a company to risks and dangers posed by armed actors. This generates a special duty of care in its proceedings, with the aim of not worsening the situation or re-victimizing those affected by the armed conflict.

From the Human Management perspective, EEB values its workers as unique, transcendental, responsible and dynamic human beings, respects human and labor rights, accepting their diversity and providing coaching in the process of education to strengthen their talent and develop their life project. In 2015, we conducted a diagnosis exercise and base-line in terms of gender equality through a virtual survey, with the support of Aequales, a corporate consulting firm specialized in such topics. The results of such survey will be published on our Website and will set a milestone for performance in 2016.

In addition, to ensure compliance with fundamental rights of freedom of association, union freedom and freedom for collective bargain, on September 8, 2015 it signed the Work Collective Bargain 2015-2018,



which will be in force until 31 December 2018. This negotiation process was very successful and within an appropriate environment under which decisions were made to benefit each of the parties. As of the execution of the Collective Bargain, a series of benefits were acquired such as the additional health plan for collaborators who are beneficiaries of the collective bargain and its primary family nuclei, savings incentives, among others.

EEB has shown that it is committed to the promotion and the respect of human rights, being signatory of UN Global Compact, further showing the commitment with the ten principles established in such platform. As part of this initiative, it has been a leading company in Colombia, therefore it has taken on the presidency of Global Compact's Local Network and fosters Local Network sessions. Likewise, EEB is a permanent member of Global Compact Regional Center for the Americas.

In June 2015, EEB attended an event to commemorate 15 years of Global Compact carried out in New York, led by the UN General Secretary. The Company, acquired the rights to a table to support a Gala Dinner to welcome Lise Kingo, the new Global Compact Executive Director, as means to show support to this platform in a new stage that foresees changes to strengthen such initiative.

As member of the Regional Center, EEB participated in the II Iberoamerican Dialogue conducted in Mexico City on March 2015, with a speech related to the support provided by EEB's Board of Directors to Sustainability initiatives. Furthermore, it participated in Dialogues with Latin-American Non-profit Organizations (August 2015), within the framework of sustainable development.

As regards the organizational structure, as previously mentioned, in 2015 EEB as parent company of Grupo de Energía de Bogotá adopted a Corporate Sus-

tainability Policy and corporate guidelines to define the Corporate Sustainability Model. As part of the commitment declarations on Corporate Policy, it reiterates the importance given to the ten principles enshrined in Global Compact, as well as the duty to respect human rights, as enshrined in these UN Guiding Principles for Businesses and Human Rights. This means that the way Group companies act must be in line with these international standards.

On the other hand, at local level, in January 2015 EEB adhered to Guías Colombia en Empresas y Derechos Humanos y DIH (Colombian Guides for Businesses and Human Rights and International Humanitarian Rights), a multiactor initiative for businesses, the National Government and civil society organizations, whose main purpose is to create guidelines so that member companies may improve their human rights management. As of the presentation of this report, Guías Colombia has approved guidelines related to claims, complaints, safety, labor standards and land/territory mechanisms.

As part of the commitments adhered to by Guías de Colombia, EEB worked with areas responsible with these subjects internally. Thus, it will take on the commitment for 2016 to integrate as part of its internal practices such guides, as per the nature of the business.

Given the importance of promotion and respecting human rights in EEB, it decided considering, in a cross sectional manner, the seven long-term commitments for sustainability and the implications of each of them in human rights issues.

Thus, as one may observe throughout this document, an internal analysis was conducted with all areas to identify material issues in human rights relating to the following: generation of shareholder value, care and protection of the environment, human resource management and safety and health at work, value

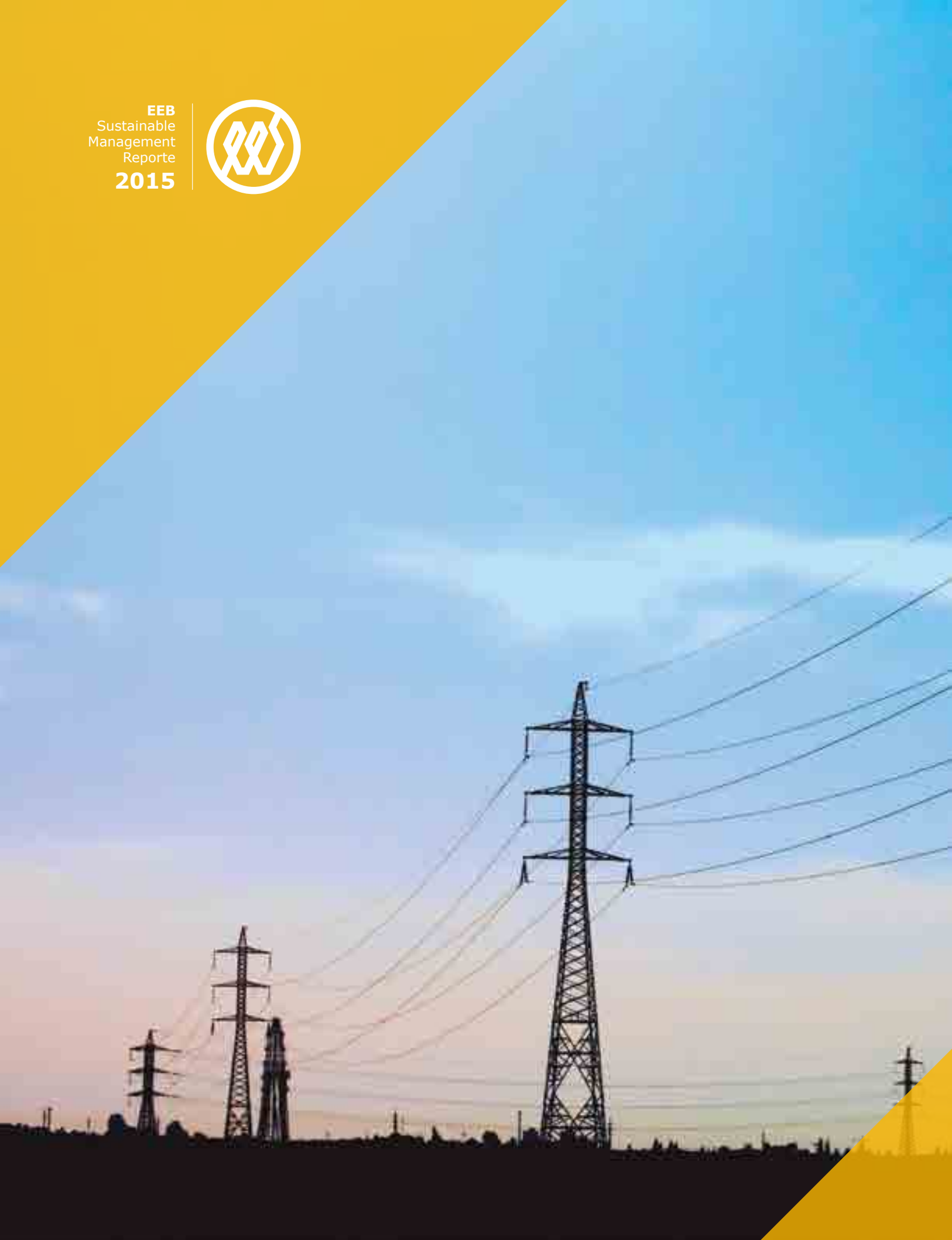
chains, relationships with local communities and corporate governance.

On the other hand, security personnel hired by EEB received basic training on Human Rights. Of a total of 54 people who work as supervisors and coordinators of operations, body guards, guards and receptionist security guards, 36 of them already have knowledge on Human Rights, thus decreasing risks of any violation thereof under the excuse of safeguarding security of collaborators and company's assets.

To this end and to encourage collaborators to appropriate impacts that may be generated in terms of human rights, at **EEB's Sustainability Roundtable** during November 2015, it held a joint training with the **Colombian Local Network of Global Compact** on human rights and businesses, so that the leaders appointed by the different areas of the organization may share a basic and common language on **human rights** and the role of businesses to respect them. This training was imparted to EEB and TGI collaborators on 29 November.



Among the challenges EEB faces in 2016, these relate to the need to integrate internal management guides that have been prepared by Guías Colombia para Empresas y Derechos Humanos Colombian – "Guides for Corporations and Human Rights"; to apply commitment declarations of the Corporate Sustainability Policy related to human rights, continue being an active player and a leading business in Colombian Global Compact Local Network; and lastly, to support its affiliate companies to strengthen their internal processes as regards human rights.



CHAPTER

III

Long-term commitments

1. Promote Corporate Governance and ethics and transparency practices
2. Render services implementing best business practices
3. Create shareholder value
4. Care and respect the environment
5. Contribute to the welfare and development of the communities in which we operate
6. Be a best place to work
7. Have a sustainable value chain

A photograph of a man in a dark suit and white shirt signing a document on a table. He is leaning forward, focused on his work. In the background, another man with glasses is partially visible, looking on. The image has a warm, slightly desaturated color palette. Overlaid on the image is a large white diamond shape with a thin black border, containing the text 'COMMITMENT' and the number '1'. Below the diamond, the text 'Promote Corporate Governance and Ethics and Transparency practices' is written in a bold, white, sans-serif font.

COMMITMENT

1

**Promote Corporate
Governance and Ethics and
Transparency practices**



Frame of action



In EEB, Corporate Governance compiles values, policies, norms and corporate guidelines that steer all of the Company's proceedings in order to manage its business well and build trust with its stakeholders.

The Good Governance Code and Corporate Values are our compass to respond to the commitments of promoting Corporate Governance and ethics and transparency practices.

Solid government structure



It is a relevant aspect because our behaviors in EEB stem from decisions made by shareholders, Board of Directors, Top Management and in general all Company collaborators, even by providers and communities that are part of the investment projects in the territories where we are present. Through Corporate

Governance, it is expected that all stakeholders of EEB behave within the same corporate values to increase the Company's value and prevent risks and negative consequences that may hinder economic growth and the possibility of contributing to sustainable development.



¿HOW SHOULD IT BE MANAGED?

G4.34

Corporate Governance defines the way by which all relevant issues regarding growth, competitiveness and sustainability in EEB are managed.

Furthermore, the Company establishes a **Corporate Strategic Plan** as a planning tool for the medium and long term, made up by corporate values, mission, vision, strategic guidelines and strategy. This plan allows to translate strategy into objectives, indicators, initiatives and projects upon which it conducts quarterly follow-ups and annual revision. All EEB collaborators are responsible for establishing and developing projects that help achieving the strategy, of conducting follow-up and submitting reports required on indicators to evidence fulfillment of EEB's strategic objectives.

Following find the main governing bodies that shape EEB's Corporate Governance:

G4.40

General Shareholders' Assembly

Maximum social body of the Company, made up by all those registered in the shareholders registry book. It is responsible of making the most important decisions in EEB, such as bylaws reforms, appointment and removal of

Board Members and the authorization, transformation or merger of the company, among others. Likewise, it holds regular and special meetings; regular meetings are summoned during the first three months of every year and are held in EEB, the latter arise as a result of unforeseen or urgent matters of the corporation.

Board of Directors

It is elected by the General Shareholders' Assembly by means of an electoral quotient procedure. Of the nine main members, with their respective alternate members, 25% should be independent as per the Law. The Board of Directors is an interdisciplinary management body and each of its members is selected without prejudice (gender, color, nationality, family standing and religious, political or philosophical beliefs, among others). All members bring together their management experience to the economic, social and environmental matters of the corporate realm.

Another criterion applied to the appointment of members to the Board of Directors is that they may not be related to the fourth degree of consanguinity or second degree of affinity or first civil or by marriage, de facto marital unions with any member that is part of Company's Top Management. In the event of persons that are members of the board and involved in the company, they may not exceed the number of places made up by the deciding majority.



G4.72

The Board of Directors meets in regular meetings at least twelve times per year; in 2015 it met twenty-one times. Each member shall study, analyze and assess impacts, risks and opportunities regarding investments of economic, environmental and social nature, as well as the performance according to the Internal Audit Program, the Expansion Plan and Corporate Strategic Plan (PEC). These initiatives respond to objectives, indicators, initiatives and projects in accordance with Corporate Strategy.

On account of participating in board meetings, each member to the Board of Directors receives per session or at least every two sessions per month, a fee equivalent to four minimum legal salaries in force. The fees payable to Board Members are established by the General Shareholders' Assembly.



For more information on the Board of Directors, visit:

<http://www.eeb.com.co/empresa/gobierno-corporativo/junta-directiva>

For more information on executives, visit:

<http://www.eeb.com.co/empresa/gobierno-corporativo/directivos>

Top Management

It includes top management positions as per EEB's organization structure in Chapter 1 of this report, at the head of EEB's CEO.

G4.42



For more information on the General Shareholders' Assembly, visit:

<http://www.eeb.com.co/empresa/gobierno-corporativo/asamblea-general-de-accionistas>

This government structure is responsible for approving corporate policies, which is further addressed and governed by the Corporate Policy on Sustainability. These define the framework for action of affiliate companies that make up Grupo Energía de Bogotá and its business units, and are extensive to collaborators, investors, vendors and clients.

Such corporate policies set behavioral guidelines, non-negotiable rights and duties and are of mandatory compliance and indispensable to adequately delegate authority. In addition, they contribute to hold together the organization in order to meet its strategic objectives.

CORPORATE POLICIES IN EEB



Graph 1. Corporate policies in EEB.

- | | |
|--------------------------------------------------------------|---------------------------------------------------|
| 1. Corporate Policy for Sustainability ¹ . | 9. Financial Policy. |
| 2. Social Policy. | 10. Risk Management Policy. |
| 3. Supply Policy. | 11. Communication Policy. |
| 4. Collaborators Policy. | 12. Protection Policy. |
| 5. Corporate Citizenship Policy. | 13. Clients and Users Policy. |
| 6. Good Governance Policy. | 14. Anti-fraud and anti-corruption Policy. |
| 7. Internal Control Policy. | 15. Good Governance Code. |
| 8. Contracting Policy. | 16. Ethics Code. |

¹ Corporate Policy for Sustainability is explained in chapter 2, number 1.



To know more about corporate policies in EEB, visit:

<http://www.eeb.com.co/empresa/politicas-corporativas>



Article 69 of EEB's Good Governance Code guarantees the right to equitable treatment to all investors, to that end, the information EEB holds is public and divulged quarterly in the form of financial, commercial and operational performance reports, which may be accessed in the following Website:

<https://www.grupoenergiadebogota.com/inversionistas/resultados-y-reuniones/informes-para-inversionistas/eeb>.

Other specific reports regarding EEB's sustainability management are disseminated by means of other requests and requirements.



Corporate Governance is a cross sectional function and influences all processes of the Company. However, the following areas exercise key roles regarding progress and guarantees of good governance:

Financial and Investors' Relations Management, publishes information to the market in general and meets investors and shareholders requirements related to property, liens or issues related to shares and other securities.

Communications with shareholders and investors is of paramount importance in the dialogue process with stakeholders, as it allows to establish needs, expectations and relationship plans. An important outcome of this dialogue occurred in 2015, as per acknowledgements granted to EEB upon being signatory of the Carbon Disclosure Project (CDP), and upon making public its report on climate change management.

Internal Audit Management, in charge of verifying the enforcement and compliance of EEB's Good Governance Code.

In accordance with Company Bylaws, the corporation has a **General Secretariat** that conducts meetings of the General Assembly, the Board of Directors, Audit Committees and Corporate Governance. Among other functions, it provides legal advice during the decision-making process both to bodies encompassing Corporate Governance mentioned in EEB and all other companies that make-up the Group. The Secretary General also supports and guarantees compliance with Contracting Regulations, EEB's Auditing Manual and other legal provisions leading to normal business performance.

Shareholding Portfolio and Corporate Planning VP, on the one hand it is responsible for managing risks and control design matters jointly with other areas that make-up the corporation. **The Administrative VP** is, on the other hand, in charge of guiding sustainability management and in general it manages the integrated management system.



To meet those requirements, write to the following e-mail address:

ir@eeb.com.co



Financial Planning Management is in charge of managing the secretariate of the Financial Committee. This body, which is of consultive and advisory nature for the decision making process, meets when required to review matters that may impact Group financials and carries out the respective recommendations. EEB's CEO, CFO, Portfolio, Shareholding and Corporate Planning VP, Internal Auditing Management and financial planning, treasury and accounting managers are part of this governing body.

Some other issues of environmental and social nature are decided upon in the **Transmission VP and the Foundation of Grupo Energía de Bogotá**, both for construction projects as well as for infrastructure initiatives under operation.



¿HOW ARE THEY EVALUATED?

To evaluate management in order to ensure a sound government structure, EEB has governing bodies such as Board of Directors Committees..

The **Corporate Governance Committee**, is one of such committees appointed by EEB's Board of Directors. It contributes to ensuring respect for, implementation, supervision and compliance related to the Company's Good Governance Code. It is made up by three members of the Board of Directors and at least one of them must be an independent member, while it also appoints a president and a secretary. The latter is EEB's Secretary General, in charge of documenting minutes on decisions adopted by simple majority and agreed during sessions summoned by the President of this body, if needed, but always at least once a year.

The most important functions of the Good Governance Committee are to maintain the flow of information to the Board of Directors regarding the verification status and the application of commitments established

in the Good Governance Code and also to make other areas accountable therewith. On the other hand, this Committee conducts an annual assessment on the manner in which the Board of Directors complies with its duties during the period in office and monitors, if necessary, the negotiations conducted with shares issued by the corporation or by the companies that make up Grupo Energía de Bogotá, both for Grupo Energía de Bogotá as well as members of the Board of Directors.

Lastly, there is an Audit Committee. This committee is accountable to the Shareholders' Assembly as well as to the Board of Directors and to that end it issues opinions by means of written reports regarding potential operations that are planned with associates. To that end, it verifies that those are made under market conditions and under circumstances that do not affect equal treatment among shareholders. Likewise, the Audit Committee, made up by independent members of the Board of Directors has the involvement of EEB's CEO as a guest, as well as the Statutory Auditor, who has voice but no vote. This body must meet at least once every quarter or whenever deemed required, as needed, or by summons of the President, which advises the Board of Directors regarding compliance with their responsibilities and surveillance functions. To achieve this, it revises financial information, assesses processes related to risk management, monitors the Company's internal control system and assesses reports of internal and external audits. Likewise, it oversees effective compliance with the Good Governance Code and ensures the timely preparation, presentation and disclosure of financial information, as per the Law.

There are other external regulatory entities that exercise control on decisions made by bodies that make up EEB's Corporate Governance. Among them, the Residential Public Utilities Superintendence, Bo-



gotá Comptroller's office, a series of external audits required according to legal provisions in force and other specialized audits contracted voluntarily.



ACTIVITIES AND INITIATIVES | 2015

G4.43

- Informal induction sessions directed to members of the Board of Directors in which it disseminates the internal application in EEB of the scope and content of the Ethics Code, the Contracting Manual and the ESG performance, among others. Members of the Board are also compelled to conduct a thorough study of their responsibilities, obligations and rights as members of this body.

G4.44

- Annual self evaluation process, conducted in December 2015. This process was grounded on expected performance on governance of economic, environmental and social issues of the Board of Directors.

Following is the result of the self evaluation process:

- Members of the Board of Directors were informed on the relationship between the self evaluation process and the Good Governance Code, as well as the Corporate Policy on Sustainability.

- The self evaluation addressed four aspects, namely: individual participation of members, collective performance as a Corporate Governance body and a category related with topics dealt with that address pertinence, thoroughness and frequency of relevant aspects addressed during 2015 Board sessions. Lastly, the fourth aspect consists of a series of open questions that offer information to consolidate improvement opportunities.

Conclusions revealed the following:

Regarding individual participation, the main strengths of the Board are guaranteeing independence of EEB's Top Management, the promotion of ethical conduct in terms of what to do and the availability of time to service all EEB issues; while individual weaknesses identified are related to limitations in terms of understanding and clarifying doubts regarding some technical or critical issues on the Company's performance and therefore, affecting the active and proactive participation during some discussions.

In terms of collective performance, some aspects outstand such as guarantees for confidentiality on privileged information that at the same time relates to the surveillance and the protection of EEB. Furthermore, working under the consideration of stakeholders and the relationship between them and EEB is deemed as a strength.

Regarding the pertinence, depth and frequency of the subjects dealt with in EEB's Board sessions, the best rated subject related to the assessment of growth opportunities for the business, while subjects with lower ratings relate to the complete report on development and progress of strategic projects for EEB.



Regarding contributions to identify improvement opportunities, in general terms it mentioned respect for session times, punctuality to start meetings and facilitate capacity building to work and better interpret financial analyses.

- ◇ Update in the National Registry of Securities and Issuers, referred to by the Colombian Financial Superintendence with information on the situation related to EEB or its issuance. The foregoing is taken into account by the market when buying, selling or keeping their securities in EEB or upon exercising their political rights inherent to such securities. The aforementioned registry offers guarantees on the truthfulness, clarity, sufficiency and timeliness of financial information that is disclosed to the market and allows meeting disclosure requirements of financial results defined in the international bond issuance covenants of EEB and TGI (Rule 144A/Regulation S).
- ◇ Implementation of the due diligence process revolving around Company's growth, conducted by EEB's Corporate Governance bodies. This initiative allowed aligning variables such as liquidity, cashflow, operative performance, business risks management and assurance of an ethical culture regarding new businesses foreseen as part of EEB Expansion Plans: the foregoing enabled the acquisition of four electric power transmission concessions in Brazil in 2015.
- ◇ Establishment of the Corporate Strategic Plan (PEC – for its Spanish acronym) as an instrument by which it deploys EEB's Corporate Strategy, through objectives, indicators, initiatives and projects. Such Plan is, at the same time, subject to the approval and subsequent follow up by the Board of Directors. In 2015, the PEC project to structure the Corporate Sustainability Model reaching all com-

panies that are part of Grupo Energía de Bogotá was subjected to consideration and subsequently approved. To date, it has been fully completed and formally adopted by Presidency decision.

New best corporate practices code in Colombia (Country Code)

EEB issues securities as of 2008. Accordingly, it is subject to compliance with legal provisions of Decree 2555 of 15 July 2010. "whereby it gathers and re-issues standards regarding the financial, insurance and securities market sectors and whereby other provisions are enacted." To strengthen the functioning of Corporate Governance in companies domiciled in Colombia, derived from the mentioned Decree, the Colombian Financial Superintendence issued in September 2015, External Newsletter 028, which purpose is to "present the New Country Code and to Adopt the Reporting of the Implementation of Best Corporate Practices." In 2015, EEB has carried out this plan as a response to the challenges it undertook as of 2015, and to that end it prepared modification projects and new corporate documents foreseen in External Newsletter 028, which have been already approved by the Company's Corporate Governance Committee.

Grounded on that set forth in External Newsletter 028 and as per number 1 of Article 58 of Company Bylaws, the regular session of December 2015 evidenced how the Board of Directors recommended submitting to the consideration of the General Shareholders' Assembly changes to Bylaws and the project to Regulate the Shareholders' Assembly. Taking into account that EEB's major shareholder is the Capital District of Bogotá, and that in 2016 a new administration took office, it hopes that EEB includes such changes in the company's documents upon submitting the same to the new administration.



Communication and consultation process between stakeholders and EEB'S corporate governance structure



Regarding the consultation between stakeholders and EEB's Corporate Governance structure, meetings of the General Shareholders' Assembly, the maximum governing body, constitute the main on-site mechanism to supply information to partners. In that regard, information on candidates that may be part of the Board of Directors and their CV's was disseminated and submitted to stakeholders during the term of the summons in EEB's website and in the company's offices, as per that set forth in Law and in the Company's Good Governance Code. Likewise, during the summons term (period to exercise the right to inspection) corresponding to the General Shareholders' Assembly, it made its financial information and affiliates' information available by means of the same mentioned channels. Currently it remains published indefinitely and is available for consultation at EEB's website.

For the General Shareholders' Assembly, the summons together with the day's agenda of the meeting were communicated publicly on EEB's website, where it remains indefinitely, as well as published in a national newspaper during the period of such summons. As per that set forth in paragraph 4 of article 18 of EEB's Good Corporate Governance Code, the performance of Assembly meetings are divulged through real time transmission mechanisms and press releases issued "minute by minute".

All communication guidelines and processes, internal and external, are managed by the External

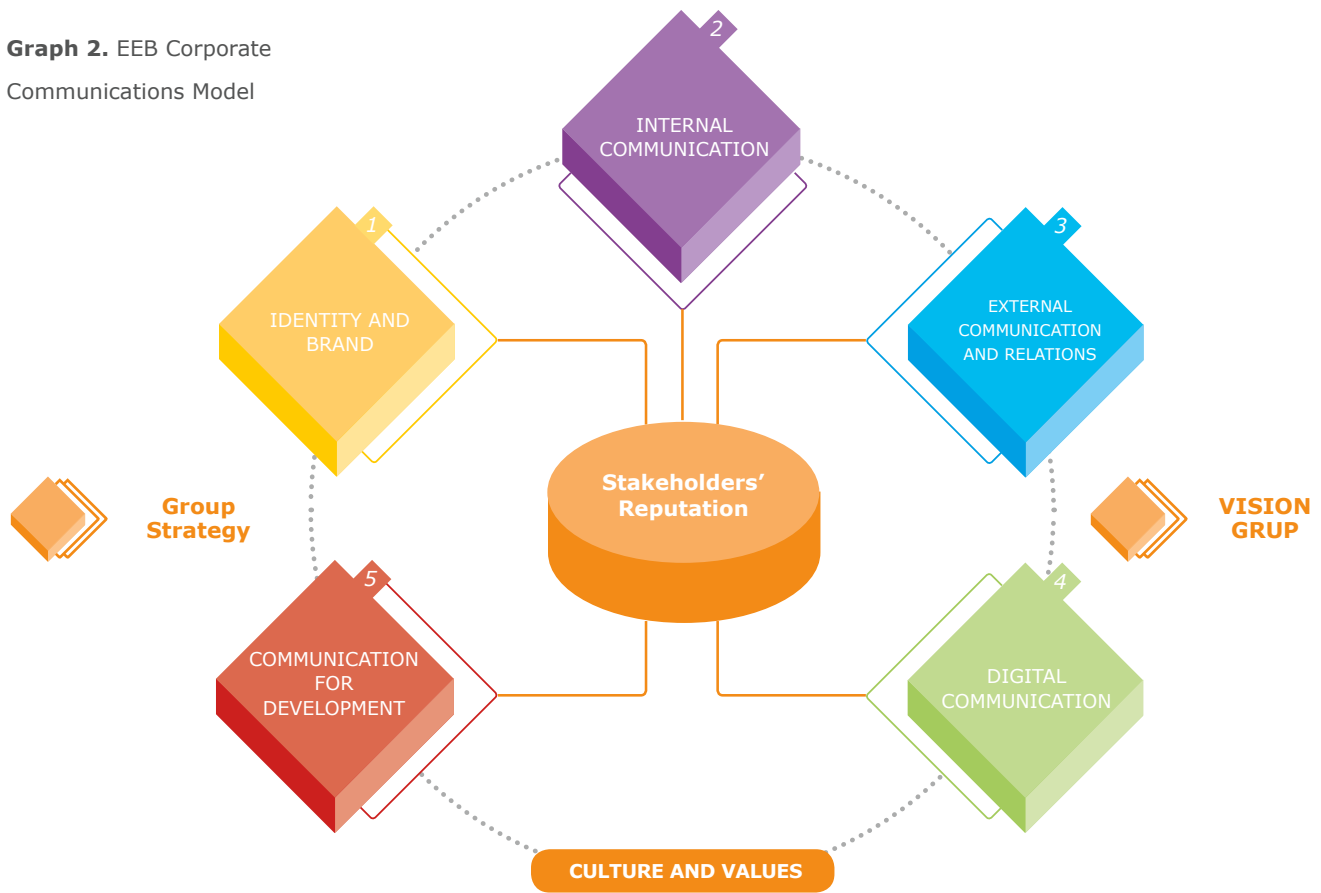
Relations Management (DRE). Based on the Communication Policy, DRE established a Communication Plan, based on a Strategic Communication Model for Companies of Grupo Energía de Bogotá. It was structured taking into account five processes: i) identity and brand, ii) internal communication, iii) external communication and relationships, iv) digital communication and v) communication for development.

Such Model, which became effective as October 2015 defines the Communication Model for Grupo Energía de Bogotá. To that end, it integrates the delivery of all mass processes of information carried out by EEB with dialogue spaces that encourage trust and commitment with all stakeholders.

All Group companies shall apply the Strategic Communication Model: it takes into account management of reputation and relations with Stakeholders as key elements to manage sustainability. On the other hand, the information generated as of external communications with stakeholders will be organized in a manner as to be presented to Top Management and used as feedstock in the decision making process and in the application of corrective or improvement measures, if any.

During 2015, the External Communication and Relationship Strategy was aimed at consolidating EEB's position, showing its soundness, its expansion perspectives, its constant growth and the fact of having an investment plan defined for the near future. As per the foregoing, some actions related to relationships focused on improving the company's reputation vis-à-vis specific stakeholders; however, some facts related to Top Management governance issues regarding provisions of EEB's Corporate Governance bodies, have influenced EEB's perception. One of the reputation evaluation tools of companies operating in Colombia (Monitor Empresarial de Reputación Corporativa – MERCO), recorded the following results:

Graph 2. EEB Corporate Communications Model



- ◇ EEB decreased its position in the ranking of companies with the best reputation. In 2013, EEB was ranked 42, in 2014 it was ranked 59 and in 2015, it was ranked in position 72.
- ◇ As regards sector ranking (energy, gas and water sectors) EEB went from position 4 in 2013 to position 5 in 2015.

This downturn on the perception of reputation has been considered in the External Communications and Relationship Strategy that the Company has undertaken; therefore there are expectations of potential changes in Corporate Governance inherent to the public-private

model in which EEB operates, in order to improve perception of reputation and the company's current ranking.

As part of the Relationship Plan with main opinion leaders, columnists, directors, editors and journalists of communication media, in 2015 the company gave three training workshops to journalists in Bogotá, the departments of Cundinamarca, Boyacá and the Coffee Region in Colombia. Their objective was to get to know EEB better and to present the ten energy transmission projects the company undertakes in regions of the country as well as all other undertakings regarding sustainability. The above, according to information provided by Punto Cardinal, the company in charge of the relationship plan.



As part of that plan with opinion leaders, between January and November 2015, it obtained 2,439 free-press positive and neutral publications amounting to COP\$23,302 million. Contrary to the former, negative free press publications reached 199 and amounted to COP\$1,128 million (as per information provided by Punto Cardinal). In the negative publications, the subject that arises over and over relates to construction projects in the department of Quindío (Armenia) and Cundinamarca and Boyacá (Norte).

Between 1 January and 31 December 2015, EEB's website obtained a total of 546,385 visits and 199,794 single-users, and the average time was 1:56 minutes. Most visits are from Colombia, the United States, Mexico, Peru and Ecuador. Meanwhile, during that same period, the Group's website showed 230,770 visits, 64,672 from users and average visit time was 2:45 minutes.

EEB continuously improves its website to offer comprehensive and thorough information to stakeholders. To that end, it offers a series of communication and consultation channels that gather and systematize information to ensure satisfactory responses.



Website managed by EEB are:

<http://www.eeb.com.co>

<http://www.grupoenergiadebogota.com/>

Any stakeholder may access management instruments that are relevant to EEB, such as contracting bylaws, auditing manuals, corporate policies, relevant press releases to all stakeholders, public bidding requests, and financial services for investors, shareholders and vendors, among others.

In 2015 it also experienced the structuring and start-up of the project Google Maps® in order to offer a new geopositioning service of projects undertaken by the Company to all stakeholders. This tool allows not only to locate the site where group companies operate, but also to locate routes and areas of influence where projects are being undertaken in Colombia, Guatemala and Peru.

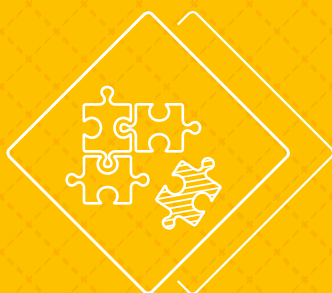




Also, during 2015, EEB developed protocols to initiate a social network project in the company. It also defined the virtual strategy and the action plan to face potential crisis in each of these networks where EEB will be on. (Twitter, LinkedIn, Facebook and Youtube).



To access the geopositioning service of EEB projects in Google Maps, visit: <http://www.eeb.com.co/empresa/visor-google-maps>



As part as the celebration to commemorate 120 years of the Company's history in 2016 and to continue implementing the Communication Model, it will develop a microwebsite containing information and relevant multimedia content from EEB in light of its history and its contribution to sustainable development.

Implementing and followin-up on the recommendations set out in the new Código País, as well as adherence to changes and updates made in EEB's corporate documents.





Ethics and fight against corruption



¿WHY IS IT IMPORTANT?

Practices to strengthen ethics and the fight against corruption are part of EEB's organizational culture and a fundamental pillar in our relationship with stakeholders and their behavior in markets where the company carries out its businesses.



¿HOW ARE THEY MANAGED?

G4.56

The Company has implemented, and has made it extensive to all companies that make up the Corporation, a series of mechanisms that drive the performance of coordinated actions against fraud and corruption events, promote corporate values and transparency in management and foster the commitment of Group Companies, their collaborators and stakeholders in the fight against fraud and corruption events.

G4.58

Among such practices and mechanisms for ethics and the fight against corruption, the following stand out:



Ethics Code, which establishes and develops behavioral guidelines and rules of action regarding relations with their stakeholders and its actions in markets where they carry out their businesses so these may adjust to corporate values and the obligations assumed in the labor relation. All EEB collaborators, as of the moment they are appointed and by means of annual renewal, will sign a commitment adhering to the ethics code and declaration of conflict of interests.



Anti-fraud and anti-corruption policies, which objective is to prevent, detect, investigate and remedy fraud and corruption in and against Group companies.



Ethics channel is a mechanism in place to prevent, detect, investigate and remedy any event of fraud or corruption, illicit behavior or any wrongful conduct, which may harm any Group company. Likewise, it may be used for consultation and to request clarifications on ethical dilemmas. Complaints are reported monthly to the Ethics Committee of each company.

Any person or internal or external stakeholder of EEB has the right and is entitled to report fraud or corruption events, anonymously and safely while



protecting their identity, as well as reporting information and evidence supporting such complaint or consultation.

There are internal protocols in the Ethics Channel to allow managing this mechanism effectively while offering guarantees in terms of transparency, independence and without any retaliation vis-à-vis claims received. An independent third party manages the channel and puts in place the following mechanisms to facilitate reporting in the event of fraud, corruption or antiethical behavior:



Toll free line
for Colombia:
01800-518-2937



Website:
<http://www.eeb.com.co/empresa/etica-y-transparencia>



E-mail:
canaleticogeb@lineadedenuncias.com

subject” to inspection and oversight of this entity. As a response thereof, the manual is titled Sistema Integral para la Prevención y Control de Lavado de Activos y de la Financiación del Terrorismo (SIPLA) and was approved by EEB’s Board of Directors as per Minute 1507 of 15 August 2013. Also, it appointed the Internal Audit Director and Compliance Official. The EEB’s SIPLA Manual contains policies, controls and procedures adopted by the Company to prevent the risk of money laundering and the financing of terrorism.

- ◇ Manual of best practices for the prevention of money laundering and financing of terrorism, which although is not mandatory by law, it has been implemented to execute best practices in order to mitigate the risk of money laundering and financing of terrorism, including controls applicable to stakeholders.

On the other hand, Internal Auditing Management conducts periodic training to sensitize collaborators and vendors on these issues, in order to reinforce their commitment as regards their compliance and surveillance.

- ◇ Manual for the Prevention of Money Laundering and Financing of Terrorism (SIPLA – for its Spanish acronym). External Newsletter 060 of 2019 issued by the Colombian Financial Superintendence points to obligations in terms of preventing and controlling money laundering activities and financing of terrorism to security issuers “that are not



For more information on the Ethics Channel and other resources related to consultation and participation to oversee stakeholders in issues related to ethics and transparency, visit:

<http://www.eeb.com.co/empresa/etica-y-transparencia>



¿HOW IS IT EVALUATED?

Just as other relevant issues related to EEB's long-term commitment as regards fostering Corporate Governance and ethics and transparency practices, the fight against corruption implies internal and external controls that determine the degree of compliance with management instruments applied to manage corruption-related risks.

There are mechanisms in place issued by the Corporate Governance Code, which suggest implementing a Committee of Sponsoring Organizations of the Treadway Commission (COSO model). Such committee has been formally adopted by EEB within the framework of action of its Internal Control Policy.

The COSO model consists of five stages:

1. Control environment: defines how to delegate and control authority and responsibility by EEB's Top Management.
2. Risk administration: addresses the management of risks identified that have been analyzed as regard interference with the achievement of EEB strategic objectives.
3. Control activities: groups instruments that set firm commitments and ensure compliance with guidelines established by EEB's Top Management.
4. Information and communication: these are information systems that allow documenting and generating reports on EEB's operative and financial management.
5. Monitoring: it consists on all supervision, follow-up and accompaniment activities to the Internal Control System executed internally and externally by External Auditing for Management and Results, EEB's Audit Committee and the exercise of functions inherent to EEB's Internal Audit Management.

Internal Audit Program



Internal Audit Management is in charge of planning the audit cycle and sets an annual auditing plan. To establish such plan and in order to comply with all standards issued by the Internal Auditing Institute, which is an entity that sets guidelines required to exercise Internal Auditing activities, it takes into account risk exposure of processes to fraud and corruption events, in addition to other issues such as: i) prior results from audits, ii) level of exposure of the risk process, iii) expectations from upper management, iv) financial impact, v) reputational impact, vi) level of automatization and vii) process control environment. The weight of such factors determines their prioritization based on risks of auditable units subject to such auditing during the year.

Before each audit, potential risks are identified, among them fraud and corruption, to subsequently conduct an evaluation to vetify pertinence thereof and ensure that controls in place are sufficient for their mitigation. If deemed sufficient, it assesses their design and implementation as well as their operative efficiency.

Ethics Committee

EEB also has an Ethics Committee, which purpose is to contribute with compliance and strengthening behavioral standards established by the Ethics and Conduct Codes, as well as to purport the development of coordinated actions against fraud and corruption and the defense of ethical behavior principles as per the Anti-fraud and Anti-corruption Policy and the Ethics



Channel Manual. This committee has been also implemented in companies of Grupo de Energía de Bogotá.

In EEB, this Committee is made up by the Company's CEO, the person responsible for Internal Audit and the Secretary General, it meets when needed, without considering any frequency or minimum number of meetings during the year. As per the functions established therein, during meetings, the Committee facilitates mechanisms and due processes to investigate claims issued by means of the Ethics Channel related to fraud, wrongful behavior, consultations and ethical dilemmas. Also, it determines corrective, preventive and disciplinary actions, if any.

As of 31 December 2015, 12 claims have been received by means of the Ethics Channel, as follows

At the closing of 2015, one claim is currently under revision and not a single case of corruption has been confirmed. Other registered claims during previous years through the Ethics Channel are now closed. In 2014, 3 claims were registered and 2 consultations in the Ethics Channel.

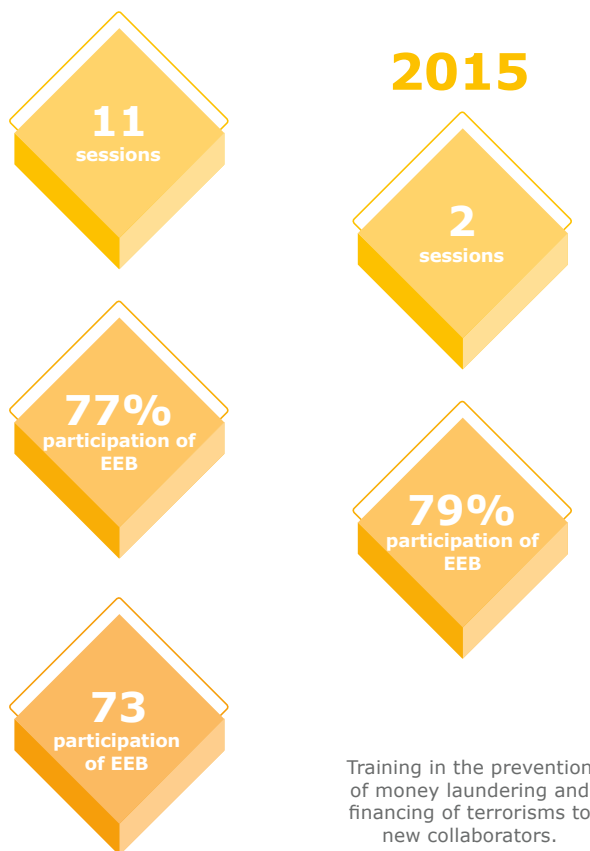
With respect to trainings given on the different mechanisms previously mentioned that promote ethics and the fight against corruption in EEB, the Internal Auditing Management maintains statistics of attendance and coverage to collaborators and contractors.

Type of claim or consultation	Number of cases registered 2015
Undue change to a contracting process	2
Conflict of interest	1
Embezzlement	2
Labor situation	5
Others other than consults and ethical dilemmas	0
Total claims received in through the Ethics Channle	10

Table 1. List of claims made through the Ethics Channel.



G4.S04



Training in fraud and corruption prevention mechanisms in EEB.

During 2015, 11 training sessions were given regarding the prevention of fraud and corruption. During these sessions, topics such as corporate values, concepts, consequences, examples and fraud alerts were explored, in addition to ethical dilemmas inherent to the Ethics Channel. Such activities reached 77% of participation from all EEB collaborators. These training sessions included members of the Presidency Com-

mittee and EEB's Audit Committee, who were given a detailed presentation of such training.

In addition to these training activities, all EEB contractors and vendors were invited and 73 of them responded. These talks were given by an expert adviser in antifraud and anticorruption matters. On the other hand, in EEB's website, Supply Management published its Vendors' Manual, which includes, in summary, documents related to ethics, applicable to maintaining a behavior in accordance to EEB's purposes. During 2015, this mentioned Manual was disseminated via e-mail to 508 vendors, of which 49% acknowledged receipt.

Also, 2 sessions were held related to the prevention of money laundering and financing of terrorism in EEB for new collaborators, participation reached 79%.

Lastly, during the celebration of the Day for the Prevention of Money Laundering and Financing of Terrorism, it sent, via the corporate communication media, to all collaborators a video titled – Businesswomen realizes that she was not protected against money laundering. The objective is to convey the idea that such risks are a business reality and that we should implement due controls to mitigate them.



To consult the Vendors' Manual in EEB, visit:

<http://www.eeb.com.co/proveedores-y-contratistas/publicaciones/manual-de-proveedores>

<http://www.eeb.com.co/proveedores-y-contratistas/marco-de-actuacion-contractual>



ACTIVITIES AND INITIATIVES | 2015

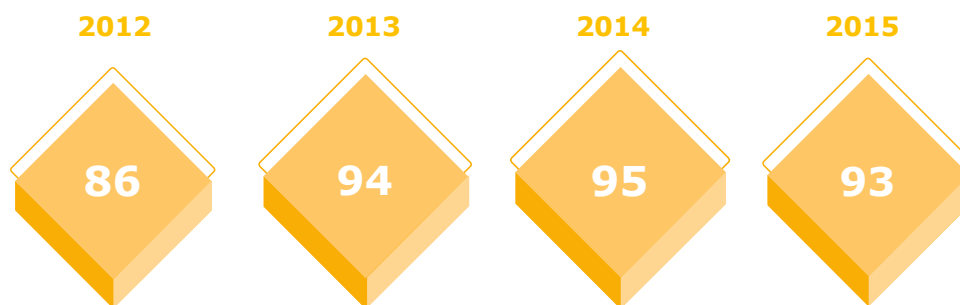
Throughout the year, the following activities were carried out:

- Management to ensure adhesion to UN Global Compact in compliance with the ten universally accepted principles. One of which focuses on the fight against corruption. The foregoing is coherent with that set forth in EEB's Corporate Policy for Sustainability.
- Involvement of EEB in the Measurement of Business Transparency of public utilities companies. This measurement consists of an independent evaluation carried out by the organization "Transparencia por Colombia" (Colombia chapter of International Transparency). Such organization issues corruption-risk level related ratings in view of four criteria. EEB obtained a rating of 93/100, as among six public utility companies with less corruption risk.

The two-point reduction rating vis-à-vis 2014 was mainly the result of a series of opening components and clear rules. EEB has received feedback and has identified improvement opportunities so that it may be subject to evaluation in the next rating period.

- Internal campaigning for the self-control component of "Juntos contra la Controlapatía," which was directed to Group companies and sought, through a creative concept, to strengthen conducts in EEB collaborators and other companies, regarding self control, strengthening the internal control system and reflecting on our labor responsibilities

In addition, it designed a e-learning course known as Internal Control Policy and evaluation thereof to assess the level of knowledge of collaborators. In this activity, 74% of all EEB collaborators participated. Lastly, it strengthened the campaigning through pop-up messages in EEB's internal communication channels (Corporate blog and virtual communications) and in Group affiliate companies.



Results of ranking of business transparency



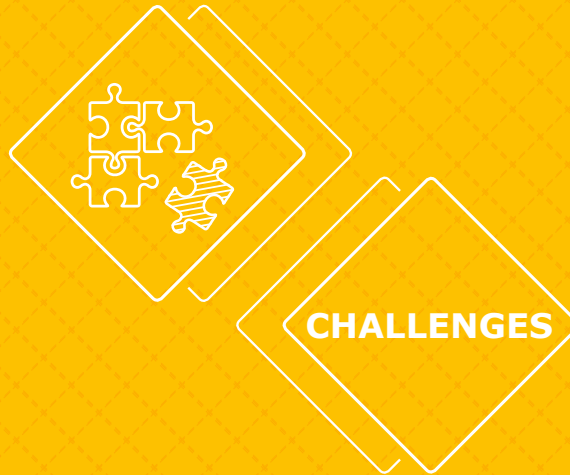
About this matter related to the Internal Control System, Internal Control Policy and responsibility vis-à-vis Internal Control among others.

- ◆ Prevention of money laundering and financing of terrorism (LA/FT – as per its Spanish acronym). EEB's Compliance Official in order to foster good practices to mitigate the risk of money laundering and financing of terrorism, has made its procedures and prevention controls extensive to its affiliate companies so that they may adopt good practices and in this manner, develop synergies in companies that make up Grupo Enrgía de Bogota.

During the first half of 2015, EEB received reports from its affiliate companies on significant progress on the following matters:

1. Monitoring LA/FT risks and controls.
 2. Verification of restrictive lists through Sentinel and/or WorldCheck.
 3. Adherence to the Manual of Best Practices for the Prevention of LA/FT.
 4. Training to collaborators.
- ◆ In compliance with that set forth in number 2.2.3 of External Newsletter 060 and the implementation of the SIPLA Manual, on August 25, 2015 the Board of Directors received the official compliance report for the period comprising 1 January to 30 June 2015.
 - ◆ In November, it carried out training efforts on the topic of prevention and money laundering with the participation of 100% of collaborators and contractors located in Pasto and Pitalito offices. Likewise, in December it gave training in Bogota offices to collaborators from Garagoa.

- ◆ On the other hand, queries on restrictive lists were also carried out for suppliers, investors, collaborators, easements and members of the Board of Directors. The queries carried out found no records in the binding lists for Colombia OFAC and UN.
- ◆ The Collective Action Agreement of companies pertaining to the Colombian electric sector was signed on June 5 by EEB at the 3rd Forum on Ethics in the Electric Sector. It was there that the Company committed together with other signatory entities, to develop and maintain a collaborative and sustained cooperation process to strengthen ethical leadership in the Sector.
- ◆ Companies that are Active in Anti-corruption, which is a voluntary initiative led by the Transparency Secretary of the Presidency of Colombia, in which the Company was keen to participate in September 2015. The project began with the aim of promoting oversight to corruption risks in such business sector.



To continue developing and applying evaluations on the pertinence of each of the existing controls to mitigate risks of corruption and other non-ethical wrongful behaviors during internal audits. This challenge has implications on the effectiveness of monitoring by process owners with greater exposure to fraud and corruption events as part of the autocontrol features that each accountable area must exercise to ensure adequate functionality thereof.

In 2016, it will continue delivering training programs to EEB collaborators in subjects regarding Ethics Code, Anti-fraud and Anti-corruption Policy, Money Laundering and Financing of Terrorism and strengthening autocontrol culture, as mechanisms to continue strengthening the Internal Control and the Anti-fraud System for Money Laundering and Financing of Terrorism in the Company and the Group.



Risk and Crisis Management



¿WHY IS IT IMPORTANT?

Risk and crisis management is a fundamental condition for EEB to ensure compliance with growth, competitiveness and sustainability objectives. Adequate management thereof contributes to meeting the vision of Grupo Energía de Bogotá, creating trust, ensuring business continuity and generating stakeholder value regarding management of uncertainties, thus protecting EEB's resources from the materialization of risks and safeguarding the rendering of services.

Measurement of impacts is done at economic, people, commercial or clients level, image or reputation and on the business operation in general. Depending on the level of risk it has strategies in place to mitigate the impact in the event such risks effectively materialize.



¿HOW IS MANAGED?

EEB has a tool to manage strategic risks and by the Enterprise Risk Assessor (ERA) process. This tool allows identifying, documenting, measuring and monitoring the efficacy and efficiency of controls. In addition, it has a Risk Management Policy as well as basic guidelines to direct risk management in EEB and its controlled affiliates.

During its most recent update, the Risk Management Policy characterized risks as follows:

- ♦ Risks of Grupo Energía de Bogotá.
- ♦ Risks to EEB Strategic Objectives.
- ♦ Risks to EEB Processes.
- ♦ Risks to EEB Projects.

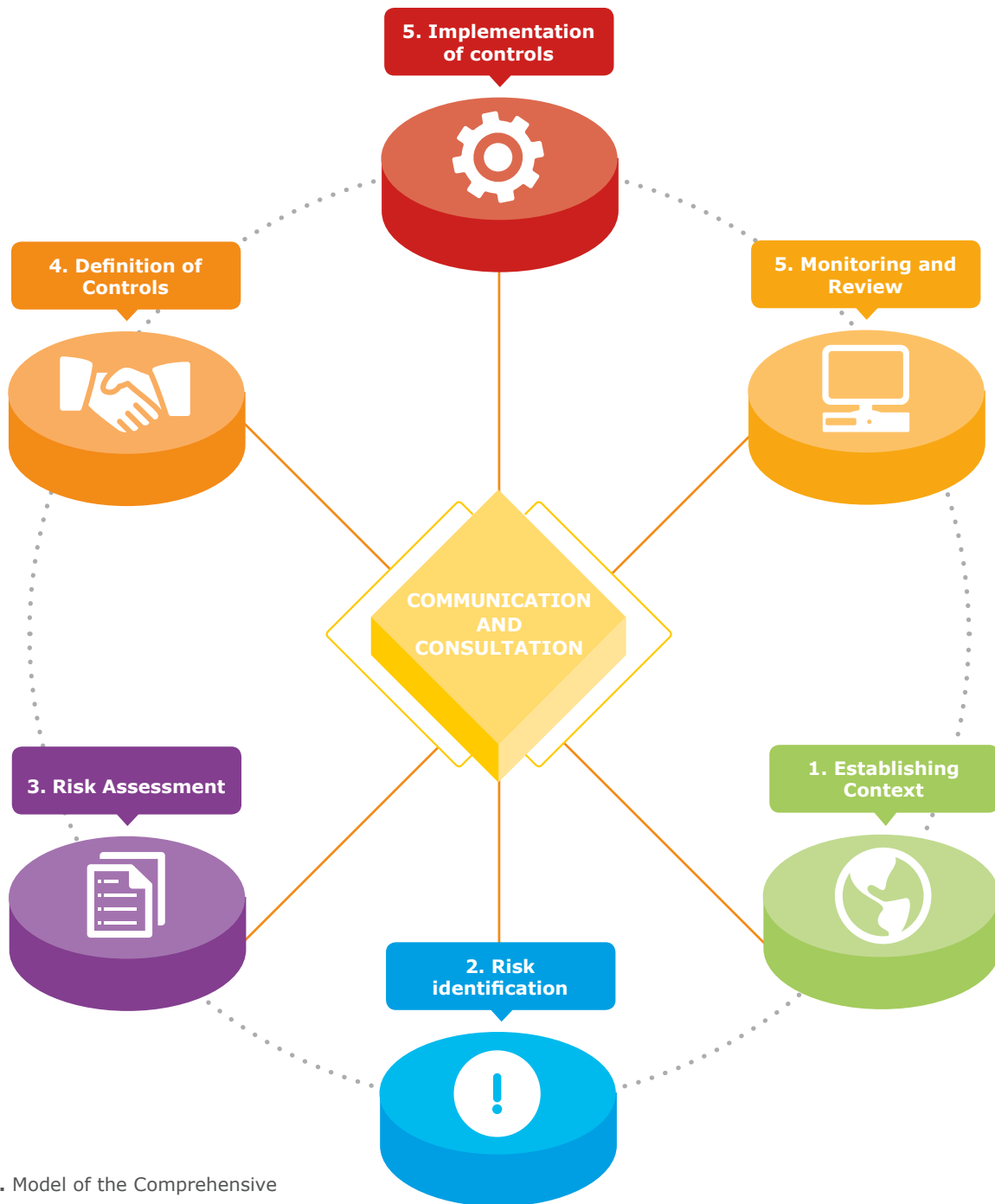
Due to these changes in the Risks Management Policy, it fine-tuned a series of methodological issues to evaluate and analyze the impact of risks identified, based on the Policy and basic guidelines to manage risks. These two elements guide the Comprehensive Risk Management System through which it ensures reaching objectives and executing the necessary activities to adequately manage risks in EEB.

In light of Presidency decision 115 of 2015, the Comprehensive Risk Management System was formally adopted and made extensive and mandatory to all controlled companies of the Group, which shall provide evidence of its implementation during 1Q 2016.

Such system will be part of EEB's strategic processes and it is documented taking into account international benchmarks such as ISO 31000. The latter establishes principles and strategies of risk management and the COSO model, previously mentioned, while at the same time it contains the main guidelines for the implementation, management and monitoring of a control system.



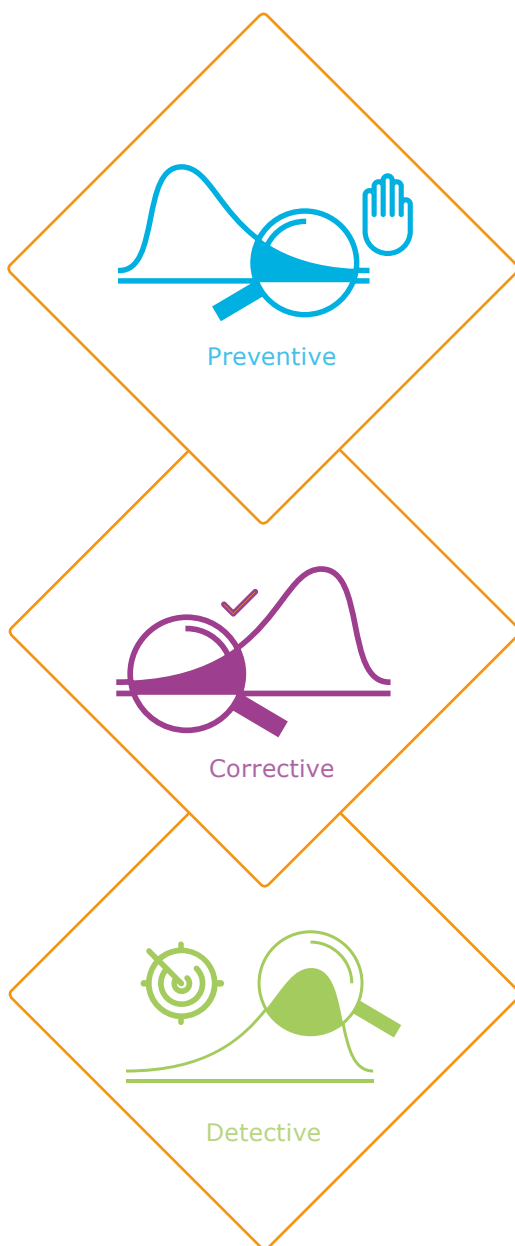
The Comprehensive Risks Management System, includes the following stages:



Graph 1. Model of the Comprehensive Risk Management System



According to the risk definition methodology it takes into account the internal and external context where EEB activities are carried out, it conducts an analysis of potential causes that may lead to risk situations and potential consequences in the event such risk materializes. Controls are defined by including the analysis of potential causes that may lead to risk effectively materializing. These are classified as:



Periodically, it follows up on the implementation of controls and determines the need to include or eliminate risks and controls, depending on changes.

In EEB the Shareholding Portfolio and Corporate Planning VP, through Corporate Planning Management is responsible of managing risks in a comprehensive manner. To that end it defines guidelines, it advises, sensitizes and trains the areas and affiliate companies to identify, assess and follow-up on risks and their mitigation measures (controls).



¿HOW IS IT EVALUATED?

As established in EEB's Comprehensive Risk Management System, the Company monitors and revises mitigation and control measures defined to prevent risks from materializing. Process owners are responsible for an adequate definition and implementation of mitigation (control) measures of their processes and therefore must ensure that the latter are effective in addition to making sure they mitigate risks identified and assessed. As mentioned previously, the annual audit plan of the Internal Audit Department that achieved an execution of 98% at the closing of 2015, contemplates the assessment of the effectiveness of the implementation of defined controls on risks of all kinds, not only those of corruption or those related to misconduct towards defined processes or processes included in the audit's scope within the annual audit plan approved by the audit committee.

Each year risks and controls defined are revised with the respective areas to update or improve them, while it also analyzes changes in applicable law, the environment and the organizational strategy and structure. In the event it identifies the materialization of any given risk contained in the Risk Management Policy, EEB defines actions to follow up and analyze



such event and determines its causes and impacts, establishing, on a case by case basis, if new corrective or preventive controls must be put in place, updating risk assessment, documenting the event and disseminating results of the analysis to all parties involved.



ACTIVITIES AND INITIATIVES | 2015

During 2015 the following activities were carried out:

Crisis Management

In 2015, the External Relations Direction, as the area in charge of internal and external communications, conducted trainings on updates made to the Training Manual on Crisis Situations. In total, 68 people participated in these training sessions, among them, spokespersons of the Company, contractors and collaborators who are responsible for undertaking transmission projects.

That same year it defined a protocol to make EEB active in social networks. As previously mentioned, it established an action plan in the event of any crisis situation that may arise in each of the networks where EEB will be present. Such plan will be subject to dissemination, training and implementation, to the extent the virtual strategy and the protocol for social networks in EEB is effectively put in place.

Risk Management

Some highlights of significant events during 2015:

- ◆ Training of new agents in EEB and in other Group controlled companies as regards the risk management methodology and the use of ERA, the risk management tool.





- ◇ Application of the risk and control analysis, updating the analysis conducted in 2014. Such results were disseminated in each respective area.
- ◇ Advisory by Planning Management with other areas in order to improve the definition of risks, their controls and assessments.
- ◇ Issuance, by Planning Management, of improvement recommendations on risks defined by affiliate companies.
- ◇ Making improvements on risk administration tools and management support to areas and affiliates in the use thereof.
- ◇ Selection and definition of risks ensurable, and the execution of quantitative analysis of events in order to quantify the respective premiums.
- ◇ Revision of business continuity risk and follow up of actions defined to verify their implementation.
- ◇ Documentación del sistema de continuidad de negocio como parte de la gestión integral de riesgos y e incorporación del mismo como proceso estratégico de la empresa.
- ◇ Updating the information of key processes for business continuity regarding those responsible, in addition to risks and impacts.
- ◇ Implementation of strategies defined to prepare the Company in case of a catastrophic event.





To follow up on the challenges set in 2014, work was conducted together with new agents and EEB areas and with affiliate companies to improve the definition of risks and their controls. In this regard, in 2016 implementation thereof will continue strengthening EEB's risk management culture.

Among the investment opportunities assessed by the different business areas in 2015, it was possible to undertake a risk analysis to facilitate the decision making process. As a result of this undertaking, EEB will continue taking on the challenge of implementing risk methodologies in all its investment opportunities.

In 2015, new joint work spaces were opened with the Financial VP and with an external consultant to respond to the challenge of selecting insurable risks and quantifying the value of such insurance premiums with the analyses of events. The foregoing entails a permanent risk analysis to contribute to the decision making process and the effectiveness in the use of resources.

Risks updated with their respective updates in ERA (risk management tool), responds to changes in strategic maps. During 2015, the need to implement new proposals of the Sustainability Model, gave rise to new updates on processes that constitute a challenge to continue updating applicable risks, according to the characteristics of each process.

Other key challenges to move forward in the subject of risk management, are:

- ◇ The creation of competencies to improve the identification of risks and controls in EEB's processes and projects.
- ◇ The performance of improved quantitative risks analyses.
- ◇ To continue revising critical processes for EEB where there is greater vulnerability of risks related to fraud and business continuity and include this information to supplement the criterion of internal audits that will be conducted in 2016.
- ◇ The best identification and attention paid to risks related to EEB and climate change.



COMMITMENT

2

**To render services
implementing best business
practices**



Frame of action



The Company ensures rendering services to its clients in an efficient, reliable and timely manner. Likewise, it implements best business practices, applying standards of quality and safety to generate value in addition to competitive prices.

Service Quality and Reliability



WHY IS IT IMPORTANT

Through this, the Company manages the responsibility inherent to rendering public services complying with the highest standards of quality, safety, sustainability and reliability. Thus, it ensures customer satisfaction and returns on shareholders investments.



HOW IS IT MANAGED?

Management of this commitment is framed within the following policies: Corporate Sustainability Policy, Environmental Policy, Social Policy, Risk Management Policy, Contracting Policy and best practices that are being currently implemented in the business. Furthermore: it involves the following activities:



- ◇ Remote operation, in real time of all transmission assets from the Company's Control Center, as well as redundant local operations thereof.
- ◇ Planning, programming and execution of electro-mechanical, civil and rights of way maintenance of the entire transmission infrastructure.
- ◇ Operation and maintenance of the communications system.
- ◇ Re-establishment of infrastructure in case of emergency.
- ◇ Continuous improvement of administration, operation and maintenance processes of the transmission infrastructure.

- ◇ Social and environmental management of communities in the area of influence where infrastructure is located.
- ◇ Management of Safety and Health at Work (SST – for its Spanish acronym).
- ◇ Management of construction projects in accordance to PMI guidelines.

Support and control entities

Given that the Company is governed by laws 142 and 143 of 1994, which allow the make up of a new scheme for the national electric sector, the institutional framework in which EEB operates is shown in figures 1 and 2.



Graph 1. Institutional operations framework



Rendering electric power transmission services to our Clients (network operators, generators, carriers) under quality and reliability standards ensuring availability of assets.

ACTIVITY	MANAGEMENT BY EEB	CONTROL ENTITY
Preparation and presentation of bids for transmission projects	<ul style="list-style-type: none"> Planning and New Business Management Engineering and construction management Secretary general Financial VP Shareholding Portfolio and Corporate Planning VP 	<div>Expansion Plan of the Electric Sector – Public bid</div> <div>Selection of investors and auditors</div>
Studies, desings, supplies, licences and construction of the project	<ul style="list-style-type: none"> Planning and New Business Management Engineering and construction management Secretary general Financial VP Shareholding Portfolio and Corporate Planning VP 	<div>Environmental licensing</div> <div>Community management</div> <div>PMA</div> <div>Permits and right of way</div>
Operation of the transmission project	<ul style="list-style-type: none"> Engineering and Construction Management Operations Management Maintenance Management HSE Management Contractors 	
Maintenance	<ul style="list-style-type: none"> Maintenance Management Operations Management HSE Management Contractors 	
DIsmantling	<ul style="list-style-type: none"> Maintenance Management Operations Management HSE Management Fundación Grupo Energía de Bogotá Contractors 	

Table 1. Institutional operations framework



Regulatory Management

To prevent behaviors that relate to unfair competition, violations of law regarding practices contrary to free competition and monopolistic practices and fines on account of events related to breaches of standards or legislations related to the supply and use of products and services, Regulations' Management has implemented a system that consists of three communication tools to follow up on laws in force and their compliance:

- ◇ The Annual Regulatory Agenda: this document seeks to identify, at the beginning of each year, relevant issues that will define the regulatory future, in subjects related to economic regulation as well as environmental regulation and all other applicable standards.
- ◇ The Monthly Regulatory Report: this report follows up on the evolution and management of issues identified in the Annual Regulatory Agenda, as well as those that may arise throughout the year.
- ◇ News Report: this report relates to timely communication of those regulatory news that may be deemed relevant for the operation.

The objective of these tools is to conduct performance follow-ups to regulatory management, unify criteria and establish action plans to address specific issues to mitigate their impact and consolidate information concerning Group's Top Management and relevant areas on the regulatory status, minimizing adverse or negative effects that it may bring about to EEB's operation. Also, it ensures permanent monitoring of the regulatory path established by control entities related to the electric power market and electric transmission specifically; and enables avoiding prac-

tices that are contrary to free competition, unloyal or monopolistic competition of countries that are investment targets for EEB.

In the energy transmission business, the main communication channel between the Company and its clients consists of annual surveys. These are conducted with the purpose of understanding their perception with relation to the services rendered by it and the quality given, among other significant issues.



Empresa de Energía de Bogotá underlines that during 2015 there were no claims filed against the Company on account of issues related to behavior of disloyal competition nor violations to legislations on practices that are contrary to free competition or deemed monopolistic. Neither were there fines imposed on account of breaches to standards or legislation in force related to the supply and use of products and services.

Customer Service

The Company undertands as clients those generation, transportation (market peers) and distributors of electric power, and also the National Interconnected System.



As per the foregoing, during September 2015 it conducted a survey via e-mail, and its main objective was to learn about the perception of stakeholders who are EEB clients. Likewise, it was used to learn about which aspects of sustainability they were interested in and upon which they had response expectations from the Company. Results obtained will help to design relationship and communication strategies.

Following find an analysis of the results obtained from such survey:

Group's clients are made up by thirty-two energy generation, transport and distribution companies. The companies that filled out the survey were: Intercolombia, Epsa, XM; Enel and Transelca. Such entities are part of the energy transmission chain exercising therefore, a double role with respect to Empresa de Energía de Bogotá: as client and as market peer.

Some answers were analyzed as follows:

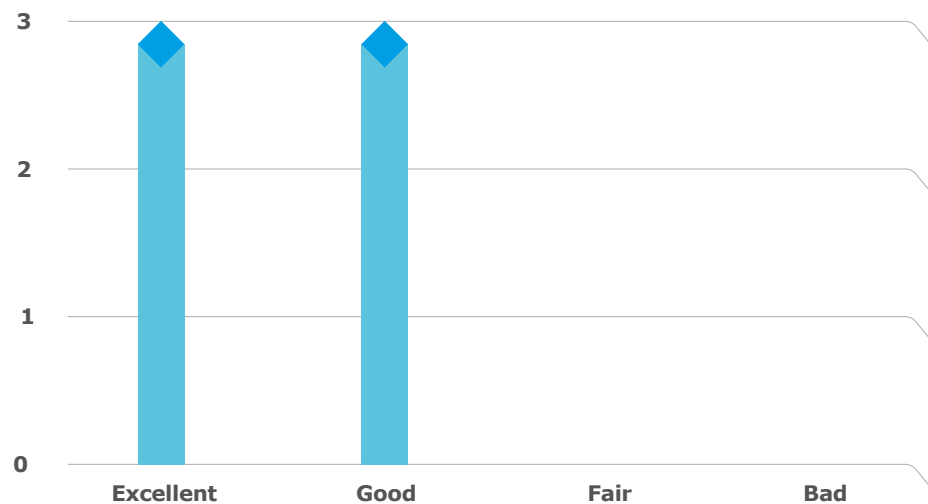
1. Perception of the electric power transmission service.

The perception these have with respect to EEB's electric power transmission services is quite favorable vis-à-vis other electric power transmission companies in Colombia. It is worth highlighting that this indicator assumes a strength of the Company and that the company responds effectively to its value proposition, focusing on Clients and further "ensures rendering service in an efficient and reliable manner and with quality."

2. Relationship of EEB

It observes that the communication and participation in scenarios for the generation of initiatives to benefit the electric power sector are two components of the relation, which received good ratings from the six companies surveyed.

What is your perception regarding the electric power transmission service rendered by EEB when compared to other transmission companies in Colombia?



Graph 2. Survey on the service quality of transmission

On the other hand, components of disclosure of information of interest to the electric power sector and alliances between sector companies aimed at generating value, were rated poorly by four of those surveyed. This means that these are the two components that require correction and improvement from the Company, with the objective of maintaining effective relations with its clients and other peer companies in the market.

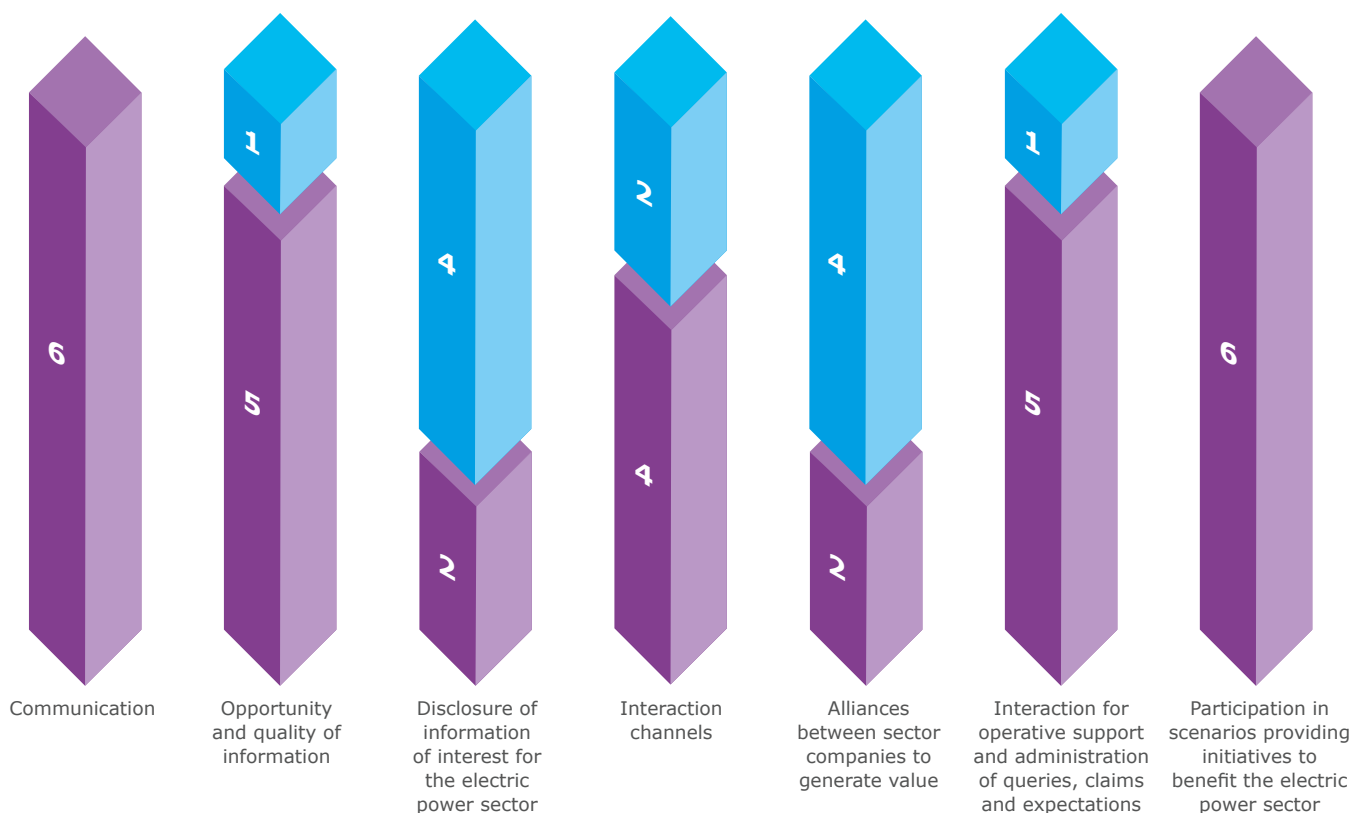


For more information on the results of the survey with stakeholders visit:

<http://www.eeb.com.co/sostenibilidad/rel-acionamiento-con-grupos-de-interes>

How would you rate the following aspects of the relationship between EEB and your company?

- ◆ Good
- ◆ Regular



Graph 3. Survey on the relationship with other companies



HOW IS IT EVALUATED?

It follows up on how this aspect is managed by means of quarterly reviews to objectives, initiatives and indicators of the Corporate Strategic Plan and regarding transmission, by means of the Transmission Strategic Plan.

Also, it has defined processes and procedures that are part of the Integrated Management System (SGI), which is made up by 21 processes and 112 procedures for electric power transmission businesses and the shareholding portfolio that operates under a continuous improvement focus and which has been audited annually by internal audits during two cycles and external audits or third- party audits carried out by Bureau Veritas.

In addition to the foregoing, it follows up on the electricity transmission activity through two indicators established in Table 2.



		2013	2014	2015	Goal
Availability of Infrastructure	Weighted available time per revenue of asset (%)	99,94	99,94	99,93	>99,9
Compliance with maintenance program	Maintenance execution (%)	100	100	96	>90
Compensation revenue per availability	Revenue (%)	0,086	0,0257	0,023	<0,5
EBITDA margin	Revenue (%)	65,71	70,17	71,76	>70
Operational margin	Revenue (%)	51,93%	56,08	63,46	>56,5

Table 2. Performance of EEB's electric power transmission activity. ¹



ACTIVITIES AND INITIATIVES | 2015

Projects

Ecopetrol – San Fernando power substation at 230 kV and related transmission lines

Official start-up date: 18 June 2017
Estimated start-up date: 18 June 2017.
Progress percentage: 18,4%.

Relevant aspects / milestones

- ◇ Selection of the most appropriate alternative for the Project.
- ◇ Preparation of the Environmental Diagnosis of Alternatives (EDA)
- ◇ Socialization in areas of influence of the project

UPME 02-2009 Electric power Substation Armenia and related transmission lines at 230kV

Official start-up date: 7 may 2016.
Estimated start-up date: 7 may 2016.
Progress percentage: 94%.

Relevant aspects / milestone

- ◇ Completion of civil works and electromechanical mounting of Substation Armenia

- ◇ Execution of an extension for the start-up date

UPME 05-2009 Electric power Substation Tesalia (Quimbo) and related transmission lines at 230kV: Electric power line Tesalia-Altamira and reconfigurations.

Official start-up date: 28 november 2015.
Estimated start-up date: Under operation
Progress percentage: 100%.

Relevant aspects / milestones

- ◇ Revenue is being received as of December 2014.

UPME 05-2009 Subestación Eléctrica Tesalia (Quimbo) y líneas de transmisión asociadas 230 kV: Línea Tesalia-Alfárez

Official start-up date
 16 December 2014
Estimated start-up date
 18 may 2016.
Progress percentage: 80%.

Relevant aspects / milestones

- ◇ Filing of Environmental Impact Study (EIS)
- ◇ Waiting for Environmental License resolution from ANLA

UPME 03-2010 Electric power substation Chivor II-Norte-Bacata and related transmission lines at 230 kV.



Official start-up date:

26 December 2016

Estimated start-up date:

13 November 2017

Progress percentage: 50,91%.

- ◇ Extension of the start-up date
- ◇ Supply of structures and conductors for transmission lines

UPME 05-2012 Cartagena-Bolivar Line at 220kV

Official start-up date:

7 March 2017.

Estimated start-up date:

8 June 2017.

Progress percentage:

32,46%.

Relevant aspects / milestones

- ◇ Filing of the Environmental Diagnosis of Alternatives
- ◇ Auto-selection of alternatives issued by ANLA; pending notification to third parties involved.



Relevant aspects / milestones

- ◇ Filing of Environmental Diagnosis of Alternatives
- ◇ Selection of the most convenient alternative for the Project.
- ◇ Preparation of the Environmental Impact Study
- ◇ Completion of detailed design of the transmission line (aerial stretch)

UPME 01-2013 Sogamoso – Norte – Nueva Esperanza at 500 kV

Official start-up date:

30 September 2017

Estimated start-up date:

30 September 2017

Progress percentage: 25,21%.

Relevant aspects / milestones

- ◇ Filing of the Environmental Diagnosis of Alternatives
- ◇ Preparation of the Environmental Impact Study
- ◇ Preparation of detailed design of the transmission line and the substation
- ◇ Proceeding for the Archeological Rescue License in Nueva Esperanza Substation Bay

UPME 06-2014 Subestación eléctrica Río Córdoba 220 kV

Official start-up date:

30 November 2016

Estimated start-up date:

14 March 2017

Porcentaje de avance: 32,49%.

Relevant aspects / milestones

- ◇ Contracting the preparation of environmental studies and lines design
- ◇ Opinion by ANLA on the no preparation of the Environmental Diagnosis of Alternatives
- ◇ Progress on gathering additional information requested by ANLA to deliver on 26 January 2016.
- ◇ Signature of the order to begin RPC contracts for Substations
- ◇ Review of the substation designs.

UPME 04-2014 Suroccidental Reinforcement at 500 kV

Official start-up date:

30 September 2018.

Estimated start-up date:

30 September 2018

Progress percentage: 7,01%.

Relevant aspects / milestones

Preparation of the Environmental Diagnosis of Alternatives for 3 stretches of the Project

- ◇ Selection of the most convenient route alternative for 3 stretches of the Project.
- ◇ Management with institutions to socialize the Project



- ◇ Contracting the preparation of environmental studies and the design of transmission lines
- ◇ Contracting EPC of substations

UPME 07-2014 STR: Transformers of the electric power substation Rio Cordoba at 220 /110 kV

Official start-up date:

30 November 2016

Estimated start-up date:

30 November 2016

Progress percentage: 28,9%.

Relevant aspects / milestones

- ◇ Preparation of the Environmental Management Plan
- ◇ Request of permits and construction licenses
- ◇ Execution of the purchase order for the acquisition of a power transformer

UPME 01-2014 Electric power Substation of La Loma and related transmission lines at 500 kV

Official start-up date:

30 November 2016.

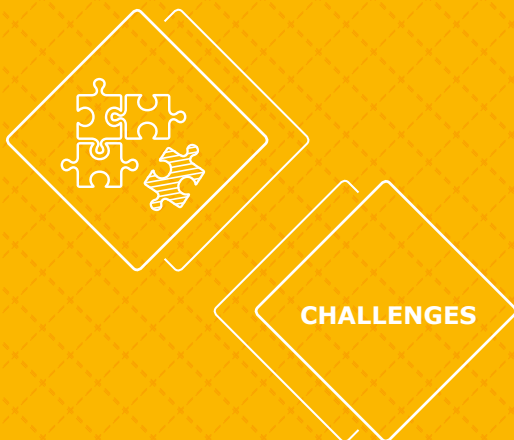
Estimated start-up date:

13 March 2017

Progress percentage: 26,79%.

Relevant aspects / milestones

- ◇ Concept by ANLA on the no preparation of the Environmental Diagnosis of Alternatives
- ◇ Filing of Environmental Impact Studies before ANLA on 30 December 2015
- ◇ Selection of EPC substation contractors
- ◇ Selection of contractors to prepare environmental studies and the design of transmission lines



- ◇ Modernize and recondition the existing transmission infrastructure
- ◇ Execute maintenance plans



PROJECTS UNDER OPERATION AND EXPANSION PART OF EEB'S ELECTRICITY TRANSMISSION



To know more about electric power transmission activities undertaken by EEB, visit:

<http://www.eeb.com.co/transmission-de-electricidad>

Northern Area

1. Termocandelaria
2. Cartagena-Bolívar
3. Río Córdoba
4. La Loma

Central Area

5. Central Corridor (Guavio)
6. South (Guavio) and System of Bogotá
7. Sogamoso – Norte – Nueva Esperanza
8. Chivor – Chivor II – Norte – Bacatá
9. San Fernando

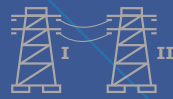
Western Area

10. Armenia
11. Substation Alférez and LT
12. Suroccidente Reinforcement

South Eastern Area

13. Interconnection line with Ecuador
14. Line Mocoa – Jamondino
15. Tesalia – Altamira
16. Tesalia – Alférez

- ◇ Substation
- Transmission line at 230 kV EEB
- Existing network at 230 kV property of EEB
- Transmission line at 500 kV property of EEB



Long-term
Commitment





COMMITMENT

3

Create Shareholder Value



Frame of Action



EEB generates value to its shareholders through the following: 1) the expansion of businesses and investments in the electric power sector in the Americas, 2) the growth and consolidation of its affiliates, and 3) sustainable and responsible optimization of profits, aimed at giving back greater benefits for its development.

Growth and optimization of profits

WHY IS IT IMPORTANT

Creating stakeholder value is one of the Company's most important mission. To achieve this, it has focused its corporate strategy in:

◇ Growing through its "affiliates" or by development and investment projects in production assets (acquisition of

companies and assets), in target countries such as Panama, Mexico, Colombia, Peru, Brazil, Chile, Ecuador, Venezuela, Canada and the United States among others.

◇ Compete in energy transport, energy businesses and related services.



HOW IS IT MANAGED?

EEB defined long-term strategic planning (2024) and medium term with a three to five year horizon.



It revisits every year those elements that make up the Strategic Corporate Plan, such as mission, vision, strategy, values, strategic objective, initiatives, projects and indicators. This update is managed by the Shareholding Portfolio and Corporate Planning VP, by means of meetings at top level and subsequently with collaborators. In this instances it proposes new initiatives, projects and indicators in accordance to changes and progress made in the Company.

Once the annual Strategic Plan has been updated, it conducts quarterly follow-ups in meetings for strategic analysis – RAE, during which it analyzes progress made in each of the strategic objectives to make the required decisions to continue the successful implementation of the strategy.

Once these reviews are completed, it begins Post-RAE meetings, where it presents collaborators consolidated progress of the Corporate Strategic Plan (PEC – for its Spanish acronym) and the commitments made therein.

Other strategy communication scenarios include corporate meetings, where the CEO speaks about overall performance of PEC and training conducted to new personnel.

Furthermore, the Financial VP actively participates in the execution of the strategy by means of:

- ◇ The administration and control of resources allocated, so they may be executed in accordance to defined schedule. The expectation is to always optimize such items, and hence, generate potential savings in the Company.
- ◇ Budget management, which will enable the Company to execute, in a perfect and clear manner the allocated budget for each period.
- ◇ The delivery of information of financial indicators to bidders interested in rendering services to the



Company and analyzing their financial soundness for contracting purposes. During the year, under this activity it optimizes analyses periods, evaluation and delivery of results or opinions, increases efficiency in that related to the process of financial performance.

- ◇ The delivery of financial, operational and commercial information of Group companies to a large number of investors, while at the same time enabling access to the required resources for its growth, under conditions of financial efficiency and optimization in banking, multilateral institutions and capital markets.

As a support tool for information dissemination purposes and to maintain an expedite communication with all stakeholders, there is an exclusive section for Investors in EEB's and Group's websites. There, it disseminates all quarterly and annual reports to investors, financial statements, calendar of events, Corporate Governance policies and all information of interest to shareholders and investors. Likewise, every quarter it holds teleconferences led by the CEO and the CFO, to which a significant number of national and international analysts and investors attend, who are interested in receiving first-hand information on the evolution of the Company and its investments.

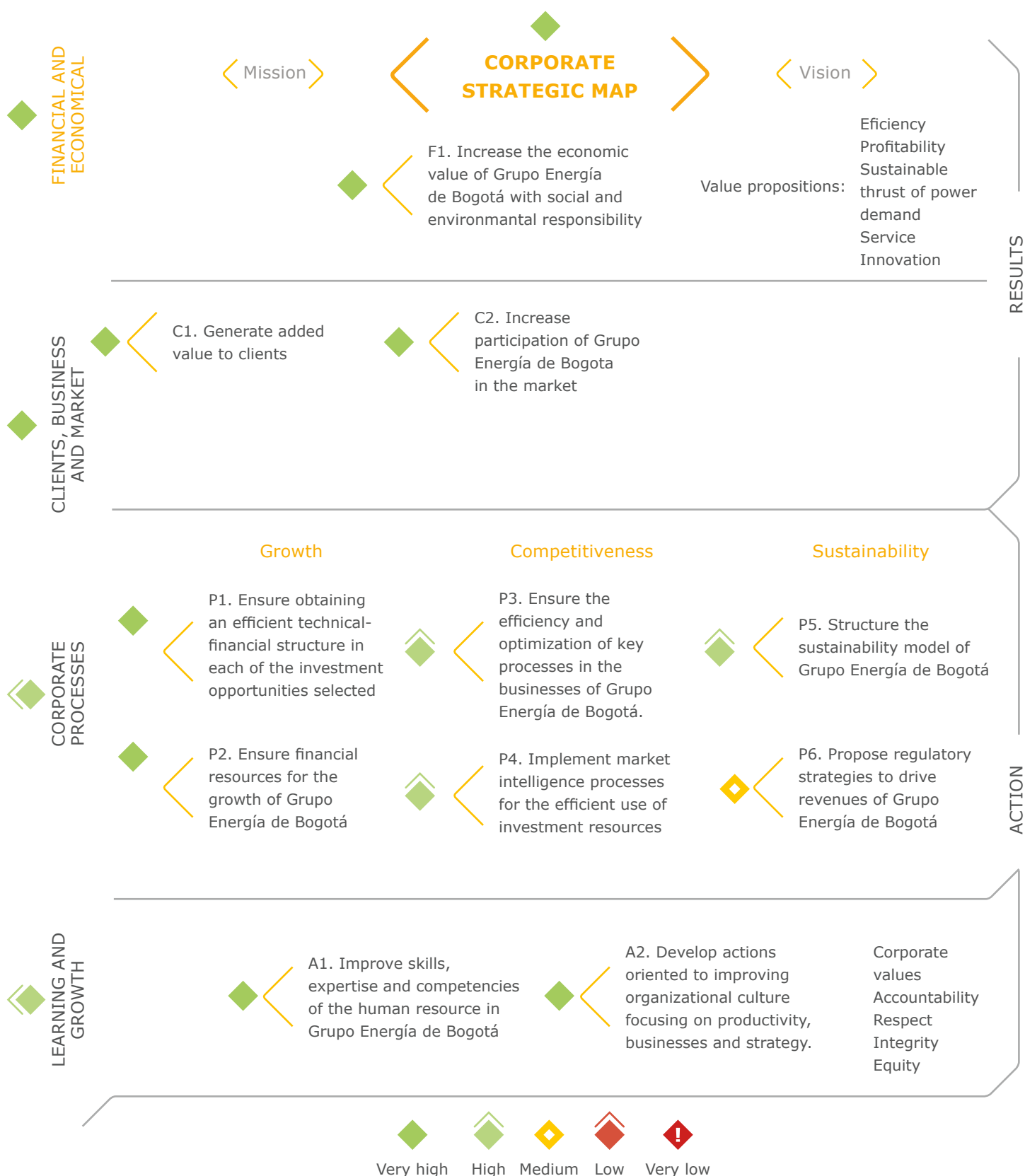
Furthermore, it continuously holds meetings with investors and corporate banking, both national and international, to provide information on the portfolio of services and other Company interests.



HOW IS IT EVALUATED?

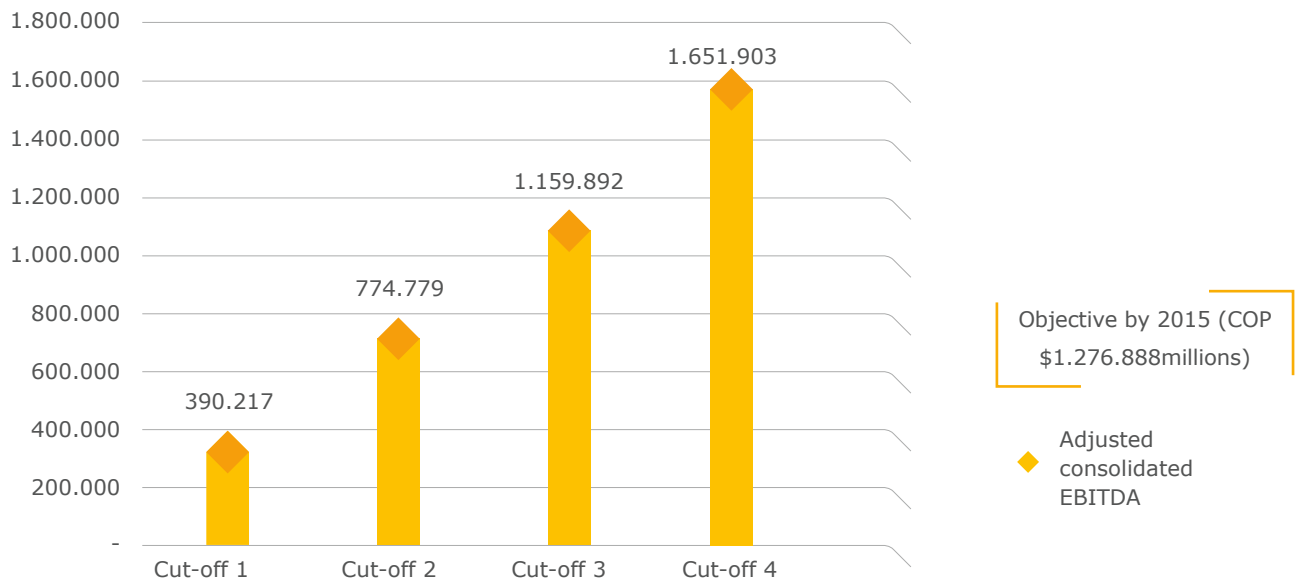
Compliance of the strategy is assessed by following up on PEC objectives, and this process is done on a quarterly basis.

Following find the most significant results of the follow-up conducted as of 31 December, where it reached compliance level of 98,8% in 2015.





Regarding financial perspective, the cut-off date meets all objectives established:

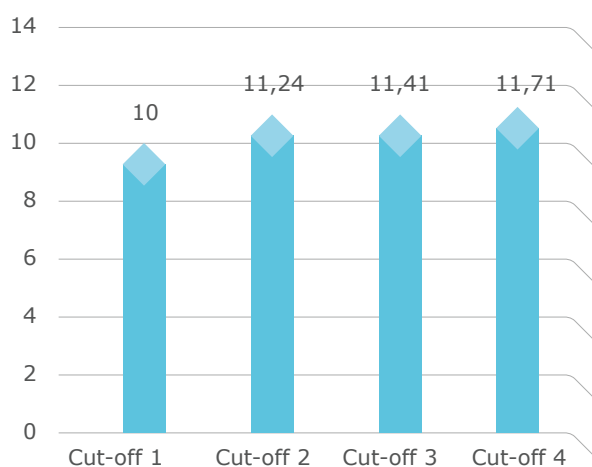


Graph 1. Adjusted consolidated EBITDA



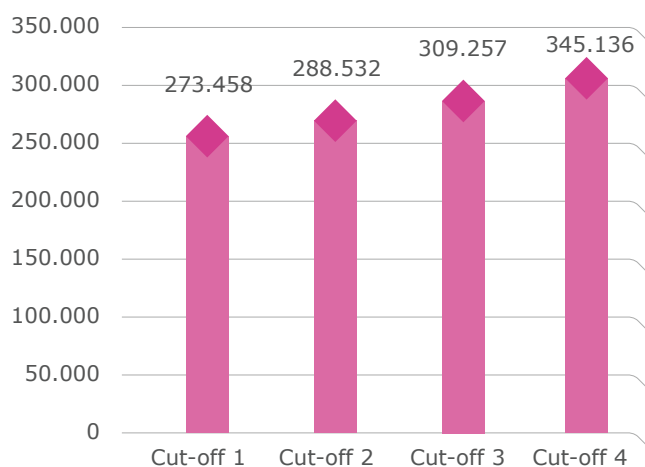


From the client perspective, it has grown in terms of market share and number of clients in affiliates:



◆ Market share Colombia STN-VT

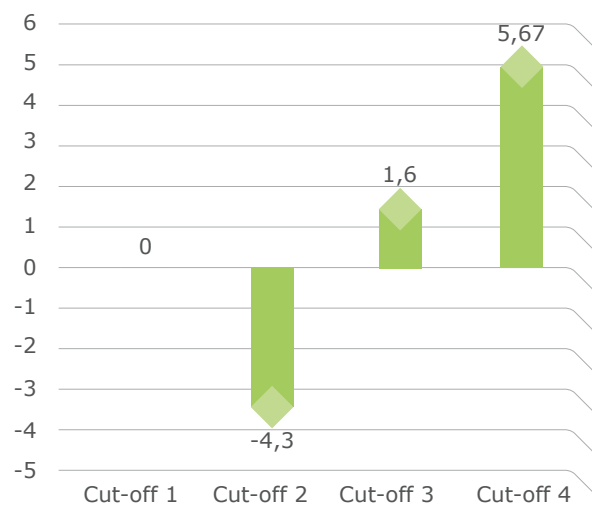
Objective 2015 (share percentage) 11%



◆ number of connections in the approved plan

Objective 2015 (number of connections) 358,752

Graph 2. Market share in Colombia STN –VT

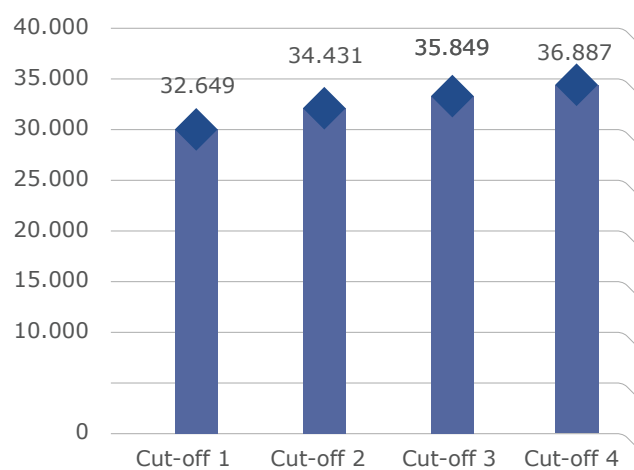


◆ Increase in transported volume

Objective 2015 3%

Graph 4. Increase in transported volume (demand) TGI

Graph 3. Number of connections in the approved plan – Cálida



◆ number of enabled connections

Objective 2015 (number of enabled connections) 34,775

Graph 5. Number of enabled industrial clients of Contugas



In terms of EEB processes and legarnings, it makes progress regarding to

Growth

- ◇ Raising the resources for current and future investment opportunities awarded to EEB
- ◇ Involvement in projects at national and international level in electric power and natural gas transport. EEB has entered a new market: Brazil.
- ◇ Investments amounting to US\$652 million.

Competitiveness

Progress in implementing best practices such as:

- ◇ Program to renew insurances
- ◇ Risk management model – phase 2
- ◇ IFRS
- ◇ Guidelines of model for procurement, contracting, logistics, human management, strategic planning, risk management and communications.
- ◇ Recommendations of Código Pais in EEB
- ◇ Opportunities of potential involvement in special projects: AAP, Metro
- ◇ Sustainability model for Grupo Energía de Bogotá.
- ◇ City innovation projects
- ◇ Human management model
- ◇ Knowledge management model
- ◇ IT strategic plan

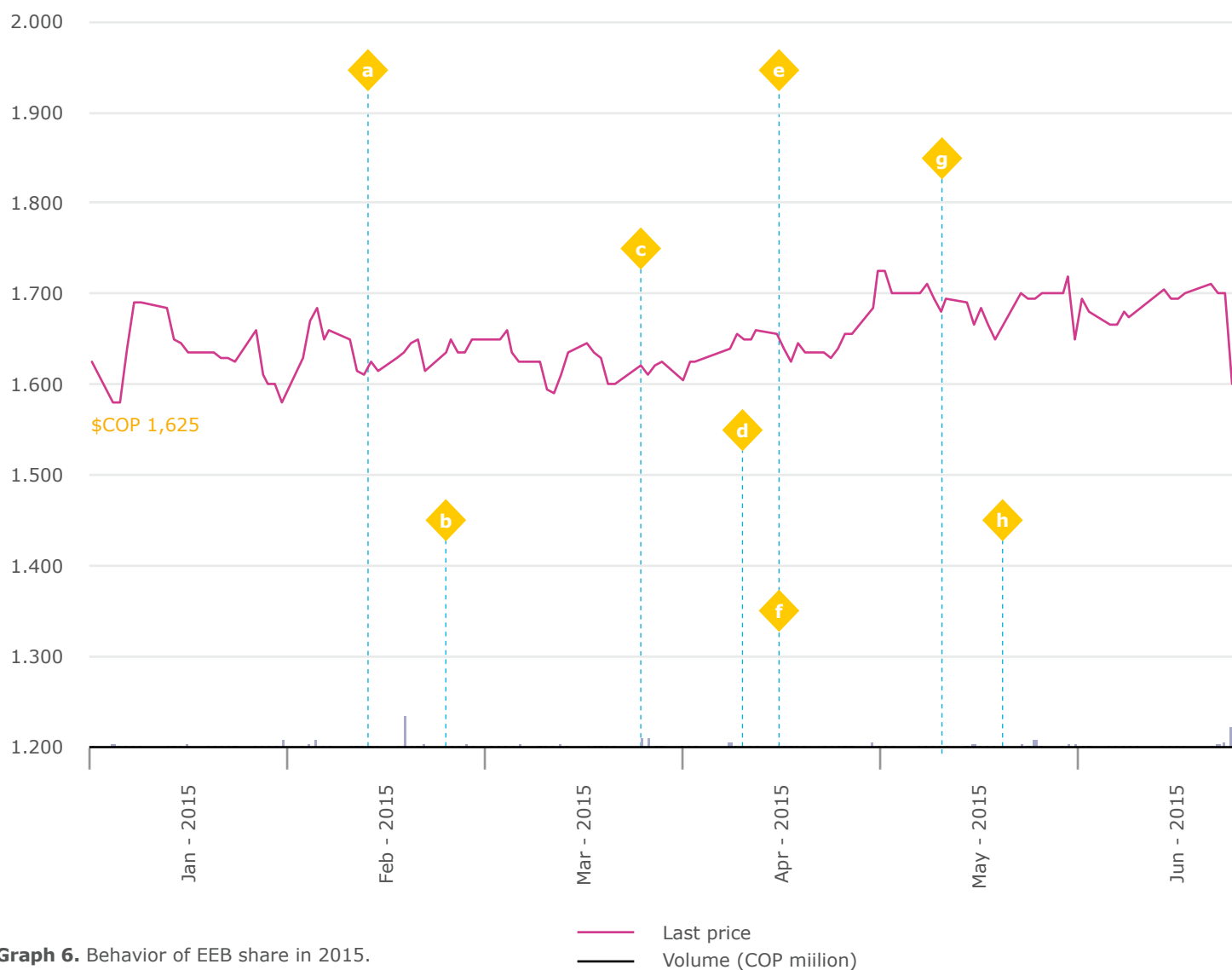
Share price behavior

Also, financial performance of the Company together with an adequate implementation of a financial communication strategy have contributed to a positive share price in 2015 (Graph 1), showing a 5.8% in-

crease at year's end, an price per share amounted to COP\$1,720.

Graph 6 shows the most relevant facts the Company experienced during the year, such as the acquisition of 51.5% of four energy transmission concessions in Brazil, results of the sale of shares of a stake Eco-petrol had in the Company, the award of new UPME projects, among others.

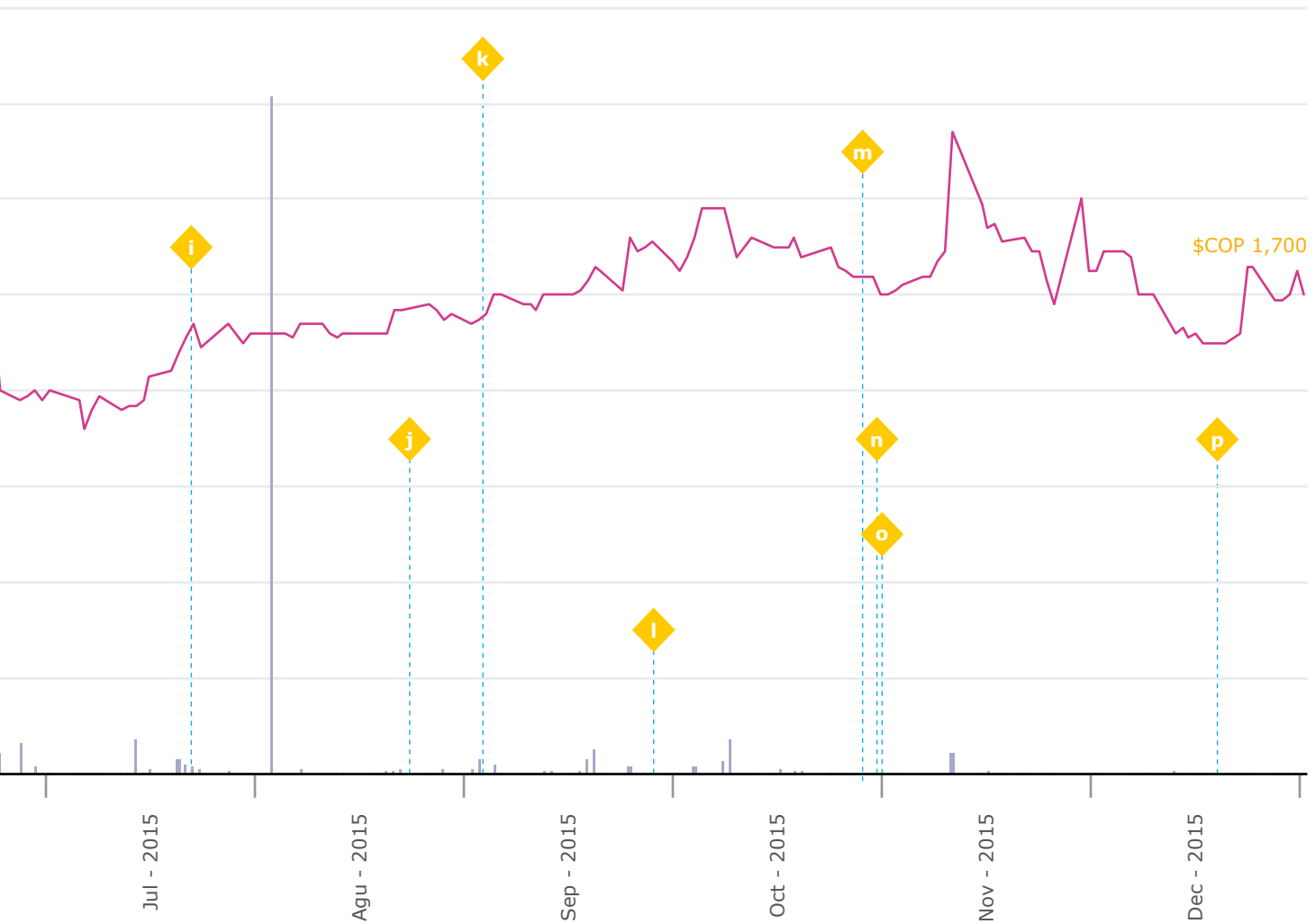




- a.** 12-Feb-2015: UPME awards project to EEB in the southwestern area of the country.
- b.** 24-Feb-2015: EEB officially inaugurated Tesalia at 230kV substation.
- c.** 26-Mar-2015: EEB entered into a sales contract to buy 51% of four electric power transmission concessions in Brazil.
- d.** 10-Apr-2015: UPME awarded 220/110 kV Rio Córdoba project.
- e.** 14-Apr-2015: EEB was awarded a project that will allow Ecopetrol to connect to the

National Transmission System in the Castilla and Chichimene fields, in the Eastern Plains.

- f.** 14-Apr-2015: UPME awards 220/110 kV Rio Córdoba project
- g.** 19-May-2015: ECOPETROL S.A. add offering for sale the first stage of shares.
- h.** 25-May-2015: GEBBRAS LTDA. was registered as part of the Corporation.
- i.** 22-Jul-2015: CTM – ISA affiliate (60%) and EEB (40%) was awarded the design, financing, construction, operation and



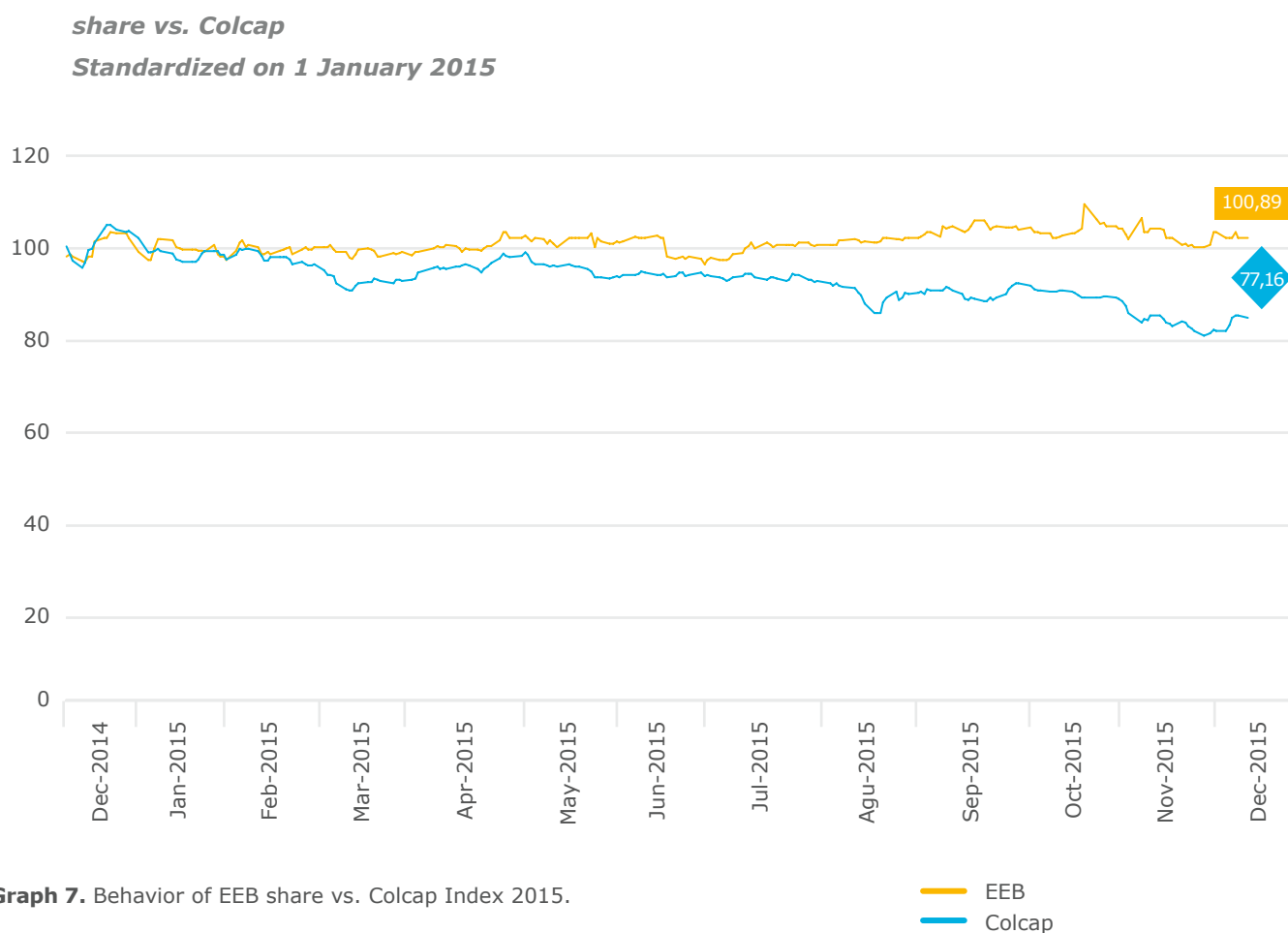
Valuation 2015
of 8,77%

maintenance of Carapongo substation.

- j. 21-Agu-2015: EEB formalized the acquisition of 51% of four electric power transmission concessions.
- k. 4-Sep-2015: Moody's raised EEB credit ratio to Baa2" with stable perspective.
- l. 28-Sep-2015: EEB authorizes the merger of Decsa, EEC with Codensa.
- m. 5-Oct-2015: Capitalization of the subordinate intercompany loan granted by EEB to Contugas. Amount US\$ 11.5 million.
- n. 27-Oct-2015: Fitch reaffirms EEB's and TGI's credit rating in BBB investment grade at international level and AAA at local level, with stable perspective.
- o. 30-Oct-2015: Beginning of share hedging by Larrain Vial
- p. 7-Dec-2015: Renewal of acknowledgement to issuers – IR. Related to transparency and good practices in the quality of investors' relationship.
- q. 14-Dec-2015: EEB begins market-maker program.



Liquidity of EEB share has changed in time, which has translated into variations in its participation in the shareholding index COLCAP (graph 7).

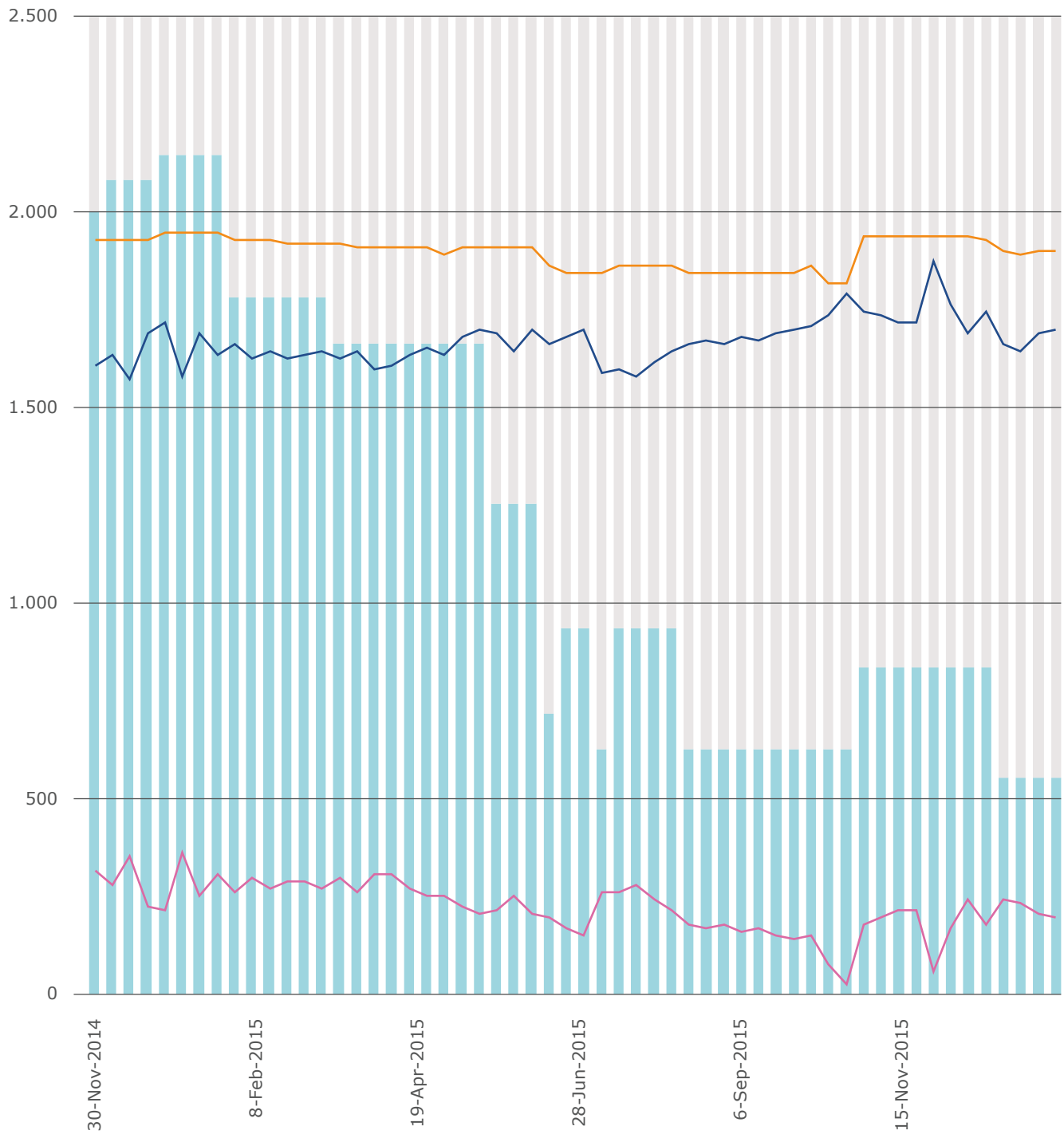


As of December 2015, EEB's share is ranked 10 out of 24, with a share of 4.1%, which makes it a long-term attractive and stable investment. Given that Company shares experience sound performance, recommendations of analysts in most cases are to buy or increase their weight in the portfolio (Graph 8).

Lastly, it highlights the constant and permanent communication the Company has with note holders, both in EEB as well as TGI and Cálidda. (Graph 9), through which it has managed to gain trust from investors and contribute to position high-price debt instruments in the market.



Historical recommendations of analysts for 2015



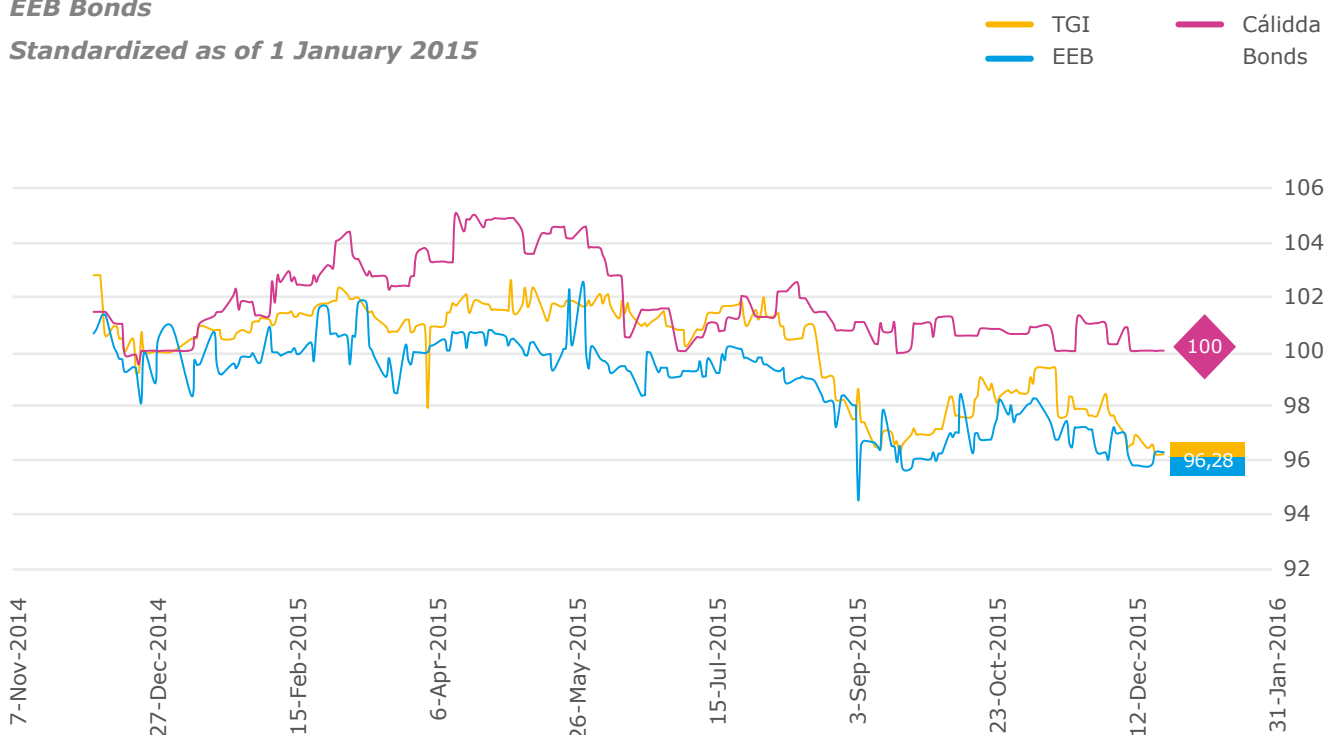
Graph 8. Historical recommendations of analysts 2015.

■ Purchase — Average price — Price Spread
■ Keep — Price



EEB Bonds

Standardized as of 1 January 2015



Graph 9. EEB, TGI and Cálidda Bonds.



ACTIVITIES AND INITIATIVES 2015

The following activities were conducted from Corporate Planning Management:

1. Final follow-up to PEC 2014 and update of indicators, objectives, initiatives
2. Structuring of strategic plan of affiliates such as Trecca and Fundación, as well as updating plans of Cálidda, Contugas, VT and TGI.
3. Definition of priorities to grow in target countries.
4. Quarterly follow-up of PEC in the Corporation and its affiliates.

5. Follow-up to PEC strategic consulting, where, among others, the following topics were reviewed:

- ♦ PEC pillars in force in light of technical and financial capabilities of Grupo Energía de Bogotá and the priorities and guidelines established by the Board of Directors.
- ♦ Analysis of target countries for growth by market segment and business type.
- ♦ Business opportunities in countries defined in light of priorities of types of businesses. (Brownfield, Greenfield).
- ♦ Main technical and organizational capabilities required to put growth strategies in place and



the different alternatives for financial instruments that will enable EEB to optimize its strategic growth plan with sustainability, profitability and value creation criteria.

- ◇ Documentation of strategic guidelines for better understanding the execution of the strategy

The following activities were undertaken from the Financial VP:

Financial Management

Financial Risks

It permanently monitored financial risk exposure (exchange rate risk and credit risk) in order to manage them in a timely manner. Likewise, it assessed a series of mitigation strategies.

Regarding exchange rate risk, it assessed and executed natural and financial hedging operations. As natural hedging it purports to have a balance between assets and liabilities in foreign currency, while the use of financial hedging operations sought to minimize risks by using derivatives financial instruments to cover exposure, including hedging to cover exchange type risk that arise from future transactions. During 2015, it carried out financial hedging operations of cash flow on future investments in Brazilian Reales amounting to US\$35 million and the asset in BRL \$105 million.

Also, it defined a coverage policy for EEB, with principles and procedures applicable to the evaluation and execution of coverages, both financial and natural, deemed pertinent to manage financial risks.

In addition, as parent company of Grupo Energía de Bogotá, the Corporation supported fol-

lowing up on affiliates and in the implementation of coverages, in determining net exposure and the implementation of mitigation strategies. As part of this task, it supported hedging operations in its affiliate Cálidda, from short-term exchange rate exposure to the Peruvian Sol, in a monthly manner, to a nominal value of US\$20 million and obtained a loan in Peruvian Soles – EB\$90.6 million in natural coverage.

Lastly, it automated the valuation of financial hedgings, which allows accuracy thereof, as well as improved information.

Regarding those issues related to credit risk, it implemented improvements in the allocation methodology for counterpart limits, in order to include management of risk concentration.

Insurance

Financial VP is in charge of the administration of the insurance program as of 2H 2014. The renewal of the insurance program manageable through EEB's Energy Re, amounts to approx US\$12 million in premiums, concentrated mainly in insurance policies to cover material damages, loss of earnings, sabotage and terrorism of EEB, TGI, Cálidda, Conutugas and Trecca.

As a result of the foregoing, management of EEB and EEB Energy Re obtained significant savings in premiums as well as the inclusion of TRECSA assets. Given the technical conditions of the policies of each affiliate company in the aforementioned coverage, were not only adequate but privileged, and those same conditions were maintained in the 2015 insurance renewal scheme, both in terms of limits as well as policies' deductibles.



Contrary to the previous period, assets of each affiliate increased considerably, thus increasing the insured amount. However, as a result of the negotiations carried out, each affiliate obtained savings of 12% to 14% vis-à-vis the previous period, and savings therefrom amounted to around US\$1.7 million, vis-a-vis the previous period.

One may observe streamlining of revenues for Cautiva EEB Energy Re, which went from US\$1.3 million in 2014-2015 to US\$2.4 million in 2015-2016, approximately.

◆ **Debt Reconstruction Model**

In 2015, Financial and Insurance Planning Management led the construction of a debt restructuring model for the Group, seeking to achieve adjustments between EBITDA generation and EEB' and affiliates' new debt.

Treasury Management

The following activities were conducted:

- ◆ Acquisition of GEBBRAS amounting to BRL\$549 million, equivalent to US\$152.2 million. The financing strategy included a special purpose vehicle created to that end and at EEB level. This related to the fact that companies bought are leveraged and have their own financing ensured thanks to their respective cashflows, assets and shares.
- ◆ Financing was conducted in two stages: 1) short-term financing to materialize the acquisition (equity and intercompany loan), and 2) refinancing and streamlining long-term debt.
- ◆ On 21 August 2015, financial closing was conducted by means of a draft amounting to BRL\$549.3 million, including taxes and others.

- ◆ Capitalization Consorcio Transmantaro amounting to USD\$6.4 million.
- ◆ Capitalization Contugas, intercompany loan amounting to USD\$12.146 million.
- ◆ Capitalization Contugas amounting to USD\$1,941
- ◆ Credit limits with financial entities to cover cash needs resulting from new enhancement projects, both local and international, increased to COP\$2 billion.
- ◆ It structured a short-term operation using both a combination of cash (US\$54.8 million) and intercompany loans (US\$200 million) to buy GEBBRAS (US\$50 million) and the payment of dividends (US\$150 million).

Accounting and Tax Management

The following main activities were conducted:

- ◆ Implementation of SAP BPC tool to optimize the process to prepare, present and analyze consolidated financial statements.
- ◆ Preparation of analysis reports to individual EEB financial statements and Group financial statements, monthly and quarterly (respectively), complying with IFRS and submitting the latter in a timely and effective manner to the administration, control entities (General National Accounting Entity, Public Services' Superintendence, Financial Superintendence, District Treasury Secretariat and Comptroller's Office of Bogota) to investors, noteholders and other users.



- ◇ Political and accounting definition at Group level, applicable to EEB and its affiliates. It analyzed and established that although these are defined for each respective group, related company's accounting policies do not differ significantly to those defined by the Group. Such policies for related:

EMGESA – CODENSA: GRUPO ENEL

GAS NATURAL: GRUPO FENOSA

REP – CTM: GRUPO ISA

PROMIGÁS

- ◇ Conducting special audits by statutory auditors for the following processes

EEB: audit as of June 30, 2015 for debt restructuring projects of the Company.

TGI and IELAH: audit as of June 31, 2015 with the purpose of merging these two companies.

DECSA-EEC: audit as of July 31, 2015, with the purpose of merging these two companies.

Affiliates abroad: limited review as of 30 June, 2015 of TRECSA and Contugas.



¹ EEB is classified in GROUP 1 as regards IFRS implementation in Colombia, therefore the mandatory transition period began on 1 January 2014 and the issuance of the first financial statements under IFRS will be 31 December 2015



Growth of operational revenues related to the transmission business, revenues on account of dividends, the execution of financial strategies to efficiently manage financial resources and the increase of investments resulted in net profit COP\$320,500 million, for the period January-December 2015. As of 31 December 2015, operational revenues in the energy transmission business showed a higher level to that forecasted, COP\$177,258 million compared to COP\$155,613 million, reflecting growth of 13,90%.

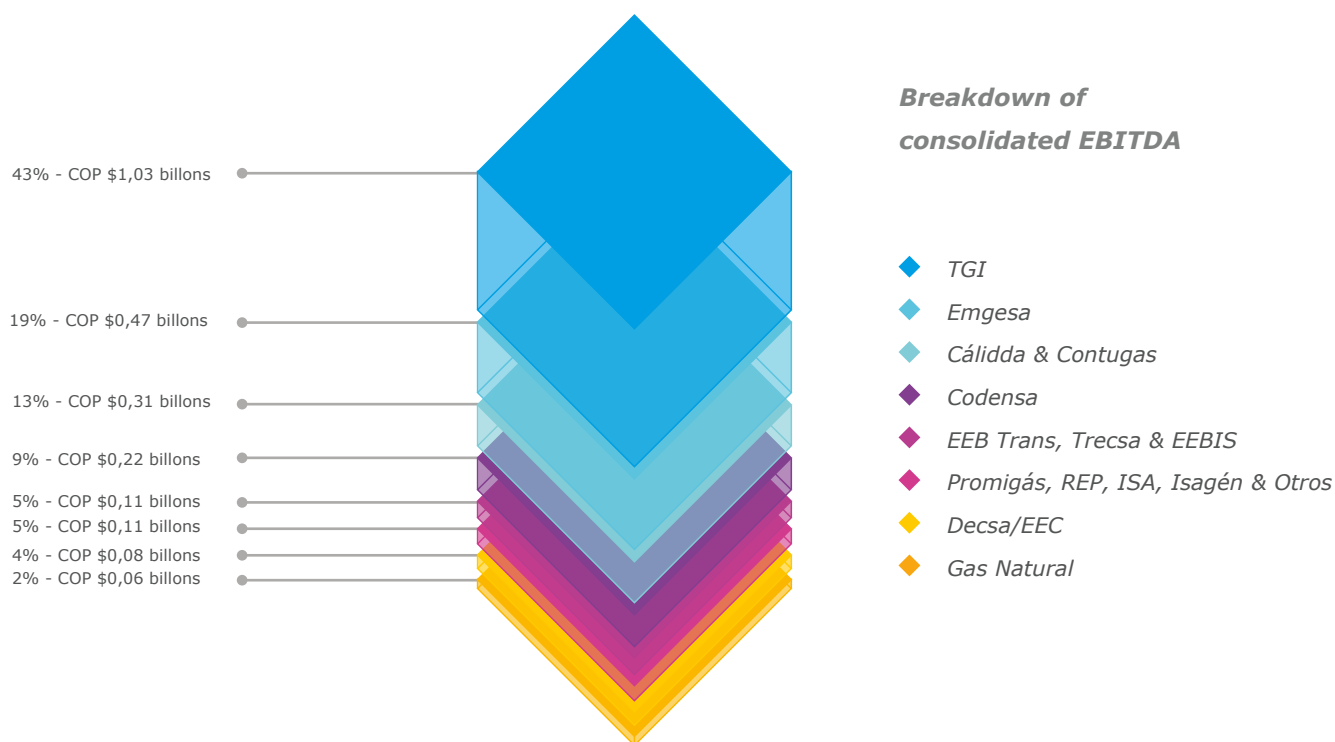
At the closing of 31 December 2015, last twelve months consolidated EBITDA reached COP\$2,41 billion, resulting from greater dividends and interests earned and improved operational performance. EBITDA is broken down as follows per company type (controlled and participated) as shown in Graph 10.

Regarding taxes, it fulfilled regulations in force when liquidating and paying taxes in territories where it exercises its economic activity, the main activities conducted were:

- ◇ Liquidation and timely presentation of all tax related obligations at national, departmental and municipal level, as per periodicities required, thus avoiding fines.

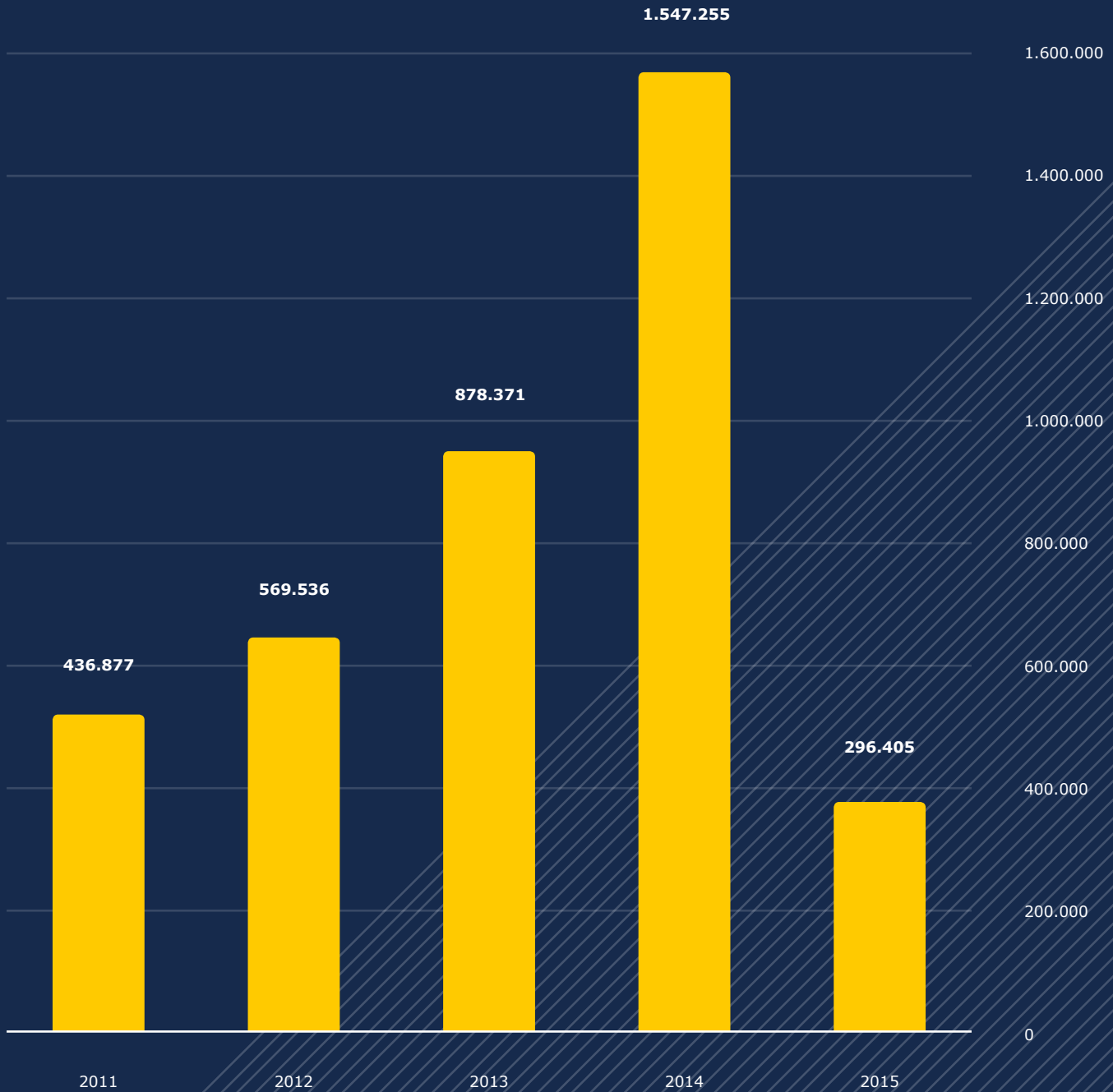
In April 2015, the Company filed its Income Statement and other supplementary information for taxable year 2014, which had a positive balance of CO\$11,718 million. Such exercise was required by the Company and acknowledged as an amount in favor of DIAN (Colombia tax administration entity) by means of resolution issued on October 2015.

Graph 10. EBITDA by type of company.





EEB'S INDIVIDUAL EBITDA



The reduction of the Ebitda margin in 2015 when compared to 2014, is explained by greater revenues of dividends decreed by Codensa, Emgesa and Gas Natural during the 2014 January – September period.



FINANCIAL INDICATORS ON SUSTAINABILITY

Concept	Year 2014	Year 2015
Direct economic value generated	1.666.637	834.538
Transmission revenues (collection)	123.631	177.258
Revenues on shareholding portfolio (Dividends received)*	1.406.515	490.659
Financial revenues (collection on interests)	109.947	134.244
<i>Other revenues (collection of fees and leases)</i>	<i>26.545</i>	<i>32.377</i>
Economic value distributed	884.756	1.433.512
<i>Operational expenses</i>	<i>68.773</i>	<i>93.802</i>
<i>Salaries and legal benefits</i>	<i>37.693</i>	<i>40.201</i>
<i>Payment of dividends</i>	<i>590.460**</i>	<i>1.100.853**</i>
<i>Payment of financial interests</i>	<i>124.609</i>	<i>139.962</i>
<i>Tax payment (to Government)***</i>	<i>61.806</i>	<i>55.401</i>
<i>Investment in communities</i>	<i>1.415</i>	<i>3.293</i>

* Revenues of shareholding portfolio (Dividend received) Revenues per dividends include the valuation of the equity participation method of investments in controlled companies. Also, in 2014, it includes anticipated dividends decreed by Codensa of investment in Emgesa and Gas Natural for the 2014 January-October period, which affects the value reported in 2015.

** Payment of dividends (2014) Payment of dividends during 2014, correspond to profits generated by EEB between January – December 2013.

** Payment of dividends (2015) Payment of dividends during 2015 made by EEB, correspond to profits between the period January-October 2014, which also includes dividends decreed by Codensa, Emgesa and Gas Natural during January-December 2013 and anticipated dividends during 2014, which also include dividends decreed by Codensa, Emgesa and Gas Natural for January –December 2013 and anticipated dividends for the period January – October 2014.

*** Tax payment: Correspond to the effective payment of taxes.



On account of 2014 Equality Tax CREE, the Company paid COP\$4,192 million as regards tax on wealth, created by Law 1739 of 2014 for 2015-2017. In 2015, it increased to COP\$30,438 million, which was paid in two equal installments, May and September respectively.

- ◇ Update of profit margins as per that established in the price transfer policy, which supports the definition of costs that renders services between companies of Grupo Energia de Bogota. Likewise, it prepared a report to tax authorities and the same was reported in a timely manner to DIAN in 2015, including price transfer and supports thereof. The foregoing to comply with the obligation of submitting information of all real-estate companies.
- ◇ Updating costs surveys of collaborators and their respective application to the costs model issued by the Public Utility Household Superintendence in SAP.
- ◇ Analysis of the proposal to modify the service rendering cost model due to the relevant costs information methodology, submitted by CREG for comments

Financing and Investors Relations Management

A debt refining strategy has been defined as part of the strategy to reduce expiration concentrations and broaden debt horizons of the corporate group, of which EEB is parent company. Likewise, such strategy seeks to reduce liquidity risks, exchange rate risks and downgrade in credit ratings.

EEB assessed the possibility of conducting a debt management operation, consisting on the partial or total repurchase of EEB's bonds due in 2021, by is-

suating a new bond with longer expiration terms. However, due to market conditions, it was impossible to conduct such operation at reasonable costs.

Issuance of local EEB bonds

During 2015, EEB carried out a process seeking the favorable opinion of the Planning District Secretary to structure a local bond issuance program for up to US\$450 million, or its equivalent in other currencies. The structuring bank has been selected and it expects to execute the same during 2016.

Financing strategy of investments in Guatemala

- ◇ EEBIS Guatemala was disbursed a loan granted by Citibank of US\$40 million, for one year, which will be used to complete the investment in the project that is being undertaken in such country.
- ◇ Long-term financing for TRECSA that will have the support of Export Development Canada (EDC), reducing financing costs and contractual obligations.

Report of results for investments

During 2015, twenty-four reports for investors have been prepared and disseminated, 8 in EEB, 8 in TGI and 8 in Calidda. These contain detailed analyses and concise information of financial, operational and commercial results of group companies and their non-controlled investments.

In order to supplement the information submitted in those reports, it carried out 8 teleconferences to deliver quarterly and annual results, where over 110 market actors participated.



First perception survey

Greyling, the specialized consulting firm was hired to conduct a perception study for the financial community to provide a depth analysis of investors and an-

alysts perceptions about EEB. Twenty-one surveys were conducted to analysts (sell/side) and investors (buy side). In general terms, this perception survey showed a positive image of the Group, with significant future growth opportunities. Likewise, the main concerns identified by the participants related to political interference, regulatory risk, Corporate Governance and the possibility of imprudent acquisitions and limited liquidity.

Market Maker Program.

EEB assessed the possibility of contracting a market maker scheme through a stock exchange commissioning agent (SBC) to enable the company:

- ◇ Increase liquidity per share
- ◇ Increase liquidity per share
- ◇ Foster performance efficiency of EEB's share
- ◇ Stabilize prices and reduce bid-offer spread
- ◇ Protect minority investors (specially former company collaborators)
- ◇ Facilitate sale of share
- ◇ Maintain EEB's share in the main stock index within the Colombian Stock Exchange Index (COLCAP)

EEB received authorization from the Ministry of Finance and Public Credit to implement the market maker program. To that end, EEB and Credicorp Capital S.A. established a market maker program, in which resources and risk administration of the program belong to SCB Credicorp Capital S.A. This entity was selected to carry out such program.

On Monday 14 December 2015, EEB's CEO opened the negotiation roundtable session in Bolsa de Valores de Colombia, announcing the commencement of the market maker program for EEB's share.



Participated Companies

Following find the report regarding management of non-controlled companies:

Participated	Achievements 2015
REP Peru	<p>During 2015, it materialized investments amounting to US\$49.9 million for third party and bid projects, in addition to increasing revenues by 6.3%, a 5.6% reduction in AOM expenses and increase of 16.9% in net profits, vis-à-vis 2014.</p> <p>On the other hand, dividends in 2015 amounted to US\$10.4 millin of profit from 2014. Enhancement projects show progress as follows:</p> <ul style="list-style-type: none"> ♦ Enhancement no. 13. Project consisting on the construction of the Parinas at 220kV substation / Reactor R-10 20 MVAR and at 220kV connection cell of the Talara substation and the Parinas substation, progress in December 2015 reached 96.3% and its coming on stream is expected during 1H 2016. ♦ Enhancement 14. In June 2015, it achieved 97% of the execution of the project consisting of the construction of Reque substation and the installation of an additional transformer of 100MVA in the Trujillo Norte substation. ♦ Enhancement No 15: In December 2015 it achived execution of 97%, consisting of capacity enhancement of LT at 220kV San Juan-Chilca, Ventanilla-Zapallal and fourth circuit at 220kV facility Ventanilla-Chavarria and enhancement of the related substation. The last milestone of the project corresponds to the start up of Line 2243, which is expected to comply the first stage in January 2016 ♦ Enhancement 16. Project consisting of the construction of a new substation Amarills, capacity enhancement transmission lines at 138kV Paragasha II/Huánuco of 45 to 75 MVA and links to the Amarills substation with Huánuco substation. As of December 2015, progress was 97.5% and is expected to come on stream 1H 2016. ♦ Enhancement No. 17. In 2015 it initiated the project consisting of enhancing capacity of substations Puno, Combapata, Paramonga Nueva, Ica and Friaspata, which as of December 2015 showed progress of 6.8% and its coming on stream is expected during 1H 2017. <p>On the other hand, during 1H 2015 it completed the construction project at 220kV cell in the Reque substation to connect to the Central Thermal Plant of Eten.</p> <p>In December, the availability of the transmission infrastructure reached 99.52%, which allowed maintaining delivery of energy to households, companies and industries in the country.</p>



Participated	Achievements 2015
<p>REP Peru</p>	<p>Acknowledgements:</p> <ul style="list-style-type: none"> ◇ 15 September 2015, a team from the Maintenance Management Department was awarded on account of the noteworthy contribution to the performance of voltage related works in the “VII Congress on TcT in transmission and distribution of electric power”, organized by the Argentinian Committee CIER (Regional Energy Integration Commission) from 14 to 17 September in Argentina. ◇ Management System Recertification under standards OHSAS 18001, SO 14001 and ISO 9001. ◇ On 1 December 2015, the company was acknowledged due to its noteworthy contribution in improving education in the country by means of the Education Program, part of the ceremony of Allies for Education 2015 – to seek the higher grades, organized by the Peruvian Ministry of Education. ◇ According to the Ranking of Merco de Reputación Empresarial 2015, prepared by MERCO – Company’s Monitoring on Corporate Reputation, the first monitoring agency of reputation verified at world level and audited by KPMG, REP is ranked amongst the first 100 companies showing good performance in social responsibility, corporate governance thanks to its programs on how it approaches the community. Likewise, Mr. Carlos Caro Sanchez, General Manager of REP, was acknowledged among the 100 corporate leaders. ◇ During Board meeting held on December 2015, it reported the following information: Assets valued in US\$522 and operational revenues in US\$138,8 million.
<p>CTM Peru</p>	<p>During 2015, investments amounting to US\$103 million were materialized for third party and bid projects, it also showed an increase of 9.5% in revenues, increase of 4.9% in costs and expenses and an increase of 9.6% in Net Profit, vis-à-vis 2014</p> <p>On the other hand, in 2015 and in order to make feasible the development of new businesses, it authorize not to distribute dividends to shareholders related to US\$20.7 million earned during 2014, after incorporation reserves, which will be available as part of company’s equity and will be made available to shareholders.</p> <p>During 1H 2015, it executed a loan contract with Banco de Crédito de Peru for up to US\$250 million that will finance the construction of current CTM projects under execution.</p>



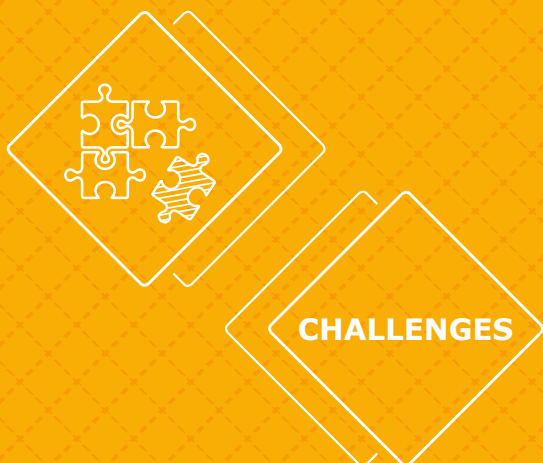
Participated	Achievements 2015
CTM Peru	<p>In 2015, the 220 kV Transmission Line Santa Teresa – Suriray came on stream and provides the future opportunity of increasing transportation capacity of the Carapongo substation and new 500 and 220 kV connection to service growing demand in Lima. The concession terms will be 30 years, plus the construction period of 28 months as of the closing date.</p> <p>Progress of enhancement projects is as follows:</p> <ul style="list-style-type: none"> 500 kV Transmission Line Mantaro-Montalvo shows physical progress of 46.3% as of October 2015 and its coming on stream is expected to occur 1H 2016 <p>The Industriales Planicie line, consisting of the construction of 17.3Km at 220kV transmission line and enhancement of 2 cells at 220 kV in each of the related substations, shows progress of 37.9% as of December 2015 and start-up is expected 2H 2016.</p> <ul style="list-style-type: none"> Start-up is expected during 2H 2017. Construction of the electric power substation of Carapongo, consisting of the construction at 220kV transmission links between Callahuanca-Cajamarquilla and Huinco – Santa Rosa, and the 500 kV transmission line Chilca-Carabayllo. Physical progress is at 0.54% and it is expected to start up during 1H 2018. Additional enhancement No 01 CTM: consisting of changing the configuration of the electric power substation of Cotaruse de Anillo at 220 kV half switch. Physical progress is at 2.1% and start up is expected for 1H 2017. 220 kV transmission line Fraspata-Mollepata and electric power substation Orcotuna, which shows progress of 28.2% as of December 2015. <p>As of December 2015, availability of transmission infrastructure reached 99.75%, which allowed to deliver energy required by households, companies and industries in the country.</p> <p>During Board meeting held in December 2015, it reported the following information: Assets in US\$1,075.9 million and operational revenues amounting to US\$108.33 million. (Cumulative)</p>
EMGESA	<p>The General Shareholders Assembly of Emgesa decreed dividends for the period September-December 2014 amounting to COP\$187,919 million and paid its shareholders COP\$1,045,672 million of profits from previous periods.</p>



Participated	Achievements 2015
EMGESA	<p>Emgesa Board of Directors approved raising the global limit on the issuance and placement of bond programs for COP\$650,000 million to a total cap of COP\$3,700,000 million. Similarly, it authorized modifications required in the issuance and placements regulations of the bonds program, as regards the raising of such cap, the renewal of the terms to offer issuances and the flexibilization of means to structure offers and publish ads and information to noteholders.</p> <p>Emgesa has an international rating of BBB with stable perspective, granted by Standard & Poor's and Fitch Ratings, and AAA granted by that same entity. These ratings were ratified on 7 May (Fitch Ratings) and 13 November (Standard & Poor's).</p> <p>On 16 November 2015, the hydroelectric plant of El Quimbo came on stream with installed capacity of 400MW, and its investment reached over US\$1.2 billion.</p> <p>Emgesa's energy sales are made by means on long/term contracts (47%), contracts with no regulated clients (20%) and sales in the stock market and others (33%). In 2015, Emgesa's generation reached 13,741 GWh.</p> <p>Acknowledgements:</p> <p>♦ In 2015, it received the Equitable Labor Seal – Equipares, being one of the first company's in the electric power sector to be distinguished with such award</p> <p>During Board meeting in December 2015, it reported the following information: Assets in COP\$8,839,876 million and operational revenues amounted to COP\$4,589,618 million. (cumulative).</p>
CODENSA	<p>The General Shareholders' Assembly of Codensa decreed dividends on profits for the September-December 2014 period, amounting to COP\$78,088 million and paid its shareholders CP\$552,744million on profits from previous periods.</p> <p>The Board of Directors authorized renewing the issuance and bank guarantees renewal program for the business in Colombia with a revolving loan of up to US\$150 million (or its equivalent in Pesos) to renew existing guarantees and/or to enter into new ones during the period comprising 1 January 2016 to 31 December 2017.</p> <p>Fitch Ratings affirmed AAA (Col) national long-term rating of Codensa with stable perspective, and rated its local short-term rating in F1+(Col). In addition, Fitch affirmed in AAA (Col) the ratings of local bonds issued by Codensa.</p> <p>Codensa registered 2,865,159 clients as of December 2015, of which 90% approximately belong to the residential sector, the remaining is made up by industrial, commercial and official clients among others. Loss index reached 7.26% in December 2015.</p> <p>Shareholders' Assembly approved the merger of Empresa de Cundinamarca and Decsa with Codensa.</p>



Participated	Achievements 2015
CODENSA	<p>Acknowledgements:</p> <ul style="list-style-type: none"> ◇ In 2015 it received the Equitable Labor Seal – Equipares, being among the first sector companies to be awarded such recognition. <p>During the Board meeting of December 2015, it reported the following information: assets of COP\$4,692,346 million and operational revenues amounting to COP\$3,711,866 million. (Cumulative)</p>
EMSA	<ul style="list-style-type: none"> ◇ As of December 2015, EMSA has 290,534 clientes (it is worth highlighting that 86% belong to the residential sectors, the remaining correspond to commercial, industrial, official and non regulated clientes, among others), which is in excess of 5.9% vis-à-vis that registered in 2014. ◇ Energy sales reached 73.7 GWh, exceeding results of 2014. ◇ At the closing of the year, it registered an annual distribution loss indicator of 12.99%.
Gas Natural Fenosa	<p>Fitch affirmed AAA (Col) rating with stable long-term perspective.</p> <p>The General Shareholders' Assembly approved distribution of profits from 1 November to 31 December 2014 amounting to COP39,049 million and payment thereof was made during 2H 2015.</p> <p>As of December 2015, the Company registered a total of 2,059,840 clients and 2,325 mm³ of gas sales. Of total clients, 99% is made up the residential and commercial sectors.</p>
Promigas	<p>The General Shareholders' Assembly decreed in March 2015 the distribution of dividends for the period comprising from 1 July to 31 December 2014 amounting to COP\$162,283 million and in September 2015, distribution of dividends for the 1 January to 30 June 2015 period, which amounted to COP\$192,924 million.</p> <p>In 2015, it awarded tender offer to Sociedad Portuaria El Cayao-SPEC, in which Promigas has a participation of 49%, for the construction and operation of the first LNG import and regasification plant in Colombia. The plant will have a regasification capacity of 400 million cfd and is foreseen to start up as of 2016.</p> <p>Fitch Ratings affirmed in AAA (col) and F1+ (Col) national ratings with stable perspective.</p> <p>As of November 2015, gas transported volume reached 336 million cfd.</p> <p>Promigas did not apply to the DJSI, as a result of the floating stock capitalization as of December 2014 and to the rating of 61 it received and did not acquired 66, which was the minimum rating to be part of the Emerging Markets Index.</p> <p>During Board meeting held in December 2015 the company reported the following information: Assets of COP\$3,714,098 million and operational revenues of COP\$445,194 million (cumulative).</p>



Corporate Planning

- ◇ Adjust short, medium and long-term strategy.
- ◇ Define an investment and sales plan in accordance to analysis conducted in 2015.
- ◇ Implement a corporate model type Strategic Holding.
- ◇ Implement the organizational structure required to leverage growth strategy of Grupo Energia de Bogota.
- ◇ Build government and organizational capacities in accordance to the structure and the corporate model.

It follows up on the challenges established during 2015:

- ◇ Update PEC: it perform the update at the beginning of 2015.
- ◇ Establish strategic plans for affiliate companies: it established TRECSA's and Fundación's plans, while it conducted follow up thereof.
- ◇ Quarterly follow up to PEC: it conducted follow-up with cut off date 30 December 2014, 30 March 2015, 30 June 2015, 30 September 2015 and 30 December 2015.
- ◇ Review growth strategy: it was conducted during 2H of the year with the support of an external consultana and with the participation of Management and the Board of Directors.

Financial VP

- ◇ Issue the first individual and consolidated financial statements under (IFRS, including the new accounting regulatory framework applicable to Colombia); with cut off date as of 31 December 2015, duly authorized and with the opinion of the Statutory Auditor.
- ◇ Preparation of consolidated quarterly financial results using SAP BPC tool.
- ◇ Continue driving the placement of the Corporations' risks in the insurance market



through EEB Energy RE, incorporated to that end.

- ◇ Include infidelity and financial risks policies, contractual civil liability and global commercial management, in negotiations undertaken through Cautiva EEB Energy RE, directly with the reinsurance market.
- ◇ Continue the implementation of best global practices to disseminate the information to the market.
- ◇ Enhance follow up of specialized analysts.
- ◇ Actively participate in a broader number of International Non-Deal Roadshows.
- ◇ Restructure long-term liabilities of Grupo Energía de Bogotá.





Supporting the Development of Bogota



WHY IS IT IMPORTANT

Empresa de Energia de Bogota S.A. ESP (EEB) as part of a decentralized sector of the district administration and special attachment to the Habitat Secotr, upholds responsibilities and commitments with respect to the development of the territory and the city in terms of rendering public utility services.

Similarly, its shareholding structure plays an important role in the residential public utility services of electric power in the city, as it seeks an optimal and efficient rendering of services, with quality, continuity levels and in coordination with the city needs.

Thus, EEB has a triple relationship with the city:

- ◇ With Bogota as it is the major shareholder, owner of 76.28% of the Company.
- ◇ As shareholders in companies that render public services of electric power and natural gas in Bogota (Codensa, Gas Natural).
- ◇ As a public utility company and a decentralized entity in terms of territorial planning, attached specially to the Habitat Sector in Bogota.

This multirelationship condition entails identifying and defining frameworks for action and clear roles within the Company, to service in an adequate and timely manner responsibilities and commitments with the city and the territory, as well as facilitating interinstitutional management in order to contribute with effi-

ciency and quality in the rendering of public services of electric power and gas in Bogota.





HOW IS IT MANAGED?

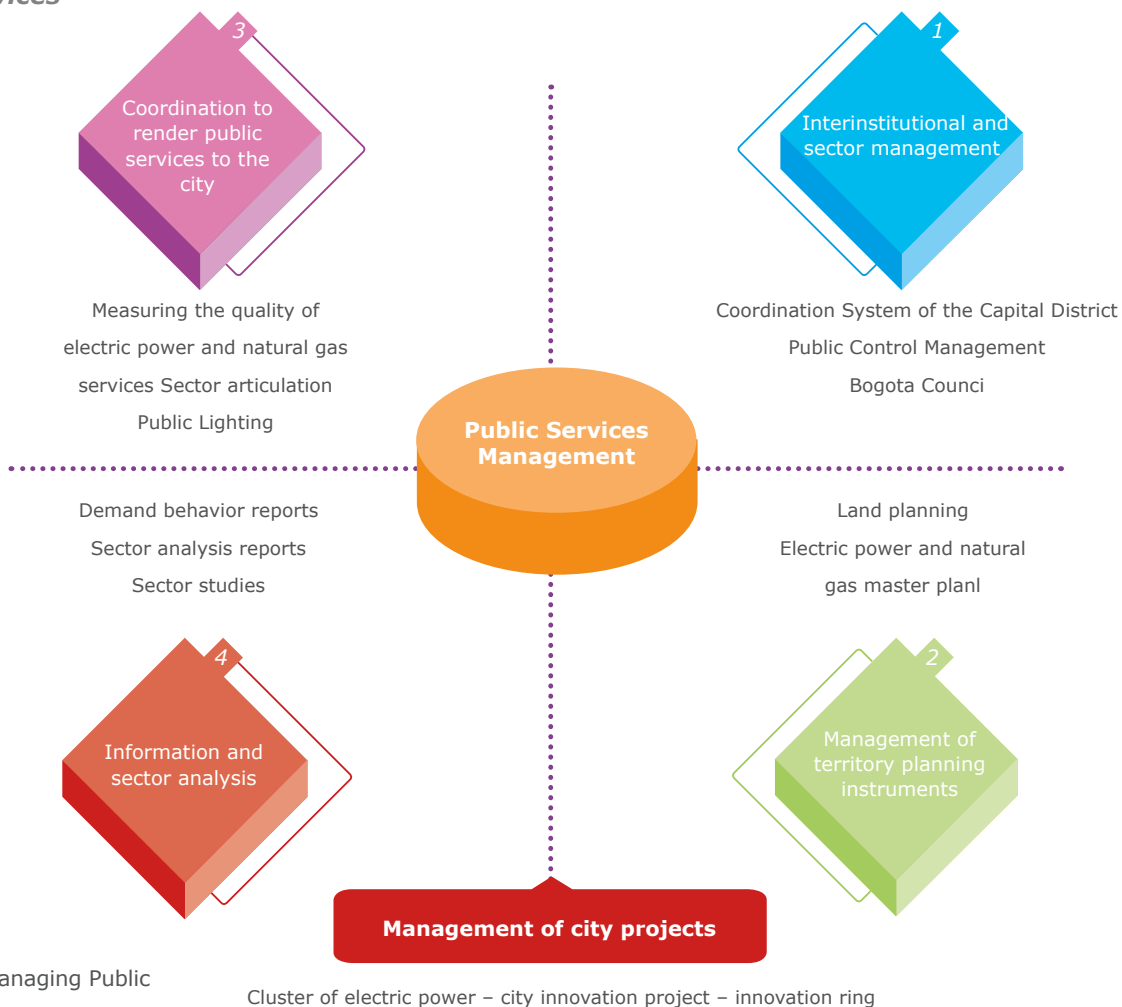
EEB, by means of Public Services' Management, participates in an articulated manner in all issues related to the city of Bogota and the territories related with the rendering of public services of electric power and natural gas.

Figure 11 provides a snapshot of its framework for action

1. Interinstitutional and intersector Management

With Agreement 257 of 2006 and Decrees 546 of 2007 and 505 of 2007, District Administration established mechanisms whereby it would be able to act in a coordinated manner with all entities, for quality decision making purposes to establishing, executing and assessing policies, plans and programs in each of the sectors of the Administration and its decentralized governing bodies, as well as other issues that are of priority for the city.

Management of Public Services



Graph 11. Managing Public Services Management



The Coordination Systems of the Capital District proposes mechanisms to integrate sector activities and thus provide oversight to such integration.

EEB, by being part of the decentralized sector of the administration, has paved the way in all instances of district coordination in order to contribute to strengthening interinstitutional management and the city's development.

2. Management of land planning instruments

To ensure timely preparation of proposals and respond to district requirements of follow-up and compliance with projects under execution of land management instruments, EEB guarantees inclusion

of the territory's overview as of residential public services, through the Management of Public Services.

Thus, it follows-up, performs and supports land management instruments, both in EEB as well as in other electric power and natural gas public services' companies.

3. Coordination to render public services in Bogotá

To contribute to rendering electric power and natural gas public services in the city with efficiency and quality, EEB performs a significant role as an articulator and facilitator of the relationship of the Capital District with public services.



Companies Codensa and Gas Natural. Hence, it facilitates coordination in terms of public lighting, expansion plans, specific city projects and service quality, among others,

Likewise, in this arena it manages communications related to rendering public services and processes all requirements related to service rendering companies, as per their competencies.

As part of this scenario, it coordinates the articulation between District entities and public services companies (Codensa, Gas Natural, TGI, EE-transmission) to promote improvements to residential public services of electric power and natural gas in addition to facilitating management

and development of city projects. It conducts follow up to key subjects related to the rendering of public services of electric power and natural gas in the city and provides support in specific areas, such as public lighting.

4. Information and sector analysis

In order to have relevant information and analyses for the city and the territory, EEB fosters the undertaking of sector studies and data gathering activities, such as energy demand, analysis of the energy situation in Bogotá and the region, among others, to analyze its participation in these scenarios.



HOW IS IT EVALUATED

Through Management of Public Services, it has been able to define and consolidate procedures to service requirements from district entities. Today, this office coordinates responses to such requirements with different company areas, to ensure timeliness and efficiency in servicing these requests and also to control communications within EEB.

At the same time, the Company has consolidated a sector analysis instance for electric power and natural gas services for Bogota, which has translated into studies on the status of such services in the city and has fostered an instance for dialogue on its website <http://www.eeb.com.co/empresa/eeb-y-bogota>. Here it manages related topics and areas of interests for visitors on an array of topics related to public services.

Similarly, it has managed to establish a communication channel with companies that render electric power and natural gas services, in issues related to the rendering and quality of such services.

- ◇ Intersector Commission on Public Services
- ◇ District Commission on Public Lighting
- ◇ District Commission for Science, Technology and Innovation

Coordination for political control and the articulation of the Bogota Council

- ◇ Requirement proceeding of the Bogota Council
- ◇ Management of proposals and information requests
- ◇ Management and support to attend control debates.

Management of communications of Mayor's Office and other district entities

- ◇ Timely and effective management and processing to ensure unity of criterion in responses
- ◇ Efficient and clear service to District requirements to identify priorities, procedure and accountabilities.
- ◇ Follow up and control



ACTIVITIES AND INITIATIVES | 2015

To perform according to management focus, following find some activities and initiatives undertaken during 2015.

1. Interinstitutional and intersector management

Participation in district coordination instances

- ◇ Habitat Administrative Development Committee

2. Management of land planning instruments

Follow-up to land management instruments

- ◇ Land Planning
- ◇ Master Plan for electric power
- ◇ Master Plan for natural gas

Participation in coordination and land management instances

- ◇ Articulation and coordination at regional scale
- ◇ Georeference Information Systems – IDECA



3. Coordination to the rendering of public services in Bogota

- ◇ Supporting the coordination between district entities and public services' companies (Codensa, Gas Natural, TGI, EEB-Tranmision) to promote improvement in the rendering of residential public services and facilitate management and developments of city projects.
- ◇ Support to the Transmission VP in the preparation of proposals for the implementation of and Action Plan to Manage Rights of Way and Regularization of Infrastructure, within the Energy Master Plan.
- ◇ Meetings and delivery of information to District Planning
- ◇ Support to the Action Plan in search of an agreement to Regularize Transmission Infrastructure of EEB in the Capital District.
- ◇ Follow up to key topics in the rendering of public services in Bogota
- ◇ Quality of service-perception regarding the rendering of residential public services such as electric power and natural gas.
- ◇ Coordination of enhancement subjects related to policies and city projects
- ◇ Support in specific topics, such as public lighting through a round table made up by UAESP and Codensa oriented to revise critical aspect of the Agreement entered into to render public lighting services in the city, in order to improve rendering such service and relationship between the parties.

- ◇ Coordination of companies' requests

4. Information and sector analysis

Sector studies: development of relevant studies to render public services to the city

- ◇ Study and assessment of schemes to render public lighting services in 2015.
- ◇ Assessment study to eliminate the socioeconomic leveling in Bogota and the Colombian cities and a proposal to implement a new system to allocate subsidies and contributions to residential public services (ONU Habitat, SDP, Acueducto, 2015-2016).

Sector information

In order to have information regarding electric power and natural gas services in the city, it has worked in the following topics:

- ◇ Analysis document on current energy developments
- ◇ Gathering of information and monthly bulletins on the behavior of energy and gas demand and other significant variables.

On the other hand, through the strategic line of Retorno Social (Social Return) to the City, responsibility of Fundación Grupo Energía de Bogota, it promoted citizenship development, as follows:

Initiatives of art and culture, supporting those endeavors related to innovation in IT, research and competitiveness applicable to the productive sector, public services and fostering progress in Bogotá D.C. as an intelligent and sustainable city.



In addition, a great chunk of its projects are undertaken with alliances: District Secretary of Social Integration, District Institute of Arts (IDEARTES), Fundación Julio Mario Santo Domingo, District Secretary for Economic Development, Empresa de Telecomunicaciones de Bogotá (EAAB), among others.

Some of our projects are:

BOGOTA @21

The objective of this initiative is to promote a place for research activities and IT development in Bogotá, so it may become the first node of a Technological Park in the city. During its first stage in 2016, the project will focus mainly on electricity, gas, telecommunications and water sectors.

Fundación Grupo Energía de Bogotá was the operator of the project during its first year. As of the second year, operation and direction thereof shall be in the hands of a mixed public-private entity, in accordance to public policies on technology and innovation issued by the District of Bogotá.

Activities managed are:

- ◇ Structuring of Projects
- ◇ Execution of the Special Cooperation Agreement on Science, IT and Innovation, known as Bogotá@21 Intelligent City – PIBCI, between EEB, TGI, EAB, ETB, District Secretary for Economic Development and Fundación.
- ◇ Incorporation of the Steering Committee
- ◇ Incorporation of the trust fund
- ◇ Incorporation of the agreement to lease premises where project will operate

This project is important because:

- ◇ Companies come together at the campus to solve IT innovation challenges, which are characteristic of its businesses and thus increase their competitive and market position.



- ◇ Entities in the public sector having projects of intelligent and sustainable cities may present them at the campus and develop them by means of co-operation agreements.
- ◇ They receive innovative proposals to solve companies' and public entities' challenges under mutual agreements. Also, they will receive innovation proposals on previously defined subjects. By means of open summons, young entrepreneurs may engage in specific subjects for a specific period of time in order to develop those initiatives selected and therefore consolidate their own companies.
- ◇ The project Bogota@21 provides a platform to engage national and international universities' and IT development centers' research teams with the public services' sector and the country's productive sector.

The key success factor of the project is mainly grounded on the close interaction developed among these four players (companies, public sector entities, entrepreneurship seed companies and research teams): to the extent they generate virtuous circles and foster synergies that will give rise to new initiatives and the creation of new businesses.

Main benefits

For companies

- ◇ Solution to IT innovation challenges that stem from businesses, gaining competitiveness and market position
- ◇ Excellent opportunity for investment in IT and Innovation, obtaining at the same time, tax incentives.

- ◇ Brand image

- ◇ Acknowledgement as companies that promote talent and are highly innovative.

For entrepreneurs:

- ◇ A platform that drives the development of novel ideas, responding to identified demands.
- ◇ Advisory and accompaniment for start-ups
- ◇ Favorable context to manage financial agreements with seed capital

For Groups I+D+I:

- ◇ A campus that allows to engage university research with the public utilities sector and with the productive sector.
- ◇ Favorable context so PhD and master's degree student may find incentives and financial support.
- ◇ Favorable context to develop value initiatives in national and international research centers.

For the city:

- ◇ A campus that allows to engage university research with the public utilities sector and with the productive sector.
- ◇ Favorable context so PhD and master's degree students may find incentives and financial support.
- ◇ Favorable context to develop value initiatives in national and international research centers.



JAZZ CAPITAL FESTIVAL

In average, 130 people participated in each of the 5 pedagogical presentation to teach the public of Bogota on new music alternatives, for a total of 650 attendees. Furthermore, an average of 31 people attended each of the 6 workshops for musicians and amateurs, totaling 286 participant, which means that these two activities impacted 936 persons.

The event was recorded in film during 2015, and during 2016 the material will be used as conference-workshop material for 10 District schools. Also, the material will be made available to teachers.

It is important because:

- ♦ The project conducts pedagogical activities and artistic and cultural processes that benefit mainly children, young teenagers and adults.
- ♦ It fosters citizenship culture with a fundamental value in the construction of an inclusive country.



AMERICAS ENCOUNTER TO DISCUSS CLIMATE CHANGE

With this activity it positioned the brand of Fundación and Grupo Energía de Bogotá. Its aim was to foster relations and ties of trust in Bogotá as the stakeholder.

Under the plenary session of New Climate, New Economic Model, the Manager of EEB's Integrated Systems participated as part of a six-expert panel, sharing experiences on sustainability challenges we face today.

1,335 people participated in Forums and Conferences.

It is important because:

Fundación Grupo Energía de Bogotá and Grupo Energía de Bogotá exposed their contributions to sustainable development in the energy sector, by the dissemination of programs on social innovation, taking advantage of clean energies and the use of renewable energy sources.

ART AND CULTURE TO THE CITY

Close to 93,068 children of 20 neighborhoods of the Capital District benefited from this project and all programs related thereto.

One may highlight the attendance of children to national and international shows at the Theater Julio Mario Santo Domingo, with performances such as > Pacamambo Colectivo Mukashi Mukashi, Puss with Boots, Treasure Island, Singing Stories, Maria del Sol and Cantacaro.

In order to broaden the number of beneficiaries, the events were filmed to retransmit them in district schools. These are available in our website.



It is important because:

- ◇ Vulnerable population had access to performances with outstanding mise-en-scenes and cultural presentations.
- ◇ Group companies were informed and promoted.
- ◇ It reinforced the relationship between art, culture and education, which allowed new knowledge on cultural diversity and drove development of citizenship competencies in all attendees.
- ◇ Strategic alliances were made with a series of entities to strengthen cooperation to guarantee children's, teen-agers' and youth rights in Colombia.



IX VERSION OF THE FABIO CHAPARRO AWARD

The IX version of the Fabio Chaparro Award closed its invitation to participate on 23 October. It received 37 documents from participants, of which 31 met all the requirements of the categories, technicians (2), undergraduate (17), master's (10) and PhD (1), and 9 received awards.

It is worth mentioning the high quality of the projects, and as a result four special mentions were granted to projects that caught the attention of the judges due to their usefulness and innovative characteristics in subjects such as: electric grid, air turbines and electroc control switches.

It is important because:

Through the years, the Fabio Chaparro award has contributed to the creation of seed capital for new companies. Winners, in addition to undertaking the innovation and sustainable ideas, have the possibility of continuing their academic path. At the same time, many of these projects are used as preliminar studies for undertakings of Grupo Energía de Bogotá in its operation.





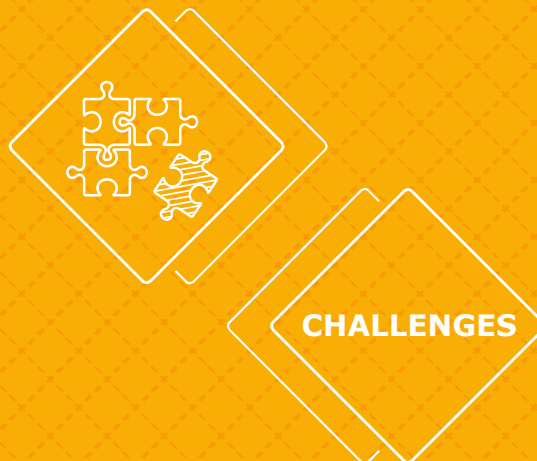
Following find a summary of the challenges faced during 2014 by Fundación Grupo Energía de Bogotá:

- ◇ Create the fund for education, training and entrepreneurship through strategic alliances with IDIPRON and academic institutions that will enable youngsters of vulnerable populations in Bogotá to continue to higher education programs.

Results: this challenge was not undertaken as resources from this project were distributed to projects with greater impact and coverage.

- ◇ Continue with the program to Eliminate Barriers to allow 2000 street dwellers, recyclers and their families, to have an ID document free of charge. This will allow them to access basic health, education and social benefits at national level, in alliance with the National Registration Office.

Results: this project was discontinued due to Management instructions



- ◇ To continue with the objective of improving the quality of information and analysis on the rendering of public services, for citizens and EEB. Public Services Management will continue strengthening the content of the information published on their website, with indicators and relevant information for Bogotá regarding public services of electric power and natural gas.
- ◇ To conduct at least one survey to measure perception on the quality of residential public services rendered, specifically electricity and natural gas in the city, oriented to identifying actions leading companies to improve the rendering of such services in Bogotá.



- ◇ Continue the performance of studies and analyses on energy public services. In this regard, it will conclude with a study on the evaluation of stratification. Likewise, it will promote the undertaking of at least a study related to the rendering of energy and natural gas public services, in topics that are relevant to these services and that generate impact due to their excellent service.

Challenges that Fundación Grupo Energía de Bogotá will undertake to support the development of Bogotá:

Short-term:

- ◇ As of 2016, undertake projects in three strategic lines: Human development, Art and Culture, Youth and Sports and Social Innovation, to incentivize the development of Bogotá.

Medium-term

- ◇ By 2020, foster a research, development and innovation culture through entrepreneurs.

Long-term

- ◇ By 2024 develop project of Innovation and Intelligent City.





Innovation in corporate management and energy businesses



WHY IS IT IMPORTANT

Innovation is one of the main drivers of progress in modern economies.

It is through innovation and entrepreneurship that modern partnerships seek sustained growth rates and resilience when faced with external fluctuations. By being applicable to all economic activities and made extensive to their value chains, innovation translates into growth, quality employment and improved welfare. From organizations' perspective, globalized economy compels them to be at the leading edge in current trends and to be on the look out for opportunities and the challenges inherent to becoming more competitive: it is through knowledge management that innovation and the development of new competencies that value propositions are strengthened and the manner by which companies manage to ensure competitiveness and sustainability in markets where they operate.

EEB's history is closely related to innovative processes in engineering and management. It includes a long history of transformation and growth, evidencing its ability to manage change and innovations and to contribute to the progress of stakeholders and the city of Bogotá. Its contribution in this realm translates into building human resource and capabilities in innovation and research, in the development of sufficient infrastructure to conduct scientific and technological activities in addition to involving the private sector in innovation activities and the promotion of entrepreneurship.



HOW IS IT MANAGED?

To foster EEB's and Group's involvement in issues pertaining to the city and the area in which it renders electric power and natural gas public services, and to generate economic, social and environmental value to its shareholders, namely, Bogotá D.C. and other stakeholders, and by means of guidelines established by the Board of Directors of being part of the transformation of Bogotá as an intelligent and innovative city, EEB has promoted high-impact projects for the city, embracing innovation and sustainability criteria through Management of Public Services.

To that end and in order to work within the framework of Corporate Strategic Planning and bearing in mind the strategic objective of "structuring a sustainability model for Grupo Energía de Bogotá", it conducts a project to define innovation initiatives to render efficient electric power services.

This strategic objective seeks to contribute to the transformation of Bogotá, driving innovation and entrepreneurship in the city, through:

Promoting research and development, strengthening the value chain and rendering efficient public services in the city

- ♦ Fostering instances for innovation and entrepreneurship regarding topics aimed at strengthening and generating value for players involved in the rendering of public services.



- ◆ Promoting and facilitating public-private and academic alliances for innovation and entrepreneurship in public services.
- ◆ Management of resources to drive innovation and entrepreneurship initiatives in the city.
- ◆ Strengthening the energy cluster in Bogota and the regions, as an innovative element and generating value to all participating agents.



HOW IS IT EVALUATED?

As this project is part of PEC, follow up is conducted quarterly to visualize monitoring and progress made. However, as it relates to a project requiring the support of an array of players, its execution requires entering into agreements, which further affects its progress and more often than not, it entails a constant review of progress to adjust the scope.



On the other hand, EEB's presence has been consolidated in innovation instances in the Sector as of the work carried out with strategic allies, such as Connect Bogota, CIDET and Chamber of Commerce of Bogota, among others, where it has made progress in carrying out activities aimed at fostering and performing business innovation.



ACTIVITIES AND INITIATIVES | 2015

To develop this endeavor towards innovation and entrepreneurship, following find a list of activities conducted during 2015:

Electric Power Cluster – Bogota and Region

- ◇ Involvement in this Cluster, oriented to increasing competitiveness in the electric power sector in Bogota-Region and increase productivity and innovation capabilities. Bearing this in mind, it develops four strategic areas: strengthening of businesses, developing human resource, IT development (I+D+I) and regulations.
- ◇ Involvement in the proposal to strengthen the energy cluster through the development of a 3D virtual platform that offers specialized training to the electric power sector. Proposal submitted by three electric power clusters in the country (Bogota, Valle and Medellin) to Innpulsa.

City Innovation

- ◇ Involvement in the coordination and management of activities related to science, technology and innovation in Bogota and the region (CON-

NECT Bogota Region, CODICITY Bogota, Colombia Inteigente and Parque tecnológico, among others).

- ◇ Innovation ring: Involvement in the definition and preparation of decreed proposals of adhering to Strategic Operations on Innovation (OEAI – for its Spanish acronym).
- ◇ Model of innovation for the city (EAAB, ETB, EEB, TGI): management to identify innovation initiatives that improve the rendering of public services in Bogota. This initiative will be developed as part of entrepreneurship and innovation scenarios.
- ◇ Identifying and structuring initiatives in EEB, oriented to optimizing the rendering of electric power transmission services and continuous improvement in related topics.
- ◇ Electric Bicycles to Share EEB-TGI: As of December 2014 its has implemented a program of electric bicycles to share between EEB and TGI collaborators in Calle 73 branch, to incentivize the use of bicycles as means of transport. The foregoing is intended to mitigate the serious mobility problems the city faces, in an innovative manner.







Following is a list of challenges for 2016 in each line of work:

- ◇ Energy cluster: promote the consolidation of the Electric Power Cluster in Bogotá-Region, through the definition of at least two innovation projects that impact the electric power sector.
- ◇ Innovation City: identify, with the support of strategic partners, at least one innovation initiative having a positive impact in the city. This may be conducted as part of the agreement entered into ETB, EAAB and TGI.
- ◇ Innovation in EEB: develop at least two innovation initiatives identifies within the company.

Challenges regarding innovation as stated in 2014 for 2015, were linked to EEB's involvement in the consolidation of projects related to the Electric Power Cluster Bogota-Region and the Innovation Ring.

As regards the Electric Power Cluster Bogota Sabana, the achievements in which EEB actively participated are as follows:

- ◇ In the Humand Talent roundtable, it develop the PTP Human Capital Survey, where it identified the professional, technical and technological needs to the electric power sector in Bogota. Likewise it worked jointly with Sena to review an offer for permanent training to sector companies. Lastly, it conducted the Expo Student fair, to motivate youth in their final years of high-school to select carriers related to the electric power sector as a professional option.
- ◇ In the roundtable of Building Business Capabilities it achieved the selection and the structuring of project. There, EEB participated specially in a project ot build capabilities of venders, to consolidate dynamics between vendors and Sector public services' companies.



- ◇ In the I+D+I roundtable it conducted the Innovation Capabilities Survey to establish the degree of maturity in terms of innovation in sector companies in Bogotá and establish how to strengthen it.
- ◇ Regarding the initiative of the Innovation Ring, EEB participated in the preparation of a project that decreed adherence of the strategic operation, including the involvement in workshops, meetings and comments to documents submitted for discussion, specifically in those topics related to the electric sector and the involvement of public services' companies.
- ◇ Also, in topics of City Innovation, EEB fostered instances where Bogotá public services' companies could debate issues and could commit to innovation. Hence it made progress in identifying Shared Innovation Initiatives with ETB, TGI and EAAB.
- ◇ At the same time, EEB participated in the coordination and management of activities related to science, technology and innovation in Bogotá and the region as of activities organized CONNECT Bogotá-Region, CODICITY: Bogotá, Colombia Inteligente and Parque Tecnológico, among others.





COMMITMENT

4

Caring for and respecting
the environment



Framework for Action



The respect for natural resources and the responsibility incumbent upon Empresa Energía de Bogotá S.A. ESP (EEB) as regards environmental protection not only represents the possibility of building relations of trust with the authorities and communities residing in the areas of influence, but is also an opportunity to offer positive transformations of the environments in which the company operates.

Colombia's biological diversity is a great hidden value. EEB handles the environmental aspects and impacts of its operations by protecting and respecting the environment, based on its knowledge and the careful interaction in the activities it carries out with each of the environmental components.

Environmental management at EEB is based on the terms of ISO 14001. Through its implementation, the Company has programs that monitor and document the consumption and use of natural resources.



Biodiversity



WHY IS IT IMPORTANT

Managing biodiversity is relevant in the light of the environmental regulations in force and the guidelines set forth for the construction and operation of transmission projects by the various national and regional authorities. These authorities allow the EEB to access territories with the guarantee of respect for the natural conditions thereof.

Through the Expansion Project Management Units, the EEB documents, collects and consolidates the information necessary and shares its knowledge on the biodiversity in the area of direct influence of the projects. This information is the starting point to formulate and set forth the strategies and practical improvements to carry out the construction, operation and maintenance of the projects and the assets, as well as the associated infrastructure to provide the service.

There are joint efforts with the local communities and authorities to safeguard the natural resources, which include endangered and endemic flora and fauna (specific and unique of a location), as well as the sensitive and vulnerable strategic ecosystems of the territory, characterized by its megadiversity. This is done to ensure the conservation, protection and responsible use of said resources with the communities in the area of influence.

EEB is acknowledged on the management of biodiversity, given that it received a high rating in the Dow Jones Sustainability Index 2015 for emerging markets, this is further evidence of its responsible manage-

ment vis-à-vis its negative impact and the generation of positive impacts in the territory where it operates.



In order to manage the negative impacts, environmental management plans are formulated pursuant to EEB's Environmental Policy, along with the plans to follow-up on and monitor each of the projects executed and operated by EEB. In these plans, a record is made of a series of actions whose objective is to prevent, mitigate, compensate for and correct the potential impacts on the flora and fauna for verification by the environmental authorities, for instance: the change in the composition and structure of the land ecosystems and vegetation cover, the change in the composition and structure of the wildlife, the alteration of land habitats of the wildlife. These impacts are considered negative, specific and temporary during the construction and maintenance stage of each project.



One of the most relevant aspects of biodiversity management is EEB's influence on the protected areas adjacent to its infrastructure facilities. The most representative ecosystems in EEB's area of influence include the sub-Andean



forests that, in general terms, given its intervention in the country, are important for the conservation of vulnerable species. EEB intervenes an area of 49.31 hectares of this forest ecosystem (equivalent to 42.2% of the total natural areas intervened) that extend in the jurisdiction of the departments of Huila and Cauca and the reserve of the upper Mocoa river basin in the department of Putumayo. It is followed by the Andean forest, with 35.21 hectares intervened (30.2% of the total natural areas intervened), located in the municipalities of Pitalito in the department of Huila, Santa Rosa in Putumayo and Pasto in Nariño. They are followed, in order, by the basal forest, which is considered a climate regulator, at 26.6% of the total natural area intervened, distributed in the province of Amazonia in Putumayo and the warm area of the department of Huila. Finally, there is an intervention of 1.17 hectares of uplands on the departmental border between Putumayo and Nariño. The upland ecosystem is one of the country's most vulnerable due to its high endemism.

Biodiversity management is even more relevant considering that EEB has power transmission lines in areas of high value to biodiversity, such as:

Protective forest reserve upper Mocoa river basin

- ◆ Located in the jurisdiction of the municipalities of San Francisco and Mocoa in Putumayo.
- ◆ Type of operation: transmission of electricity at 230 kV.
- ◆ Area of the site in km²: 300.34.
- ◆ Thanks to the area and degree of conservation of biodiversity, the flora and fauna indexes of the site are high. In the area, there are currently vulnerable and endangered species, such as the poison

frog (*Epidobates ingeri*), among others, which increase the strategic nature of the reserve. However, there are people living in the area whose settlements put pressure on the resources. This reserve is a figure of regional conservation.

- ◆ Protection status: Protective Forest Reserve.

Protective Forest Reserve La Cocha Lagoon-Cerro Patascoy

- ◆ Located in the department of Nariño in the jurisdiction of the municipality of Pasto.
- ◆ Type of operation: transmission of electricity at 230 kV.
- ◆ Area of the site in km²: 499.15.
- ◆ This figure is protected by the RAMSAR convention. In it lies La Cocha Lagoon, which is one of the most extensive and well preserved in the northern Andes. It is considered the largest fresh water reservoirs in the department of Nariño.
- ◆ Protection status: Protective Forest Reserve.

Bosque Oriental de Bogotá Protective Forest Reserve

- ◆ It borders the eastern region of the city of Bogotá.
- ◆ Type of operation: transmission of electricity at 230 kV.
- ◆ Area of the site in km²: 131.43.
- ◆ This forest reserve is a strategic area for the city of Bogotá and its surroundings, due to the environmental services it provides. These services include the restocking and regulation of aquifers, soil protection, scenic value, and oxygen contribution to the city, climate regulation and water provision to different communities. It is estimated that nearly



64% of the area with forest cover is in good conditions of conservation

- ◆ and contains important ecological values in levels of biodiversity, both in flora and fauna.
- ◆ Protection status: Protective Forest Reserve.
- ◆ Paramo Grande Protective Forest Reserve
- ◆ Located in the jurisdiction of the municipality of Guasca in the department of Cundinamarca.
- ◆ Type of operation: transmission of electricity at 230 kV.
- ◆ Area of the site in km2: 39.95.
- ◆ Although it contains landscape value and significant biodiversity represented in its units of upland and lower upland coverage, there is also evidence of alterations due to the execution of agricultural activities. This reserve is connected to the Chingaza National Park on the south.
- ◆ Protection status: Protective Forest Reserve.



HOW IS IT MANAGED?

G4.14

Starting at the infrastructure design phase, EEB applies a hierarchical model of mitigation and defines criteria to prevent and reduce any environmental impacts that may be caused by the activities planned in the framework of the contract. Based on the implementation of these criteria, the environmental studies necessary are formulated to obtain environmental licenses. These studies are the Environmental Diagnosis of Alternatives (DAA for the acronym in Spanish) and the Environmental Impact Assessment (EIA) formulated based on the General Methodology for the presentation of Environmental Studies, the Manual on the Allocation of Compensations for the Loss of Biodiversity and other applicable environmental legislation on EEB, which is governed by general environmental principles of legal character, stated in Article 1 of Law 99 of 1993, among them the application of the principle of precaution, both by the Environmental Authority as well as by EEB, specifically.

In addition, EEB carries out its operations with respect for biological diversity in accordance with the commitment acquired in its Corporate Environmental Policy.

The actions defined above are aligned with the National Policy for the Comprehensive Management of Biodiversity and its Ecosystem Services, in which EEB plays an active role in the preparation of the corresponding Action Plan of said policy, led by the Alexander von Humboldt Institute.

Once entrusted to the EEB by the Mining and Energy Planning Unit (UPME for the acronym in Spanish), each project under construction receives a responsibility in teams called "environmental coordination units". Along with the Occupational Health, Safety and Environmental.



(HSE) Office, they are responsible for the implementation, execution and monitoring of the programs that make up the Environmental Management Plans in the EEB's Vice Presidency of Transmission. To do so, activities are executed in relation to the operation of Infrastructure, with professional staff in the environmental area of the Bogotá offices, with the technical support of the headquarters located in Pitalito, Huila and Pasto, Nariño. EEB has instructions in place to manage environmental issues (including biodiversity) duly established in work contracts under applicable contractual responsibilities.

ronmental authority, in areas identified as having high biodiversity indexes adjacent to protected natural areas and hotspots, which are territories where there is a particular concentration of biodiversity.

In 2015, the initiatives that stood out included:

Support for the monitoring of the Andean bear (*Tremarctos ornatus*) for the conservation of this threatened species in Cundinamarca – Colombia.

In 2015, EEB completed this project that showed the movement patterns and habitat use of the Andean bear or spectacled bear and its relationship with the abundance of small mammals. The project was carried out in an agreement with the Guavio Regional Environmental Authority (Corpoguavio), the WII Foundation, Fundesot, the Bogotá Energy Group Foundation and EEB in the department of Cundinamarca, at a location relatively near Bogotá (about 107 km). In the framework of this agreement, EEB conducted research whose important results showed:

1. Actividades de monitoreo

In the area of the Moquentiva district of the municipality of Gachetá, monitoring was carried out with camera traps, which recorded 15 individual Andean bears of different ages. The project was expected to capture several specimens using special traps to mark them with satellite positioning collars. However, the traps were not effective, which prevented the monitoring that would have provided information on the area of the territory and the limits of the habitat of this bear population. Other mammals of the Andean Bear's ecosystem were also monitored, showing low diversity compared to the results of other studies conducted in the same area.



HOW IS IT EVALUATED?

EEB measures management based on matrices of compliance with legal requirements and the fulfillment of environmental management plans for the operating infrastructure. Also, the evaluation of biodiversity management is reported on an annual and semi-annual basis through the Environmental Compliance Reports (ICA for the acronym in Spanish) addressed to the National Authority for Environmental Licensing (ANLA), which carries out periodic monitoring of compliance with the measurements for the management of the biotic component of projects underway by EEB.



ACTIVITIES AND INITIATIVES | 2015

The Company handles the vegetation on the easement corridor based on an ecosystem approach, applying the inspection and intervention manuals for vegetation covers and the specific management measures defined by EEB and approved by the competent envi-



2. Special analysis of vegetation cover

Despite the fragmentation processes suffered by the upper Andean forest and the upland, the territory studied with the participation of EEB still facilitates the movement, genetic exchange and other ecological flows between the populations and habitats of this species.

3. Floristic and structural characterization in the habitat of the Andean bear in fragmented forests of the municipality of Gachetá, Cundinamarca

Upon comparing the presence of species with what was reported in studies relating to the Bear's diet, 18 tree and shrub species were found to offer food for the requirements of the Andean bear. However, the analyses concluded that there is a general shortage in the abundance and frequency of these species and, therefore, the food supply is very low.

4. Effect of soil fertility on the nutritional values of *Puya goudotiana* & *Puya santosii* leaves

The study was focused on learning the nutritional quality of two upland plant species that serve as food for the Andean bear and their relationship with the fertility of the soil. To a large extent, the nutritional contribution of *Puya goudotiana* is due to the high protein content, which in turn is directly influenced by the nutrients that promote the synthesis, development and transport thereof. There was no evidence of a strong incidence of the soil on the nutritional content of young or mature *Puya santosii* leaves.

Supporting project for the conservation of the Andean bear (*Tremarctos ornatus*) and the mountain tapir (*Tapirus pinchaque*) in the department of Putumayo.

With the support of local organizations in the department of Putumayo, Colombia and with the assistance of the Corporation for Sustainable Development of the southern Amazon (Corpoamazonia) and the WWF, the activities to monitor the two threatened mammals in Colombia continued, along with the monitoring of the underbrush birds thanks to the delivery of 60 camera traps. These devices were delivered to community groups in the municipalities of Mocoa, Santiago and San Francisco in Putumayo through Corpoamazonia. In addition, 13 cameras and 13 special field notebooks were provided, which could be used to write even in rainy conditions, to 13 local monitoring groups in order to strengthen the community organization in the area of influence and improve indirect logging (tracks and traces) of underbrush birds and mammals.

In 2015, the project showed progress of 100%. In 2016, work will continue to achieve the expected impact.



For further information on EEB's participation in this project, go to:

<http://www.corpoamazonia.gov.co/index.php/noticias/667-entrega-equipos-monitoreo>

To learn the impact of this project, go to:

<http://www.elcolombiano.com/agregadora/director-por-un-dia/en-el-putumayo-los-cazadores-se-convierten-en-protectores-ambientales-MY3551259>



Compensations and other actions to manage biodiversity

EEB is responsible for caring for a plantation of 406 individual trees as part of its compliance with Resolution 34 / February 6, 2013 and Resolution 084 / March 30, 2015, issued by the Cundinamarca Regional Environmental Authority (CAR). The survival rate of the specimens planted is maintained at 99%, thus surpassing the 90% goal set when we started the compensation activities.

On another note, since the EEB's power transmission projects require the application of the Manual on the Allocation of Compensations for the Loss of Biodiversity issued by the Colombian Ministry of the Environment and Sustainable Development, a model was developed to estimate the respective compensations.

This model is applied at different phases of the projects: 1) during the feasibility phase, in which the compensations for biodiversity losses are estimated using maps at a 1:100,000 scale and 2) during the environmental study phase, where we work with maps at scales of 1:25,000 to 1:10,000. The solutions offered by this model include estimates that are closer to reality than in the early stages, in which outlines are proposed for the transmission lines and information is prepared for making decisions related to preventing or mitigating possible biodiversity losses. In addition, the information provided by the model also has an impact on the estimation of costs related to compensations, which address the legal and environmental provisions applicable to the projects.



Foto 1. Oso andino registrado durante el proyecto en convenio con participación de EEB para la conservación de esta especie.



Relocation of epiphytes on La Guasimilla property, located in the Hato Blanco district of the municipality of Altamira in the department of Huila.



EEB has leased one hectare of La Guasimilla property, located in the Hato Blanco district of the municipality of Altamira, Huila, where EEB relocated the epiphyte species rescued during the construction of the Tesalia-Altamira 230 kV line. The property has a high biodiversity value because it has a forest relict with characteristics that are similar to those of the sites of direct influence of the infrastructure as regards vegetation cover, plant physiognomy and microclimate con-

ditions. There are epiphytes in the vegetation cover of the native forest there.

The forest serves as protection, classified as a Natural Forest Reserve according to Agreement 04 / February 22, 2006 of the Municipal Council of Altamira, which establishes tax incentives for forest reserves.

According to the monitoring activities, the epiphytes were found to be in good condition with significant survival rates of 70.06%, and good phytosanitary condition (68.8%), indicating that the relocation of the epiphytes has been successful up to now, as well as the relocation area chosen.

Different activities are carried out as part of the implementation of the Environmental Management Plan and the Monitoring Plan for the projects in the construction stage in 2015 in the UPME 02-2009 230 kV Armenia Substation Project and the associated transmission lines. One of them is the effort to drive away wildlife at the tower and spacing sites along the easement corridor. Another activity was the rescue of banned species and biological characterization, which generated knowledge on the condition of the biodiversity and defined states of conservation of the vegetation cover and/or land ecosystems for the suggested tower and spacing sites. This led to the identification of amphibians, reptiles, birds and mammals in the project's Area of Direct Influence.

On another note, EEB carried out the agreement and approval of the area selected for the relocation of the vascular and non-vascular epiphyte species by the Regional Environmental Authority of Risaralda (Carder). In addition, it implemented the Compensatory Reforestation Plan in the jurisdiction of said environmental authority on the SINAI property, Yarumal district,

In the municipality of Pereira (Risaralda) pursuant to Resolution 3200 / 2015 and Resolution 930 / 2015 issued by the Carder.



Habitats protected and restored by EEB

The different action focused on the protection and restoration of ecosystems performed by EEB, are conducted within the frame of requirements defined by national environmental laws in force for electric transmission projects and operations.



Mandatory compliance requirements by Colombian environmental authorities, take into account interventions to restore or protect ecosystems in areas other than those operation areas (stretch on the right of way for EEB).

Considering the above, no actions were carried out to protect or restore habitats due to the finalization of the project's requirements: Interconnection with Ecuador, which were delivered in 2014. For projects under construction, as of December 2015, there is no approval on behalf of the National Authority for Environmental Licenses (ANLA), nor compensation schemes, and therefore no actions were carried out to protect or restore ecosystems related to EEB operations.

Actions of this type conducted in 2014, were maintained by EEB to be verified by independent third parties and delivered to the regional environmental authorities under ANLA verification, allowing EEB in 2015 to receive the administrative deed declaring compliance and closing of the mandatory requirements by the Company among others, related to the protection and restoration of ecosystems.

To know the ecosystem's restoration actions conducted by EEB in 2014 and which were subject of the administrative deeds issues by the Environmental Authority during this reporting period, please refer to

EEB's environmental management report 2014 (page 140), on the following link <http://www.eeb.com.co/proveedores-y-contratistas/publicaciones/informe-de-gestion-sostenible-2014>.



It is important to mention that during the operations of the transmission infrastructure, there were no reports of impacts on species of the IUCN red list or national conservation lists.

To consult the lists of species identified in the EEB's areas of influence, which are included on the national conservation or the IUCN red list, go to: <http://www.eeb.com.co/sostenibilidad/gestion-ambiental-corporativa>.



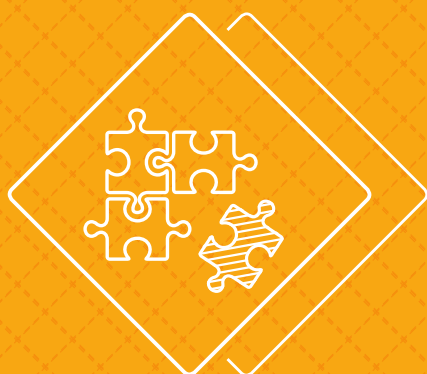


Environmental Management in the Tominé Reservoir

As part of its assets in the department of Cundinamarca, EEB is the owner of 1,450 lots in the municipalities of Sesquilé (241), Guatavita (1184) and Guasca (25), located at the Tominé Reservoir. By means of Resolution No. 776 / May 2008, the Ministry of the Environment approved the reservoir's Environmental Management Plan (EMP), which reports a compliance of 100% with the planned activities and forms.

In 2015, six programs were executed for the conservation of the water reserve of the Savanna.

EEB supports the hydrological upkeep of the Tominé Reservoir through the mechanical and manual removal of aquatic vegetation (hyacinths), the management of chemicals and waste in operation and maintenance, the promotion of fishing regulations and the regulation of access to reservoir properties, the monitoring of activities carried out by the yacht clubs, evaluation of water quality and control over grazing activities in the coastal area of the reservoir.



CHALLENGES

- ◇ In 2016, carry on with management efforts for the protection and conservation of the upland tapir and Andean bear species, cataloged by the International Union for the Conservation of Nature (IUCN) as Endangered (EN) and Vulnerable (VU) of extinction, respectively. This project will continue to be carried out by EEB by strengthening the community organization for monitoring in the jurisdiction of the Corporation for the Sustainable Development of the Southern Amazon (Corpoamazonía) and the Regional Environmental Authority of El Guavio (Corpoguavio).



Atmospheric Emissions and Climate Change



WHY IS IT IMPORTANT

In December 2015, Colombia acceded to the commitment to reduce its emissions of greenhouse gases by 20%, with regard to the emissions projected for the year 2030, as declared during the Conference of the Parties (COP 21), which took place in Paris at the end of 2015. Therefore, the management of atmospheric emissions at EEB is an opportunity to contribute to the achievement of national goals and the mitigation of the climate change.

EEB is responsible for the emission of CO₂, CH₄, N₂O and SF₆ into the atmosphere, which are Greenhouse Gases (GHG). Some of these gases are essential in providing the service, such as sulfur hexafluoride (SF₆), which is used as a dielectric insulator in the assets run by EEB. This gas has other physical properties related to the high global warming power, which makes it especially damaging as it favors the process of climate change.

SF₆ is the GHG with the greatest impact on the organization's carbon footprint and therefore, actions are focused on preventing fugitive emissions to continue contributing to the reduction of GHG emissions, through the optimization of the useful life of SF₆ and the proper disposal of unusable gas.



HOW IS IT MANAGED?

In the framework of the Environmental Policy and EEB's Corporate Sustainability Policy, the climate change strategy is focused on monitoring the GHG emissions, especially the fugitive emissions of sulfur hexafluoride (SF₆). On a quarterly basis since 2012, measurements are taken and they have become better and more predictive to prevent fugitive emissions of SF₆. So all the data collected and recorded, of direct emissions are compiled during the year in the organization's carbon footprint inventory.

On another note, the climate change strategy addresses carbon management through specific projects related to collaborator mobility, use of renewable energies and contribution in opportunities of dialog and participation for the mobilization of society toward changes in their behavior and conduct.

In addition, the Company, which is aware of its vulnerability to extreme weather events and based on the premise of maintaining the reliability of service, conducts hydrological and geological studies that are updated every five to six years. This is done in order to predict threats and apply adaptation measures that will enable it to react with ease to potential risk situations and to favor the preventive measures of geotechnical management for the stability of the assets run by the Company.



HOW IS IT EVALUATED?

The EEB organizational carbon footprint, in the framework of the sustainable management report assurance process conducted on a yearly basis, is one of the indicators subjected to verification by an independent third party who issues an opinion on the quality of the information published for EEB stakeholders. In 2015, the carbon footprint assurance report calculated in Scope 1 in 2014 was issued. Since this is a good practice for accountability, EEB will continue to subject its calculations to independent external verification.

In its organizational structure, under the leadership of the Integrated Management System of the Administrative Vice Presidency, EEB coordinates the environmental management system and the energy management system, which include environmental aspects related to carbon management and the climate change strategy at EEB. These systems are subject to internal and external audits pursuant to ISO's international standards on the matter.

To ensure that EEB's organizational carbon footprint is verifiable and auditable, it has been calculated and managed based on guidelines of the GHG Protocol since the base year of 2011. The GHG Protocol structures the presentation of the carbon footprint, distinguishing direct from indirect emissions in three scopes that cover GHG emissions by EEB-controlled operations.

On the operational level, the management of atmospheric emissions and climate change considers the essential use of SF6 for the operation, as well as the operational leaks that are typical of companies from the energy sector operating electrical substations with specific technologies. The equipment of the Guavio, Circo, Paraíso and Alférez substations are immersed in this gas in order to operate. These EEB

assets have the largest amount of SF6 at EEB and have an automated alarm system that reports pressure loss, which is activated if any component loses gas at levels that can pose a risk to safety or the operation of the equipment. Since sudden gas losses are not common, these losses can be detected and treated as fugitive GHG emissions.



Photo 2. GIS Room at the Circo electrical substation operated by EEB.



Photo 3. GIS Room of the Guavio electrical substation operated by EEB.

At other substations, such as Circo, Paraíso and Alférez, a visual verification of gas pressure is carried out at least once per week by reading the existing gauges. This verification is not possible at the Guavio substation because the instruments installed there do not have a hydrometer for direct reading. However, the Maintenance Management Unit has been developing a project that will allow the real-time monitoring of SF6 gas pressure. This will enable the early detection of unwanted gas leaks and the regeneration of the gas before it has to be discarded due to contamination with other atmospheric components that would degrade the physical and chemical properties thereof.

When referring to the regeneration of the gas, it is understood as the recovery of the quality thereof for its purpose in the assets of EEB. That is to say, it is reused and recirculated to extend its useful life.

If low pressure is detected in any of the substation components, maintenance is scheduled in order to reinject gas to take it to nominal (ideal) operating pressure; however, if pressure losses in any compartment are recurrent, planning must be carried out and financial resources must be procured in order to carry out major maintenance to correct the fugitive emissions.



ACTIVITIES AND INITIATIVES | 2015

Organizational carbon footprint - direct emissions (Scope 1)

The GHG emissions inventory provided the results listed in Table 1 for 2015.

Table 1. GHG Emissions.

Activity	2011 (Tn CO ₂ eq)	2012 (Tn CO ₂ eq)	2013 (Tn CO ₂ eq)	2014 (Tn CO ₂ eq)	2015 (Tn CO ₂ eq)
SF ₆ fugitive emissions in substations	1482,00	604,00	979,00	2045,10	2659,26
CO ₂ , CH ₄ y N ₂ O emissions in mobile combustion.	18,00	9,00	18,00	33,79	32,35
CO ₂ , CH ₄ y N ₂ O emissions in stationary combustion.	3,00	2,00	0,10	1,73	0,40
Fugitive emissions - others. Emissions and/or Extinguishers (R134A, R422D, HFC y CO ₂)	10,50	10,20	14,02	21,43	0,00
Total	1513,50	625,20	1011,12	2102,05	2692,01

Greenhouse gas emissions related to the consumption of liquid fuels, were extracted from the following sources: Emissions de CO₂: FECOC app developed by Sistema de Información Ambiental Minero Energético (SIAME) de la Unidad de Planeación Minero Energética (UPME) of Colombia. CH₄, N₂O and SF₆ emissions: Guides for National Greenhouse Gas effects from IPCC 2006.

Potential Global warming Indexes considered by EEB in the calculation of carbon footprint, refer to IPCC fifth Assessment Report (AR5-100 year) and the set of data from Ecoinvent 2.2.

In 2015, GHG emissions totaled 2,692.01 Tn CO₂eq, 98.78% of which are represented by SF₆ emissions, accounted for in the inventory of Scope 1 in the organizational carbon footprint. This means an increase of 590.44 Tn CO₂eq compared to 2014.

As regards fugitive emissions of SF₆, preventive maintenance was carried out on the assets in 2015 by the Maintenance Management Unit of the EEB's Vice

Presidency of Transmission, along with the standardization of pressure of the assets that contain SF₆ gas. The operational quality of SF₆ was also verified to prevent the risk of emission and electrical insulation failure. Along with these efforts, EEB made significant investments to replace assets that posed greater risk of SF₆ leaks due to their time in service, such as the replacement of a transition bushing



in the Tunal line bay at the Circo Substation. The replacement of the hub was budgeted in 2014; however at the contractual and administrative closing of goods and services acquired by the company and which allowed to complete the activity, took place in 2015, thus it is not reported in this period.

Based on the above, some of the events that could influence the increase in SF6 emissions are related to the pressure standardization procedure mentioned above; that is to say, the gas injection recorded in 2015 to correct pressures was a response to emissions that, due to the age of the infrastructure, could have

occurred over time and, in the case of some assets, they have been operating for more than 20 years- Therefore, although these emissions occurred over time, they were not

Accounted for until 2015 and therefore, they “penalize” the 2015 inventory; however, they are a fundamental starting point to feed the baseline and for EEB to continue in its efforts to improve management for climate change.

In turn, it is important to note that new assets that use SF6 began operating during the course of 2015, thus increasing the potential sources of emission.

Table 2. GHG Emissions. In total, the organizational carbon footprint grew 706,98 Tn of CO2 e compared to 2014.

Scope / Inventory	Ton CO ₂ eq				
	2011	2012	2013	2014	2015
Scope 1	1513,50	625,20	1011,12	2102,06	2692,01
Scope 2*	44,00	23,40	107,77	119,09	146,29
Scope 3**	351,20	206,20	455,46	491,32	581,15
Totals	1908,70	854,80	1574,35	2712,47	34019,45

* See GRI table in indicators EN16 and EN 17.

It is important to point out that the major maintenance plan is being carried out at the San Mateo, Tunal and Guavio substations since 2014, which is associated with the gas pressure standardization activity, thus generating a significant increase in the use of SF6. This activity is carried out in order to improve leak control and maintenance management because it allows the early identification of gas losses. However,

this activity causes an increase in gas consumption for the leveling of gas at nominal pressure of equipment in a short period (2015), while the gas loss is low magnitude and took place gradually over periods from 9 years of operation (ex.

Assets of the Southwest Corridor) to more than 20 years of operation (ex. Assets of the Southern Corridor and the Bogotá System).



Initiatives for a low-carbon organizational culture

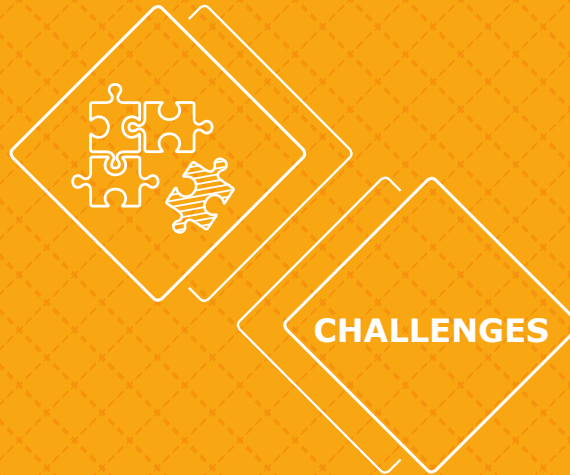
1. There are electric bicycles available to EEB employees, which have mobilized 82 users of the "En Bici Me Nuevo" [I get around on a Bike] program, which suppose GHG emissions reduction in 2015 and saved 12 days per year in time by using alternative means of transportation.

Data on time saved by users of the en Bici Me Nuevo program, were supplied by an external operator to EEB and they are not part of the calculation of organizational carbon footprint of the company.

2. In 2015, a pilot project was launched with the installation of solar panels on the flat roof of the administrative building on Calle 73 in Bogotá. This system partially supplied two floors of the building, which represented approximately 3% of the total energy consumption of the head office of EEB in 2015, covering 16.5 MWh. This meant savings of COP 5.92 million and the prevention of the emission of 8.8 Tn of CO₂ eq.
3. The GHG emissions in 2015 were offset, which meant 2,712.47 Tn of CO₂ eq. The offsetting was achieved in carbon bonds issued by the ZERO CO₂ forest project certified by Icontec for commercial

plantations. In addition, EEB's involvement in this carbon offset program allowed it to carry out an internal measurement of environmental awareness to raise awareness on responsible consumption and each person's participation in the mitigation of climate change.

4. Based on the EEB's participation in Bogotá's District Committee of Climate Change, the Company played a leading role in the district campaigns and the discussions and preparation for the Bogotá Climate Summit event held in September 2015. EEB set up a stand during the pre-summit of children and adolescents, providing workshops related to clean energy sources to raise the awareness of attendees.
5. The Sustainable Innovation Forum (SIF) was carried out in the framework of COP21 Paris, focused on entrepreneurs from around of the world, bringing together some of the pioneering companies in sustainability management. Key issues were discussed at the forum regarding contributions and perspectives to address climate change through the business sector. The Manager of the Integrated Management System took part in the event on behalf of EEB, sharing the space with representatives of subsidiaries Cálidda from Peru and TGI from Colombia



-
- ◇ Once an agreement is reached in the framework of COP21 Paris, define a climate change strategy on the Bogotá Energy Group level that goes beyond the existing strategy on the individual level of each of the member companies.
 - ◇ Strengthen EEB's internal climate change strategy.
 - ◇ Continue to strengthen the engineering measures and controls to prevent fugitive emissions of sulfur hexafluoride (SF6). This includes the verification of specifications in new equipment acquired for projects under construction, in order to control pressure changes and other variables that may indicate leaks accurately and in real time. Continue to promote climate change awareness programs, initiatives and activities with all the Company's collaborators.
-

A woman on the left and a man on the right are standing outdoors, giving thumbs up. The woman is wearing a colorful floral top and blue jeans. The man is wearing a white long-sleeved shirt with blue and yellow stripes on the sleeves, black pants, and a red cap. They are standing in front of a wooden structure with a sign that says 'GERMINADOR'. A large white diamond shape is overlaid on the image, containing the text 'COMMITMENT 5'.

COMMITMENT

5

**Contribute to the wellbeing
and development of the
communities where we
operate**



Social Investment in Communities

Where the Company Operates



To EEB, it is a top priority and very important to: 1) manage the impacts generated by the operation and its activities in an appropriate, timely manner, and 2) strengthen relations with communities in the areas of influence where it operates, as well as invest in their economic and social development.



WHY IS IT IMPORTANT

Social investment in the communities where it operates is a material aspect for Empresa de Energía de Bogotá (EEB), because it is very important to the Company to maintain healthy, constructive and sustainable coexistence with its environment. This is achieved through the construction of relationships of trust, the prevention of risks associated with the infrastructure and the compensation of the environmental impact generated thereby.



HOW IS IT MANAGED?

In its analysis of the materiality of the main impacts to be addressed in its social management, EEB has

identified: i) social investment in the communities where it operates; ii) management of community relations; and iii) coexistence between the communities and the infrastructure. These three material aspects are framed in the fulfillment of its long-term commitment to “contribute to the well-being and development of the communities where we operate”.

This is managed by the Vice Presidency of Transmission and, to a great extent, through the Bogotá Energy Group Foundation through its five strategic lines described below, in order for its projects to cover and have greater impact on the communities in the areas of influence.



HUMAN DEVELOPMENT

We promote scientific development and the talent of children and adolescents and the vulnerable population of the communities for their development



SOCIAL RETURN TO THE CITY

We make efforts to contribute to the technological, cultural and social development of the city of Bogotá through projects of major impact.



COMMUNICATION FOR DEVELOPMENT

We encourage the participation and development of communities with alternative means of communication to strengthen ties with the populations.



PROJECTS WITH THE COMMUNITIES

They work to manage projects and strengthen the initiatives of communities for their progress and to enforce their rights.



ENERGY AND INNOVATION

We strive to create and disseminate knowledge about the latent relationship between Energy and Development with different members of academia, local communities, state authorities, NGOs and International Cooperation Agencies.



HOW IS IT EVALUATED?

The monitoring of quality, relevance and impact of the actions carried out for communities is measured in the framework of the auditing of each project, which includes:

- ◇ Cost-benefit assessment.
- ◇ Project follow-up reports.
- ◇ Field trips in which the communities are interviewed.
- ◇ Dialogs with communities to provide feedback on project quality.

In addition, for 2016, the Company's areas of social management will provide the Foundation not only with the detailed list of the municipalities and/or districts where the projects will be carried out in three lines (Human Development, Social Innovation and Youth and Sports), but also the relevance of these projects through a diagnosis, consultation or other mechanism with the communities.



ACTIVITIES AND INITIATIVES | 2015

Below is a description of some of the projects carried out by the Foundation, showing the social investment in communities of the areas of influence of the Bogotá Energy Group

Strengthening of the competitiveness of the Cacao - Chocolate production chain of the municipality of Ubalá in the department of Cundinamarca.

65 families for the area of influence benefited in the municipality of Ubalá in the villages of Mámbita, Soya and San Pedro de Jagua with

- ◇ 77 hectares covered.
- ◇ Establishment of 12 cacao fruit dryers and 12 fermenters.
- ◇ Delivery of fertilizers and supplies for pest control.
- ◇ Training in product marketing.

- ◇ Technical assistance: identification of properties, 154 visits for control and soil sampling to generate a sustainable project.

It is important because:

- ◇ It works in accordance with the Business Group's sustainability policies, strengthening its relations of neighborliness and support for the development of the communities in the area of influence.
- ◇ It allows the upkeep of cocoa plantations in the community. This is done for the crops and gains to provide benefiting families with better incomes.
- ◇ The inclusion of the population and the planting of cacao are promoted as sustainable, environmental and social practices.

Strengthening of the municipal nursery in Funes, Nariño

During the second stage of the project, 370 families in the area of influence in the municipality of Funes benefited, in the districts of Upper Guapuscal, Lower Guapuscal, Terrero and La Vega. 1,500,000 coffee seedlings and supplies were provided, along with training and continuous assistance.

It is important because:

- ◇ It consolidates the relationship with the communities and their authorities through dialog and active participation in the development of sustainable social projects.
- ◇ It promotes the proper use of the region's resources, to generate agricultural practices that will lead to production with quality. This process is reflected in the harvesting and sale of the product.
- ◇ Improvement in the region's positioning.



Creation of traditional crafts in San Francisco, Putumayo

50 single mothers benefited in the Camentsa-Inga indigenous community of San Francisco, Putumayo, thanks to the provision of raw materials and training in the creation of traditional crafts.

It is important because:

- ◇ Local networks are generated, which promote fair trade dynamics for the products created.
- ◇ It promotes the integration of their culture, respect for the environment and the creation of crafts as a productive and sustainable alternative.

Implementation of traditional chagra in Santiago, Putumayo

The planting and maintenance of chagra benefited 200 people from the Quinchoapamba district. This activity had the support of the community (children, teachers and parents) and the indigenous community council.

It is important because:

- ◇ It has become a space where the community shares its ancestral production methods, which have been successful for the management of the field that has always existed in this culture. This has led to the use of thousands of years of knowledge to create innovations, practices and techniques associated with the management, use and reproduction of the diversity of the agricultural product in chagra.



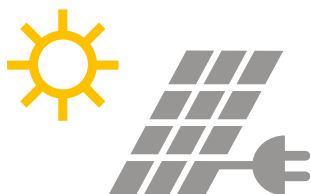


Eco-efficient Stoves

33 families benefited from the installation of eco-efficient stoves and firewood groves in the districts of Algodones, Boca de Monte and Mámbita II de Ubalá, Cundinamarca, as well as in Gualmatán, Nariño

It is important because:

- ◇ It promotes the implementation of sound environmental technologies. Also, it intends to promote programs to substitute non-renewable natural resources, which will lead to the development of technologies to generate non-polluting, non-degrading energies.



- ◇ It provides the community with greater efficiency of the stoves due to their durability, less harmful emissions, easy maintenance and low costs, which makes it a sustainable project of great use for beneficiaries.

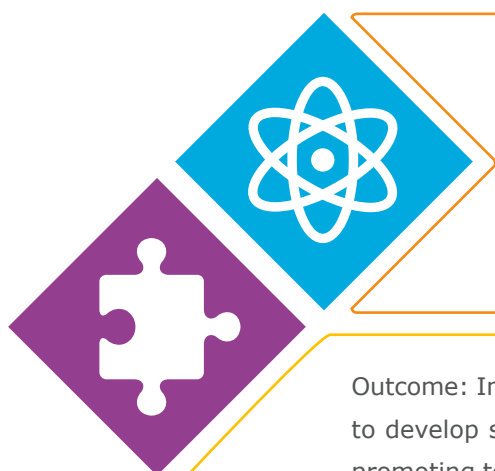
Solar Energy

80 children from the Wayenetamena community (rural Riohacha) benefited from the design and internal electrical installations to connect computers, lighting systems and additional outlets in their school.

It is important because:

- ◇ It encourages the community to learn how to use renewable energy and the benefits of solar energy in their school.

Below is a follow-up of the challenges proposed for 2015:



1. Implement the Pedagogy, Innovation, Science and Technology program in the Group's areas of influence, which provides educational material with training for the children in the area of influence and instruction in science, technology and innovation.

Outcome: In 2015, the Young Seedlings program was implemented, which aimed to develop soft and social skills in children between the ages of 11 and 15, by promoting teamwork, encouraging exploration, experimentation and curiosity in the areas of science and technology (natural sciences, physics, chemistry, electronics, robotics and information and communication technologies).



Young Seedlings

The program benefited 120 children from the municipality of Gachetá, Cundinamarca (in the districts of Hatogrande, Muchindote Salinas and Sector Tasajeras) and the municipality of Tuta, Boyacá (in the districts of El Cruce, La Hacienda, Arizal, Hato, Río de Piedra) through a field trip to the Bogotá Planetarium and another to the Maloka Park, where they shared their different experiences and perceptions of the program with the Company.

It is important because:

- ◇ It makes a contribution to the environment in order to develop solutions for local problems that arise from the needs of the community.

2. Execute the 18 Volunteer Projects for Community Benefit approved by the Steering Council.

Outcome: In 2015, the 18 volunteer projects for community benefit were carried out, whose main purpose was the development of corporate policies and improve the quality of life of the communities in the area of direct influence, thus generating synergies

with the Company for the development of the business function.

Volunteer Projects for Community Benefit

These projects were related to the following themes:

- ◇ Unsatisfied basic needs.
- ◇ Environmental protection.
- ◇ Productive developments.
- ◇ Provision of materials for basic infrastructure.

The projects were:

- ◇ Provision of materials and labor for the improvement of the housing units of 6 families in El Espinal district with the support of the Community Action Board.
- ◇ Restoration of the access to El Estéreo district.
- ◇ Technical study in the Zapatero district aqueduct.
- ◇ Improvement and restoration of the aqueduct service, replacement of the motor pump and improvement of the piping system of El Grifo district.
- ◇ Restoration of the facilities of the school in the Hato Viejo district.



- ◇ Improvement of the housing units of the active members of the Community Action Board of La Galda district.
- ◇ Construction of a community home in the Yaguilga district.
- ◇ Repair of the main road in the Mangas district.
- ◇ Improvement of the facilities of the community home in the Mangas district.
- ◇ Construction of a community home in El Rodeo district.
- ◇ Provision of furnishings for the community home in El Porvenir district.
- ◇ Access road to the hamlet in the Membrillal district.
- ◇ Improvement of the sports and recreation center in La Cristalina district.
- ◇ Restoration of the facilities of the community home in the Hojas Anchas district.
- ◇ Construction of a community home in La Concha district.
- ◇ Restoration of the main access road to El Vergel district.

It is important because:

- ◇ It improves the quality of life of the communities in the area of direct influence, thus generating synergies with the Company for the development of the business function.
- 3.** It builds alliances with local, regional, national and/or international organizations to boost the production projects supported by the Foundation in order to improve their capacity, sustainability and development.

Outcome: Alliances were built with different organizations such as the Corporación Juego y Niñez, the municipal mayor's offices of the different projects,

Cabildo Inga Santiago, Asoagroma, Social Energren Solutions S.A.S., Fundación Prosowa and Fundación Obras de vida.

- 4.** Support the improvement of the conditions of the schools in the area of influence with access to energy (solar panels) and water (filters) through the Basic Utilities for Basic Education program.

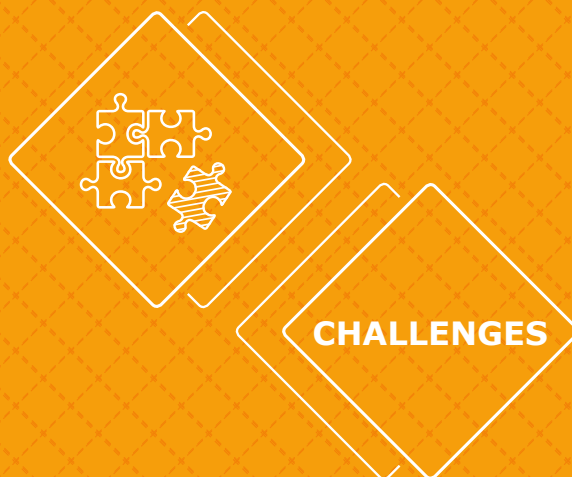
Outcome: Solar energy, water filter and solar lamp projects were carried out. In the latter, 50 solar lamps were installed as technological solutions in lighting. 500 people benefited from the generation of new sources of solar energy, which led to savings of 1,728 kV per year on consumption, as well as the replacement of traditional lamps. This contributed directly to reducing expenses on the purchase of fuels and batteries by the community. In addition, the Bogotá Energy Group Foundation provided the community with assistance through socialization lectures on consumption habits and energy-saving methods.

Projects in the city of Bogotá

- ◇ Climate Change Meeting.
- ◇ Join the Environment.
- ◇ Educational Material.
- ◇ Art and Culture in the District.
- ◇ Capital Jazz Meeting.
- ◇ Breaking Down Barriers - Week for Equality. Art and Culture in the City Program.
- ◇ Bogotá@21.
- ◇ Youth Week.

Other incentives

- ◇ Fabio Chaparro Award.
- ◇ University scholarships.



Short

- ◇ By 2017, improve the perception of the Bogotá Energy Group by the communities where the Foundation's projects are being carried out.
- ◇ By 2017, strengthen relations of trust with the stakeholders in the areas of influence of the Bogotá Energy Group in line with the sustainability model.

Medium

- ◇ By 2020, expand the geographic coverage of the projects carried out by the Foundation in the Group's areas of influence by 20%.
- ◇ By 2020, contribute to the human development and quality of life of the communities benefiting from the Foundation's programs and projects.

Long

- ◇ By 2024, generate social and environmental value in the communities of the Group's areas of influence and the city-region.
 - ◇ By 2024, the Bogotá Energy Group Foundation will be a point of reference for Bogotá and the areas of influence of the Group's companies in the promotion, assistance and development of programs for social innovation, clean energies and renewable energy sources. This contributes to the Bogotá Energy Group and to the sustainable development of the energy sector.
-



Management of Community Relations



WHY IS IT IMPORTANT

In this aspect, reference is repeatedly made to the management of relations with the community of the UPME 04-2014 Southwestern Reinforcement Project.

To Empresa de Energía de Bogotá, it is essential for the communities in the Areas of Direct Influence (AID) through which its transmission infrastructure crosses to be more accepting of the Company in order to be positioned as an important player that contributes to sustainable development in the region.

Therefore, the management of community relations has become an instrument that facilitates the EEB's coordination with other players with different capacities to influence decision-making in the region.



HOW IS IT MANAGED?

The mechanisms adopted by EEB for the Management of Community Relations include:

- ♦ Corporate Sustainability Policy.
- ♦ Social Policy.
- ♦ Corporate Environmental Policy.

The areas in the Company responsible for this management are:

- ♦ The social coordination units of the project management units of the Vice Presidency of Transmission.
- ♦ Bogotá Energy Group Foundation.
- ♦ HSE management units of the Vice Presidency of Transmission.



environmental authority (CAR) through the social management team operating in the field.

- ◇ The identification of early warning signs on topics that represent a degree of social or environmental sensitivity; this information is taken into account when establishing the route corridors for alternatives.
- ◇ Minimal intervention in the territories of indigenous communities or with the presence of Afro-descendant communities, to the extent of the technical and environmental possibilities; this is done in order to protect the rights of these communities and preserve their culture and identity.



ACTIVITIES AND INITIATIVES | 2015

Below is a description of the activities carried out in the framework of management efforts with communities of the UPME 04-2014 project carried out by EEB in the departments of Antioquia, Caldas, Risaralda and Valle del Cauca.

For the involvement of the actors that take part in the advancement of the information and communication process, they were recognized considering the territorial and cultural diversity of the area of influence; this was used to identify channeled expectations in order to address how to continue carrying out the project.

This early communication and involvement strategy was extended progressively to the municipal advocates and representatives of the community action board associations. Similarly, it was extended to the ethnic liaison representatives, differential population liaisons or the legal representatives of several ethnic or Afro-descendant organizations.

With the presence of the social management team in the region, even more progress was made in get-



HOW IS IT EVALUATED?

The performance of community relations is evaluated through the following activities:

- ◇ Direct involvement with representatives of the municipal, departmental authorities and the regional



ting to know the municipalities and the institutional actors mentioned above. This favored the execution of the different research activities for the DAA, such as the information processes required at this stage of the project.

An essential part of the community relations strategy was based on the construction of a clear, accurate discourse and message regarding the project. To do so, different activities were carried out for the induction of the staff in charge of project management and the study and design contractor's staff. In the same spirit, the social and real estate management staff were trained in communication skills.

Part of the process involved relations with other national entities, such as the National Authority for Environmental Licensing (ANLA). For this purpose, meetings were generated to provide information on the scopes of the project and to clarify the requirements issued by the entity for the preparation of the DAA. There were

also meetings to provide information and for communication with other entities, such as the Land Restitution Unit and the National Infrastructure Agency.

Below is a description of the results of the Project at December 31:

Regarding the information and communication strategy, they were prepared according to

The guidelines defined in the Strategic Communications Model for the Companies of the Bogotá Energy Group. All the presentations used for the information processes were subjected to simulation exercises and the approval of the Project Team. Communications were related to:



- i. Presentation of the project.
- ii. Request for information from the municipalities or entities in order to prepare the DAA.
- iii. Confirmation of information meetings.
- iv. Call for information meetings.

In the municipalities that are part of the area of indirect influence of the socioeconomic environment, a community participation and information process was carried out, which involved two phases:

- i. A first phase where the municipal and environmental authorities, advocates, regional environmental authorities and representatives of community action boards were informed of the scopes of the project. They were also informed of the scope of the activities and the beginning of the study corresponding to the Environmental Diagnosis of Alternatives (DAA). The results are highlighted below:

Institutional actors informed in the period from June to November 2015: 356 employees of the governor's offices of the departments of Caldas, Risaralda and Valle del Cauca, as well as the regional environmental authorities of Risaralda (Carder), Caldas (Corporcaldas), Central Antioquia (Corantioquia) and Valle del Cauca (CVC).

Authorities have been contacted from a total of 54 municipalities that are part of the AII of the UPME 04-2014 Project for the DAA; Figure 1 lists the attendance thereof.



Table 1. Municipalities of the Area of Indirect Influence of the UPME 04-2014 project informed during the first phase for the DAA stage. Source: EEB - UPME 04-2014 Social Management Project at December 31, 2015

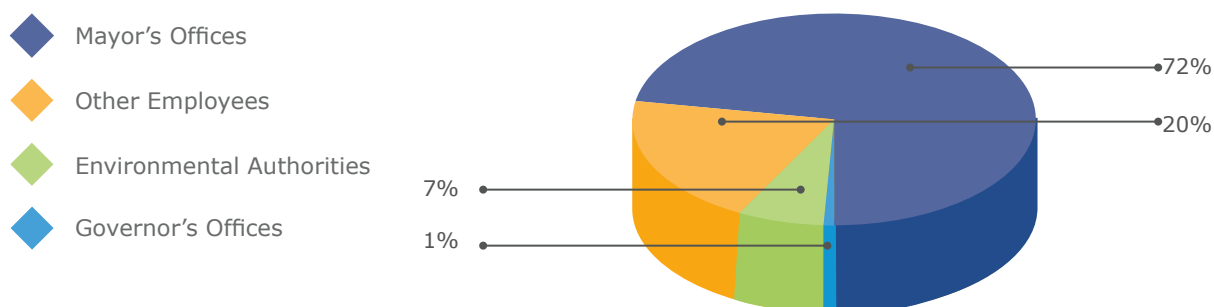


Figure 1. Percentage of assistance of institutional actors informed. First Phase. Area of Study. June - November 2015.

Information and involvement meetings were also held with the different municipal advocates, thus involving employees from more than 54 municipalities, as well as the members of Community Action Board Associa-

tions (ASOJUNTAS) from 39 municipalities and representatives of the mayor's offices in charge of handling Community Action Board for a total of 114 people, whose percentage distribution is shown in Figure 2.

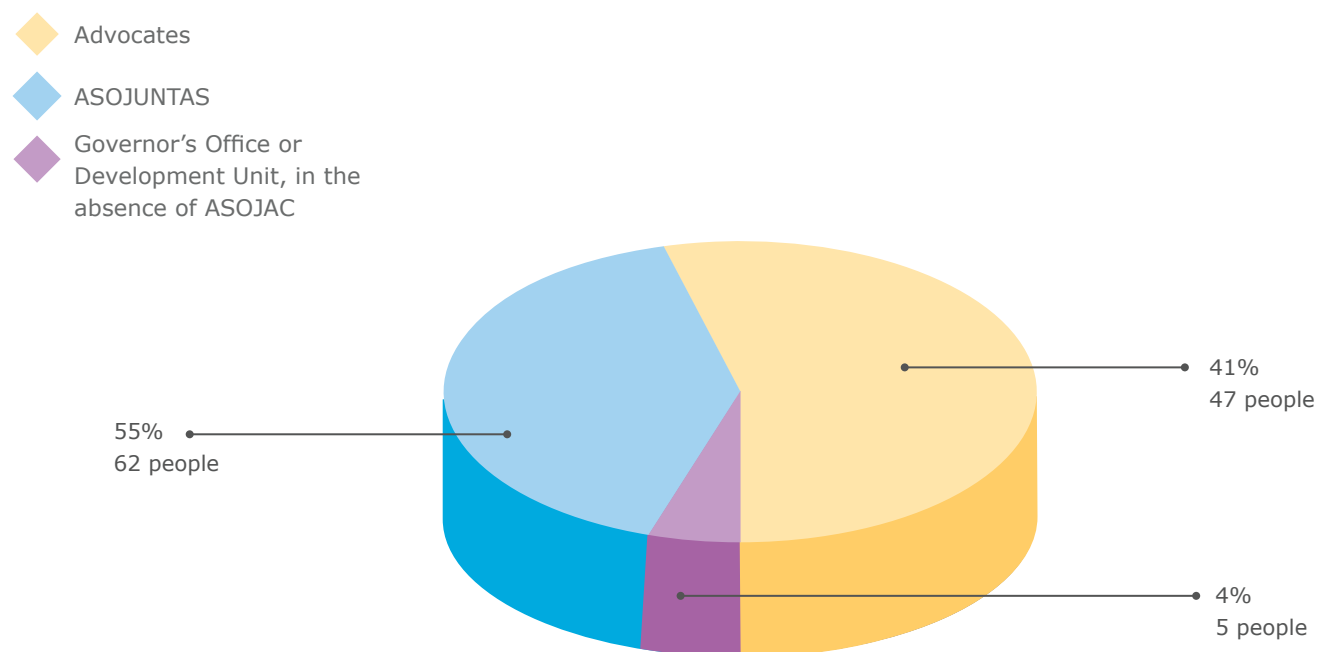


Figure 2. Other actors informed. First Phase. Area of Study. June - November 2015.



ii. In the second phase, ethnic liaison representatives identified by the mayor's offices of the different municipalities with the possible presence of indigenous and Afro-descendant communities were called on, considering that at this phase, there was more comprehensive information on the possible presence thereof. This was done to present alternative proposals, as well as to learn about and address their questions and perceptions of the alternatives proposed and to provide

feedback for the study, according to the requirements of the environmental authority.

The strategy also considered carrying out phases to provide additional information to social actors that did not attend the information processes announced, so as to bring them up to date in terms of information and progress of the DAA. A total of 417 persons were informed of the process, as broken down in percentages in Figure 3.

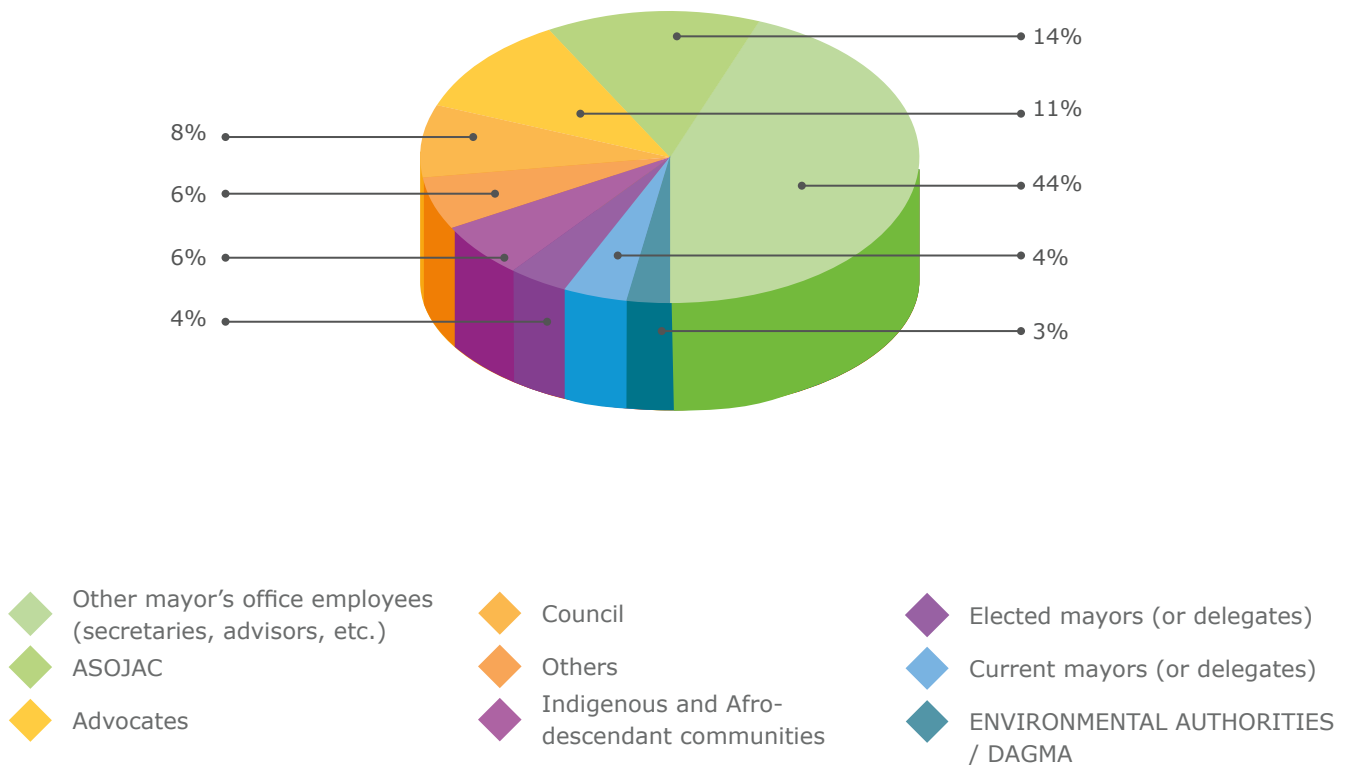


Figure 3. Percentage of attendance at the second phase of information. November - December 2015



Activity	Date
Staff induction: social managers responsible for the coordinators of substations, transmission lines, real estate, social and environmental management	21/07/2015 2-7-25-30/09/2015 14 and 28/10/2015
Workshop for the unification of the message with real estate managers and social managers. Activity carried out in coordination with EEB external relations	10/29/2015
Workshop for the simulation of DAA meetings with all the EEB HMV teams in the city of Cartago	11/22/2015
Contractor staff induction - CONSORCIO HMV-MARTE	23/10/2015 03/11/2015 (Caldas, Buga and Pereira Offices)

Table 4. Induction and training activities for the staff involved in the project regarding topics of guidelines for behavior with the different stakeholders. Source: EEB - UPME 04-2014 Project Social Management At December 31, 2015

- ◇ Induction and training for personnel involved in the project. Activity focused on guidelines for behavior with the different stakeholders and a workshop on the construction of clear, accurate discourse and messages on the project (Table 4).
 - ◇ During the second phase of the DAA meeting, a perception survey was administered to identify the perception of municipal authorities and leaders regarding the 500 kV Southwestern Reinforcement Project (on the date of this report, the information was still being processed).
1. Montecristo Police Station, municipality of Gachalá.
 2. Vereda Hato Grande School, municipality of Gachetá.
 3. Vereda Guandita School, municipality of Guatavita.
 4. Gazadjue Police Station, municipality of Medina.
 5. Alto del Tigre district, municipality of La Mesa.

In the case of infrastructure in service and in order to strengthen good neighborly relations with the communities in the Area of Direct Influence, the Vice Presidency of Transmission installed five playgrounds in the following locations in the department of Cundinamarca:

This project is the result of several requests by the communities located in the so-called "Central Corridor" who expressed the need to support initiatives to improve children's recreational conditions. In budget terms, the investment amounted to COP 46,400,000.



In the case of the UPME 04-2014 Southwestern Reinforcement Project, the challenges are:

- ◇ Address 100% of the PQRs regarding the project.
 - ◇ Forward 100% of the communications requested to the municipal authorities, community representatives (ASOJAC), chairmen of the community action boards and other organizations to inform them of the progress of the EIA.
 - ◇ Carry out 100% of the information and communication meetings required for the EIA with the institutional and municipal actors and the population in the project's Area of Direct Influence.
 - ◇ Set up inboxes to receive PQRs at the Company's service centers defined at each base of the project in Caldas (Antioquia), Pereira (Risaralda) and Buga (Valle del Cauca).
 - ◇ Design a brochure with information on the DAA and distribute it among the municipal authorities, community representatives (ASOJAC) and indigenous and Afro-descendant communities present in the Area of Influence of the Alternatives of the 500 kV Southwest Reinforcement project.
 - ◇ Carry out 100% of the prior consultation processes required for the preparation of the EIA with the groups certified by the Ministry of the Interior.
 - ◇ Design and distribute an ethno-linguistic primer for each group of ethnic minorities susceptible to prior consultation.
 - ◇ Establish the stakeholder matrix for each district of the ADI.
 - ◇ Conduct the environmental assessment of the socio-environmental impacts that will be generated by the project for the specific sector.
- As for the infrastructure in operation in 2016, the challenges are:
- ◇ Install ten playgrounds in the regions where the EEB's infrastructure in operation is located.
 - ◇ Implement a community participation and information strategy, in a pilot phase, to be carried out in the municipalities of Pasto (Nariño) and La Calera (Cundinamarca).



Coexistence between the communities and the infrastructure



WHY IS IT IMPORTANT

In order for EEB's infrastructure in operation to be in optimal conditions, it is necessary to have the active participation and commitment of the communities in permanent contact with it, which involves the identification and minimization of any factors of risk to both people and animals and the structures near the transmission lines. This, in turn, leads to the peace of mind of the local communities and authorities, when they are involved in the management with the possible impacts that can be generated by the infrastructure.



HOW IS IT MANAGED?

As for the infrastructure in the operation stage, the Vice Presidency of Transmission, through the HSE Management Unit, is responsible for monitoring the implementation of the Environmental Management Plans, which include actions to foster the coexistence between the communities and the infrastructure, in addition to the corporate guidelines of the Social and Sustainability Policies.

It is important to point out that the most significant impacts that can be generated by the power transmission infrastructure mainly occur during the construction

stage. Therefore, EEB includes criteria in the design phase to prevent and mitigate these impacts and comply with the regulations in force on the matter.

As regards the impacts that cannot be prevented or mitigated, compensation actions are implemented pursuant to the provisions defined in the environmental licenses and the environmental management plans, so in the operation stage, significant impacts are not very common. However, EEB in operation continues to apply the hierarchical model of mitigation to prevent and reduce impacts.

The HSE Management Unit is responsible for monitoring the implementation of the existing environmental management plans. These include actions in the social component to promote the management of community relations.

In addition, the Company commits to the development of effective action plans to identify, prevent, mitigate, control and compensate for any social impacts caused by its infrastructure and operations.



HOW IS IT EVALUATED?

Through the Environmental Compliance Reports prepared on a yearly basis by each transmission infrastructure corridor in the operation stage, the effectiveness of the measures implemented in each period (year), as well as the results obtained.



ACTIVITIES AND INITIATIVES | 2015

It is important to point out that the Environmental Compliance Reports present the activities of the previous year, so the reports to the National Authority for Environmental Licensing (ANLA) in the year 2015 cover the activities of the year 2014.

In 2015, the Environmental Compliance Reports were submitted for the corridors with infrastructure in service called Southern Corridor - Bogotá² System and Alférez Substation and Associated Lines. The latter included the monitoring of the activities related to the management of community relations in the first few months of 2015. It is important to mention two socialization sessions on the coexistence with the power transmission infrastructure, in which relations with the neighboring community were strengthened.

In 2015, the HSE Management Unit implemented several actions aimed at improving the coexistence between the communities and the infrastructure. These actions were:

- a. **Socialization with local communities and authorities.** These were carried out in the municipalities of Tesalia, Gigante, El Pital, Tarqui, Paicol El Agrado, Garzón and Altamira, in the department of Huila, as well as the rural area of the city of Cali in Valle del Cauca, as part of the Company's compliance with the environmental license of the high-voltage power transmission infrastructure of Tesalia-Altamira and the Alférez Substation and associated lines, respectively.

The socialization was geared toward the different local actors, as indicated below:

Stakeholder	Number of Socialization Sessions	Total Participants
Municipal Mayor's Offices	7	19
Municipal Advocates	7	7
Regional Environmental Authorities	1	4
Communities	10	100
Totals	23	130

Table 1. Socializations carried out on Coexistence with the EEB Infrastructure. Source: VT - HSE Management Unit (2015)

These meetings allowed the Company to present basic aspects of coexistence with the power transmission infrastructure. In addition, it had the opportunity to learn some of the concerns of the local authorities and communities in relation to the operation and maintenance of EEB's infrastructure.

¹ The activities carried out in the Southern Corridor - Bogotá System for the management of community relations in 2014 were executed entirely by the Bogotá Energy Group Foundation.



Photo 2. Meeting with community. Vereda El Estero, municipality of Cali, Valle del Cauca. Source: VT-Gerencia HSE (2015).

b. Response to external communications. In 2015, a total of 71 communications were responded to by the HSE Management Unit, which were received at the head office of EEB as well as the PQR inboxes set up in the municipali-

ties of Ubalá, Gachalá, Gachetá, Guatavita, Guasca, Sopó and La Calera, in the department of Cundinamarca. The communications were sent by the different stakeholders listed below:

Stakeholder	Number of requests received
Official entities	25
Private Sector	14
Communities	32
Total	71

Table 2. Communications answered by stakeholder. Source: VT - HSE Management Unit (2015)



The number of responses corresponds to 100% of the requests received, where one of the most important topics discussed in the communications were related to the impact on properties due to electrical easements.

It is important to mention that 13 of these communications were sent to other companies in the sector because they were not in the jurisdiction of the EEB.

- c. **Management of problems associated in the misuse of easement areas.** The staff of the VT Maintenance Management Unit identified 12 cases related to constructions in the easement area, 8 in Bogotá and 4 in the department of Cundinamarca, which were reported to the competent authorities in order to ensure compliance with the Technical Regulations of Electrical Installations (RETIE), in place to guarantee the safety of people, animals and constructions.

- d. **Design of the Community Participation and Information Strategy for Infrastructure in Operation.** The participatory construction of a strategy to facilitate interaction with local stakeholders was led by the HSE Management Unit to improve Coexistence between the Communities and the Power Transmission Infrastructure. In 2016, a pilot experience will be implemented in the municipalities of Pasto, Nariño and La Calera, Cundinamarca..

OTHER PROJECTS

Other projects were led by the Bogotá Energy Group Foundation:

Provision of educational material

The Foundation has emphasized the need for the material provided to motivate children through play and didactic activities, identify the types of energy around them, strengthen their creativity and develop their knowledge on topics related to the activity and the business. The material promotes their scientific curiosity by developing skills in science, technology and environmental protection.

Educational and recreational material was given to nearly 25,000 beneficiaries in the Group's areas of influence.

It is important because:

- ♦ It allows the benefiting children to begin to identify, prevent and mitigate the risks concerning the infrastructure. In addition to understanding the importance and how they should be careful with the towers and gas pipes to prevent accidents.



Theater in Town

The second part of the project was carried out in the northern, central and southern regions of the country, reaching nearly 7,863 spectators.

The following plays were presented: The adventures of the speaking tree (in the southern region, Energy of

Life, Scientists without satellites, the metal thugs (in the northern region) and The trial (central region). All the plays were designed to address environmental issues, such as: caring for the infrastructure and networks, risk control and energy for development.

Performances and workshops	Zone	Beneficiaries	Villages	Areas of influence
15	South	1923	15	EEB
14	Central	3530	16	EEB TGI
10	North	2410	16	TGI
	Total	7863	47	

This process was accompanied by the provision of primers on energy-related topics, in accordance with the Foundation's corporate purpose which is to promote education and training on the efficient, rational use of non-renewable resources, risk control, research and development in sustainable energy and energy alternatives, access to public utilities of electricity and gas and adaptability and vulnerability to climate change.

It is important because:

- It allows communities to get to know, identify, prevent and mitigate the risks concerning the infrastructure through activities of alternative communication and entertainment. In addition, it encourages the protection of the environment, the flora and the fauna.

Join the Environment environmental software

The course "Recognizing My Environment" promotes environmental culture and awareness. This is done using a virtual application geared toward children and adults at the primary school level, where EEB, TGI and the Foundation are present through a representative that teaches about environmental education, the value of a safe, sound and ecologically balanced environment.

At present, the dialogs and graphic design of the three modules with information from the Vice Presidency of Transmission are being validated and the other modules are being programmed.

It is important because:

- It promotes the dissemination of technologies that are respectful of the environment and supports initiatives that promote greater environmental responsibility.



CHALLENGES OF THE HSE MANAGEMENT UNIT

- ◇ It implements the community participation and information strategy in the pilot phase.
- ◇ It replies to 100% of the communications received.
- ◇ It develops workshops on coexistence with the electrical infrastructure in eight municipalities located in the departments of Huila and Valle del Cauca.

Challenges to be developed by the Bogotá Energy Group Foundation for the coexistence between the communities and the infrastructure:

Short

- ◇ By 2016, benefit nearly 26,000 people with teaching and learning materials with emphasis on sports.
- ◇ By 2017, include an educational component on the coexistence between the communities and the infrastructure in all the projects where it is applicable.

Medium

- ◇ By 2020, convey the message of "caring for the infrastructure" to 20% of the Group's area of influence.

A photograph of two women embracing warmly. The woman on the left has dark hair and is wearing a black sweater over a blue floral shirt and dark jeans with a brown belt. The woman on the right is wearing glasses and a similar blue floral shirt. They are in a room with red and orange walls. A large white diamond shape is centered over the image, containing the text 'COMMITMENT' and the number '6'.

COMMITMENT

6

Being a Great Place To Work



Framework for Action



The Company's strategy is aimed at attracting, retaining and developing the best human resource, thus offering solid and safe growth opportunities, benefits and working conditions. All of the above while ensuring the wellbeing of collaborators and their families, and jointly assuming the commitment of creating value.

Competency Management System

During 2015, the Company adopted the Competency Management System by means of a marketing strategy, seeking to position the new *Marca GH (Gestión Humana)* (HR Management Brand) under the motto "Human Management for All". Implementation of the system was based, firstly, on building icons and slogans for each of the six main system processes. Secondly, on the academic dissemination of the new Human Management System, its components, related issues, and the leader within the Company for each process.





HUMAN MANAGEMENT FOR ALL

ORGANIZATIONAL CLIMATE - KNOWLEDGE MANAGEMENT



ORGANIZATIONAL CULTURE - CORPORATE VALUES - LEADERSHIP MODEL

Figure 1. The Six Human Management System Processes Humana.

Human Resource Attraction and Retention



WHY IS IT RELEVANT?

At Empresa Energía de Bogotá S.A. (EEB) we believe that our collaborators are our main asset. Therefore, we design and implement recruitment and retention strategies for our human resource (aimed at enhanc-

ing their skills), in order to incorporate and maintain the most qualified personnel within the different areas. In this way, the Company ensures meeting its operational and administrative needs.



HOW IS IT MANAGED?

EEB manages this aspect via the strategies developed by Human Management to attract and retain the qualified personnel, such as selection and recruitment processes included in the analysis of motivations and expectations of applicants to vacant posts offered by the Company (internal, external or combined). This is done in order to establish, from the start, if the applicant's future prospects are compatible with EEB's vision and strategies.

Likewise, pay scales are defined allowing the Company to offer compensation in accordance with competences and responsibilities, which implies the development of functions assigned to the collaborator.

The Company consolidates the foregoing by establishing career plans to keep its employees motivated.



HOW IS IT EVALUATED?

It is evaluated through the Individual Performance Plan, which defines and monitors the performance objectives of each collaborator. This process measures productivity of the different areas and of the Company in general, enabling each EEB worker to generate added value in accordance with the performance of its work area. This results in the generation of work stability and motivation.



ACTIVITIES AND INITIATIVES | 2015

Activities are developed based on the work of each of the processes: Performance Management, Development Management, Wellbeing, Compensation Management, Selection per Competences and Work Relations. These are key systems to manage human resource attraction before and during the engagement of a worker with EEB.

Following is a detailed description of the Company's collaborators:

G4.10

Table 1. Number of collaborators per gender and type of contract.

Gender	Type of contract	2013	2014	2015
Men	Fixed-term contract	38	63	96
	Undefined-term contract	132	138	138
Women	Fixed-term contract	18	46	67
	Undefined-term contract	82	79	82
Total		270	326	383

**Table 2.** Number of collaborators per gender and region in Colombia.

Region	Women	Men
Bogotá and Cundinamarca	141	216
Boyacá (Garagoa)	3	4
Valle del Cauca (Cali)	-	2
Risaralda (Pereira)	1	1
Bolívar (Cartagena)	3	-
Quindío (Armenia)	-	2
Huila (Neiva – Pitalito)	-	7
Nariño (Pasto)	1	2

Table 3. Number of collaborators per age.

Age	2015		
	Women	Men	Total
Less than 30 years old	39	25	64
Between 30 - 50 years old	100	170	270
More than 50 year old	9	40	49

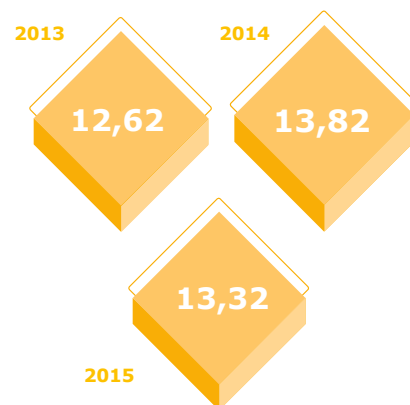
Table 4. Staff turnover.

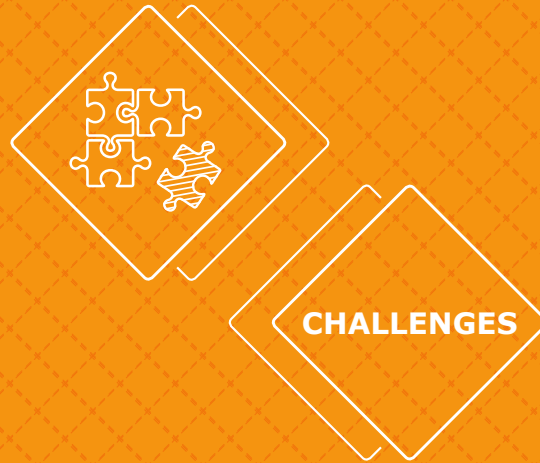
Description	2014			2015		
	Women	Men	Total	Women	Men	Total
New recruitments	51	51	102	44	46	90
Dismissals	11	4	15	2	2	4
Voluntary resignations and retirements ¹	8	10	18	14	15	29
Termination of fixed-term contracts ²	1	2	3	4	5	9
Death	-	-	-	-	1	1

¹A (female) collaborator who retired from the Company was included within the category of voluntary retirees.

²A (male) collaborator was removed per probationary period, which was included within the category of retirement due to contract termination.

It is worth mentioning that the highest number of work contracts was reflected in June, when 50 employees were hired to support UPME Project 05-2012 Sogamoso of the Transmission Vice Presidency, thus generating stability, education and growth opportunities within the organization.

Staff Turnover Index (%)



For 2016, within the human resource retention and attraction process, we expect to develop corporate competences that are framed in creation and innovation, as well as the design of strategies and concepts. We are also contemplating a leadership model in alignment with the corporate strategy, aimed at promoting organizational cultural identity through its values and the retention model. This program incorporates all internal retention efforts via effective communication strategies and a dynamic benefits and acknowledgment plan, which are included in the different Human Management areas.



Human Resources

Development



WHY IS IT RELEVANT?

The achievement of objectives of every organization is based largely on the behavior and dedication of each of its collaborators. Therefore, EEB's management and communication have been aligned towards the expectations of its collaborators and its continued progress. In this way, the Company promotes the development of its collaborators, both individually and as a group, and strengthens technical and behavioral competences, in order to improve permanently their performance and contribute positively to their professional growth.



HOW IS IT MANAGED?

EEB leads, promotes and enhances the learning and performing potential of its collaborators, by establishing and managing internal policies and guidelines created to benefit their development and performance. To that end, it uses human resource development and performance evaluation management procedures to inform each collaborator about the standards allowing for the implementation of best practices.

At the same time, EEB encourages its collaborators to set and define individual performance goals. These are deployed from the first level of the organization until reaching all other levels successively, by applying the SMART technology within the excellence framework of the Company.



HOW IS IT EVALUATED?

The Company uses two mechanisms to evaluate the efficacy of management goals for human resource development: the Individual Development Plan and the Individual Performance Plan.

Individual Development Plan

The Company developed for this purpose a system based on competences, which comprises three organizational competences and four by level of distribution, for a total seven competences per each collaborator. These are assessed on an annual basis in order to identify gaps and actions to be improved, towards building the Individual Development Plan and the Annual Training Plan. This model is made up of three stages (Figure 1).

Individual Performance Plan

The Individual Performance Plan is the mechanism used to define, monitor and assess each collaborator's goals. It also measures productivity of the different areas and of the Company in general, in addition to unifying goals, setting strategic activities and aligning the contribution of all collaborators to enforce the Corporate Strategic Plan. This model is made up of three stages (Figure 2).

It is through these mechanisms that the Company obtains information to trace each collaborator's development year after year.



Individual Development Plan

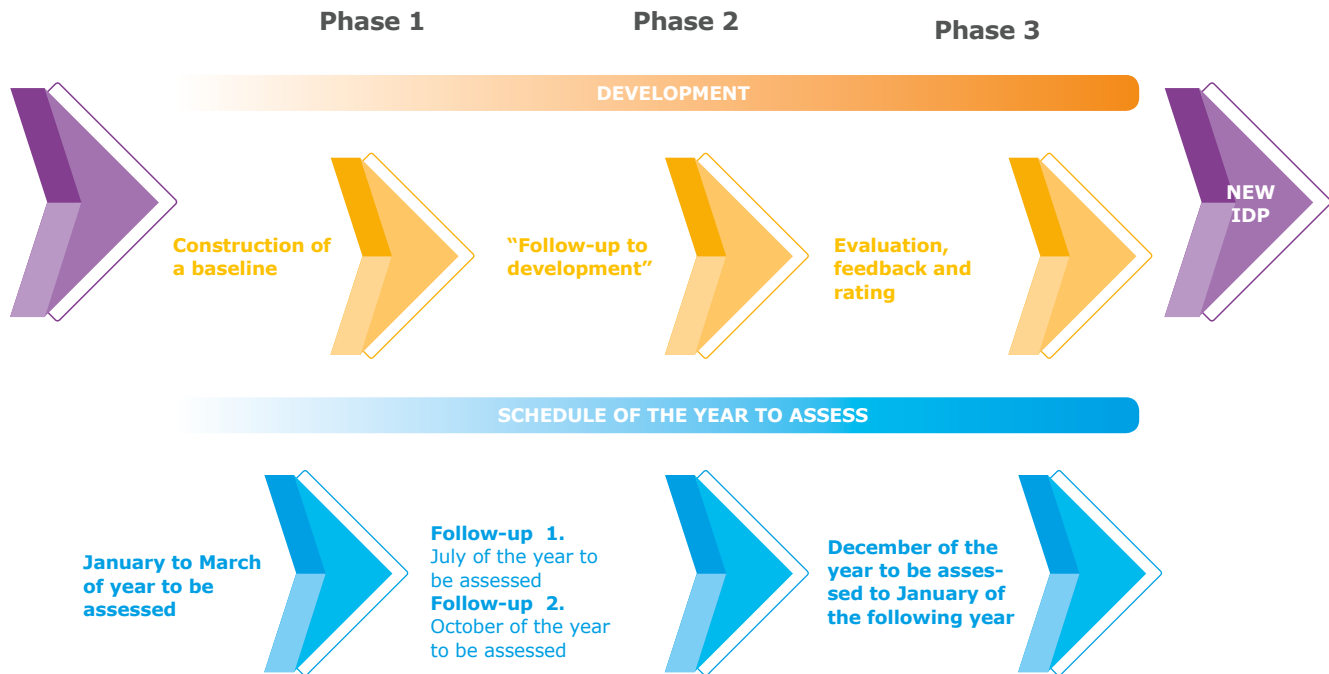


Figure 1. Stages of the Individual Development Plan.



ACTIVITIES AND INITIATIVES | 2015

2015 Achievements:

- ◆ Adoption and implementation of the Human Management System per Competences at EEB and at Grupo Energía de Bogotá's affiliates. This system comprises six main processes and five general components, which focus their management on the worker in order to enhance their motivation, constant development, work and family harmony. This implementation was achieved sooner than expected.
- ◆ Development of the first virtual learning program focused on the corporate induction process, which is in its final stage, taking into account the amount of relevant information and constant upgrades being performed in accordance to Company achievements.
- ◆ Conduction of an optimal organizational structure assessment, resulting in identification of the Company's critical positions and measurement of competences. Results of this study helped to structure the Competency Model for EEB. This information serves as basis for the construction of career and/or succession plans to be defined between 2016 and 2017,

Individual Performance Plan

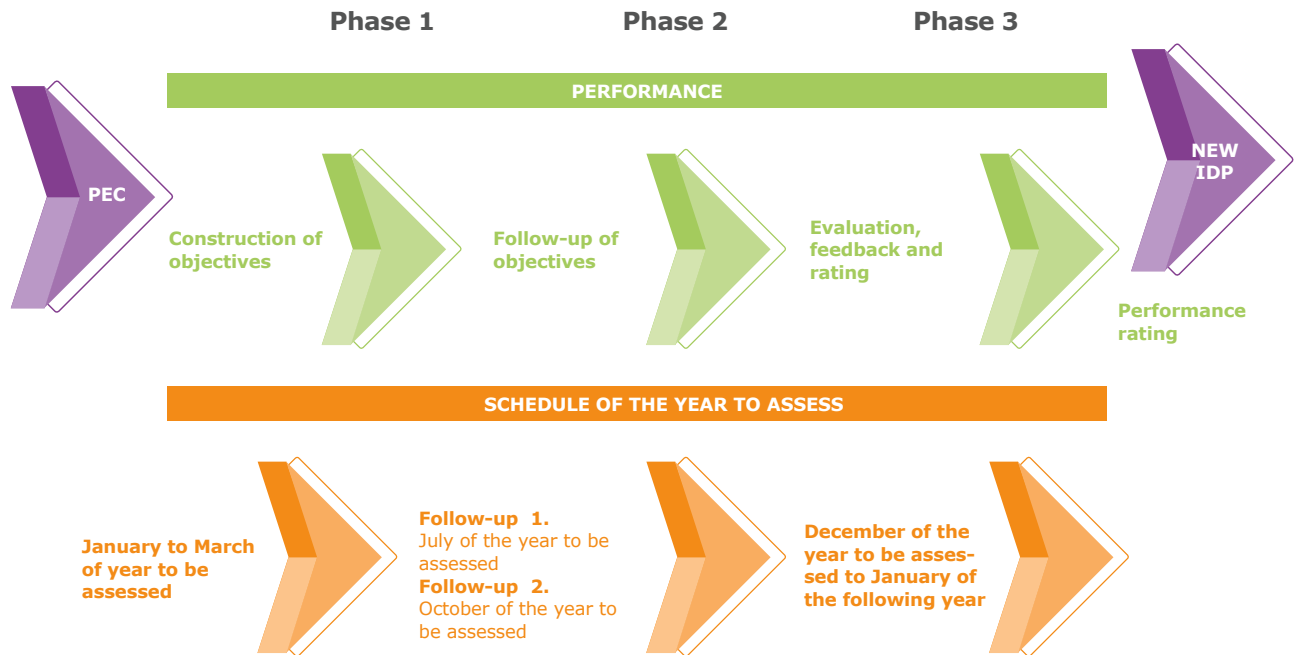


Figure 2. Stages of the Individual Performance Plan.

- based on the Company's optimal structure and the needs required to achieve the corporate strategy.
- ◇ Individual development plan structuring, as well as training on the preparation and interpretation thereof.
- ◇ Automation of the performance management process, allowing for reduction of costs, time and resources. It also enables the zero paper culture, in addition to obtaining information in real time for managerial decision-making.
- ◇ Creation and establishment of the 2016 Annual Training Plan.
- ◇ Measurement of soft skills to Company collaborators and feedback of results.
- ◇ Organization of training workshops and development of teamwork, communication and planning competences for top management, levels 1 and 2; development of training workshops and competences regarding management of empathy and



emotions for the Transmission Vice Presidency Project leadership.

- ◇ New Human Management system launch, compliant with corporate guidelines.
- ◇ Promotion and encouragement of the new name for Human Management: "Human Management for All."

- ◇ Automation and optimization of the Performance Management process by implementing the SuccessFactors tool. And training for all Company personnel on the use of this tool.

- ◇ Individual performance assessments.

2013	2014	2015
64,81%	76,4%	100%

Table 1. Percentage of collaborators evaluated on their performance.

Gender	2013	2014	2015
Men	62,28%	64,25%	60,46%
Women	37,72%	35,75%	39,54%

Table 2. Gender of evaluated collaborators.



Level	Profile	2013	2014	2015
Level 1	CEO, vice-presidents, top managers and General Secretary	1,85%	3,21%	3,48%
Level 2	Senior managers and advisors grade 3	15,42%	12,44%	10,59%
Level 3	Advisors grade 2 and 1	53,71%	56,62%	52,97%
Level 4	Professionals	13,02%	13,28%	21,70%
Level 5	Technical analyst and other roles	16%	14,45%	12,14%

Table 3. Levels evaluated.



Implementation of the Training, Learning and Education Plan

G4.LA11

Training	Learning	Formation
Programs where conduct related competencies were developed.	Programs where technical competencies were developed.	Graduate and postgraduate programs and of higher education.

Figure 3. Implementation of the Training, Learning and Education Plan.

Training

Level	Profile	2015
Level 1	CEO, vice-presidents, top managers and General Secretary	9
Level 2	Senior managers and advisors grade 3	18
Level 3	Advisors grade 2 and 1	6
Total		33

Figure 4. Training per Levels.

Learning

Three events took place where all Company collaborators were trained.

Level	Profile	2015
Level 1	CEO, vice-presidents, top managers and General Secretary	11
Level 2	Senior managers and advisors grade 3	74
Level 3	Advisors grade 2 and 1	145
Level 4	Professionals	23
Level 5	Technical analyst and other roles	7
Total		260

Figure 5. Education per Levels.

G4.LA9

In 2015, 7324 hours of training were imparted to company collaborators.

Gender	2015
Men	160
Women	100

Figure 6. Education per Gender.

Type of engagement	2015
Undefined contract	237
Fixed-term contract	23

Figure 7. Education per Type of Contract.



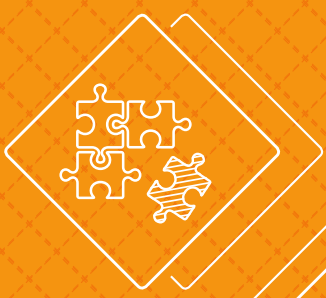
Formation

Level	Profile	2015
Level 1	CEO, vice-presidents, top managers and General Secretary	0
Level 2	Senior managers and advisors grade 3	1
Level 3	Advisors grade 2 and 1	8
Level 4	Professionals	3
Level 5	Technical analyst and other roles	5
Total		17

Figure 7. Formation per Levels.

EEB offers different programs for the permanent development of collaborator competences, by supporting them economically and providing them with permits to attend these activities whenever they are held during

working hours. These activities generate added value to the professional profile of collaborators, which is continuously improved through learning and acquisition of knowledge.



CHALLENGES

- ◇ For 2016, automation and optimization of the Development process in Cloud platform, SuccessFactors, with the purpose of unifying Development-Performance processing.
- ◇ During the first quarter of 2016, disclosure of the competency valuation method and the Competency System built based on Company levels.
- ◇ Define the activity schedule to be carried out aimed at closing competency gaps of each collaborator and offer them support during said process, in order to achieve 70% training coverage in the Company.



Wellbeing of Collaborators



WHY IS IT RELEVANT?

One of the major focuses for Empresa de Energía de Bogotá S.A. ESP EEB is the wellbeing of its workers and the balance between their personal, family and work life. That is why it has been included as a fundamental component of the Human Resource Management System.

Each activity carried out to provide for the wellbeing of workers is aimed at creating, maintaining and improving the conditions and quality of life of workers and their families. They are also intended to enhance the levels of efficacy, efficiency, effectiveness, satisfaction, belonging, motivation and commitment for the Company.

EEB therefore offers its workers an emotional salary through the different activities, which allows them to focus not only on their work-related issues, but also to keep balance between their family and personal life, while remaining motivated and maintaining an excellent work environment.



HOW IS IT MANAGED?

It is managed by means of Presidency Decision No. 00000092, whereby the general guidelines on Wellbeing, Benefits and Organizational Climate are adopted

for the controlling companies of Grupo Energía de Bogotá. This Decision provides for the development of strategies aimed at making each collaborator feel comfortable and safe in their workplace, managing to conciliate their work life with their personal and family life. These strategies seek to strengthen the goals, values and policies involving the collaborator in the Company.

Human Management, through its wellbeing program “Súper Bien”, develops activities and programs that promote participation and interrelation between Company employees. Following are the principles that allow for strategic management of worker wellbeing (Figure 1).



HOW IS IT EVALUATED?

The Company intends to define and implement the mechanisms for assessment of wellbeing programs in 2016.



ACTIVITIES AND INITIATIVES | 2015

The following are among the activities carried out throughout 2015:



Figure 1. Principles of wellbeing for workers.



- ◇ Celebration of Women's Day for 219 female collaborators, and celebration of Men's Day for 305 male collaborators.
- ◇ Celebration of Secretary Day. Secretaries were invited to a delicious breakfast with their bosses. Activity carried out jointly with TGI.
- ◇ Celebration of Children's Day for the children of EEB and TGI staff in Bogotá. Activities were organized for infants ages 0 to 3 (motor skills workshop) and children ages 3 to 12 (passport at Divercity). A total 81 children participated: 44 from EEB and 37 from TGI. A small gift was delivered on this occasion to the children of EEB staff from branches other than Bogotá.
- ◇ Celebration of Mother's Day. Mothers were treated to a delicious lunch and a mariachi serenade. Attendants included 70 mothers from EEB and 60 from TGI. There was also a celebration on Father's Day, in which fathers enjoyed Copa América's Colombia-Brazil match, and dinner. Attendants included 119 fathers from EEB and 60 from TGI.
- ◇ The presidents, vice-presidents, directors and managers of both companies joined these celebrations, receiving gift coupons and participating in different sweepstakes.
- ◇ Internal bowling tournament with the participation of 29 teams among collaborators from EEB and TGI. This activity was held at Compensar's bowling alley.
- ◇ Mobility Campaign for EEB and TGI collaborators with advisors from SITP and Transmilenio who gave Tu Llave and Transmilenio cards to 70 collaborators. Likewise, advisors from SIM (Comprehensive Mobility Services) provided information sessions on validation, re-categorization and/or duplication processing of driver's licenses, scheduling appointments for medical exams and issuing 15 licenses.
- ◇ Tourism Fair for EEB and TGI collaborators, with the participation of advisors from Avianca, Fondo de Empleados La Cajita, Compensar, Davivienda, Bancolombia, Cenvar and Citibank offering excellent offers. Approximately 50 people visited the fair.
- ◇ Recreational vacation for the children of EEB and TGI staff, with the participation of 14 children ages 4 to 7 and 19 children ages 8 to 12. During these days, the children enjoyed different activities accompanied by Compensar promoters.
- ◇ Delivery of a "sweet" gift on the first business day of each month.
- ◇ Bank Fair for EEB and TGI.
- ◇ Company support for the celebration of retiree's day.
- ◇ Transportation available to return home for EEB and TGI staff on "No-Car Day".
- ◇ Celebration of Halloween for which workers wore different costumes and participated in competitions for the best costume, group costume and decoration by areas.
- ◇ New Year's Eve celebration, to which all collaborators were invited and enjoyed a delicious meal. Likewise, a lunch was organized at the Pasto and Pitalito offices for collaborators and their families to celebrate Christmas.



◇ Delivery of Christmas gift baskets to collaborators. Their children ages 0 to 12 were given toys.

◇ Celebration of Christmas novenas with the participation of collaborators and their families.

We want to emphasize that wellbeing activities are held, mostly, for all EEB staff at the company's offices, such as:

◇ Bogotá: Calle 73, Calle 61, Camps and offices of Calle 94

◇ Pasto

◇ Pitalito

◇ Cartagena

◇ Cali

◇ Armenia

◇ Pereira

◇ Zipaquirá

◇ Garagoa

However, considering the greater assistance of participants, activities are held most frequently at the Bogotá and Cundinamarca branches.



Furthermore, following are the statistics of people who enjoyed maternity leave:


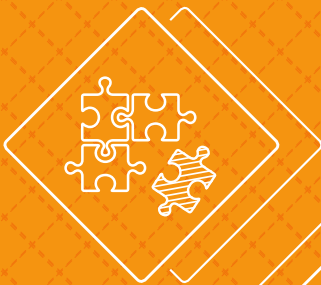


Gender	2013	2014	2015
Men	6	3	3
Women	6	2	3

Figure 8. Collaborators who enjoyed maternity leave.

Gender	2013	2014	2015
Men	6	3	3
Women	6	2	2

Figure 9. Collaborators who resumed their jobs upon ending their maternity leave.



- ◇ Implement 100% of the wellbeing and benefits corporate guideline.
- ◇ Define and implement the evaluation mechanism for each of the activities of the wellbeing program.



Occupational Health and Safety (SST, for its Spanish acronym)



WHY IS IT RELEVANT?

With the purpose of maintaining a State plan and policy, the National Government has developed the 2013-2021 Occupational Health and Safety National Plan, whereby it establishes four main lines of action with specific goals and objectives. In this way, it determined the paths to follow in order to strengthen and develop the management and assurance system to protect workers' health and integrity vis-à-vis risks inherent to work activities.

Therefore, EEB as an actor in the Occupational Risks General System developed the activities in this plan, within the environment of its competences and obligations.

In addition to being an enforceable legal requirement, this has become a tool for the Company to create and maintain safe and healthy working conditions for collaborators, while contributing to increase quality, productivity and competitiveness.



HOW IS IT MANAGED?

It is managed via the implementation of the Occupational Health and Safety Management System under OHSAS 18001:2007 (certified by Bureau Veritas), and of the declaration of the commitment within its Occupational Health and Safety Policy: To work aimed at protecting the life, integrity and health of its collaborators.

Inside the organizational structure of the Company, the Integrated Management System administration is the area responsible for establishing the guidelines of the Occupational Health and Safety System; and in the transmission business, the HSE area is in charge of managing occupational health and safety issues relative to hazards and risks inherent to transmission operational activities.

Occupational health and safety guidelines are outlined in the support process denominated "Socioenvironmental Management - Occupational Health and Safety", which standardizes the procedures of critical tasks such as protection against falls from a height and jobs involving electric hazard, in addition to those required by law (investigation of events and accidents, identification of hazards and assessment of occupational health and safety hazards, identification of legal requirements, and other requirements), among other procedures necessary for SST management. Additionally, EEB has the Occupational Health Program, which is currently being migrated to the Occupational Health and Safety Management System, as established by Decree 1072 of 2015, whereby control measures are defined in accordance with identified risk factors, safe work standards to prevent occupational accidents, and intervention of work environment conditions that could generate work-related illnesses; as well as instruction and training activities in SST.



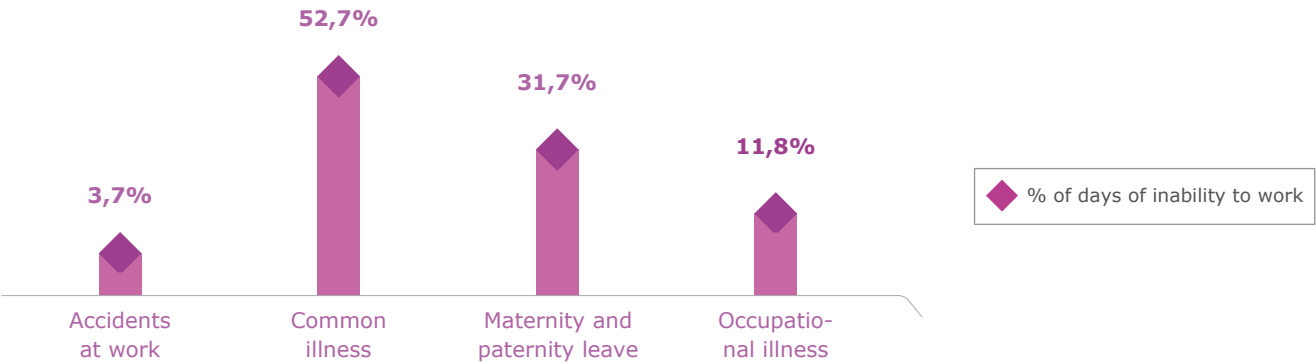
HOW IS IT EVALUATED?

Enforcement of the Occupational Health and Safety Management System at all levels of the organization is assessed through the (sic) and of the management review process. Statistics and rates for workplace absenteeism, occupational accidents, and work-related illnesses are also calculated and consolidated based on area reporting, which allows to measure the level of occupational health and safety management. Furthermore, safety inspections are completed to perform permanent monitoring of work-environment hazards, risks and controls.



Causes for Workplace Absenteeism

There were **1,479** days of absenteeism, which are distributed as shown in Graph 1.



Graph 1. Causes for Workplace Absenteeism.

Note: Statistics do not include absences generated by remunerated and non-remunerated permits.



Number of work related accidents	Frequency index 1	Severity index 2	Number of fatalities
4	0.90	12.5	0

Table 1. Figures for workplace absenteeism of EEB direct collaborators.

G4.LA6

¹Frequency index of occupational accidents for direct collaborators = Number of occupational accidents with disability x 250,000 / Total man hours worked.

²Severity index of occupational accidents for direct collaborators = Number of days lost due to occupational accidents x 250,000 / Total man hours worked.

Rate of work related accidents EEB

1,04

Compliant with Colombian regulations, EEB has defined a procedure for the Investigation of Events and Accidents, in alignment with Resolution 1401 of 2007, whereby the investigation of work-related events and accidents is regulated. Likewise, enforcement has been given to Article 2.2.4.1.7 of Decree 1072 of 2015, "accident and illness reporting to territorial locations and specific offices".

Occupational Illnesses

For the first time, in 2015, the Company reported the only occupational illness it has had until now,

which is being reviewed by the Regional Disability Qualification Board, for a firm opinion. Therefore, EEB has initially included said illness in its absenteeism statistics as an occupational illness until confirming its origin which, if necessary, will be informed in the 2016 sustainability report.

G4.LA7

Note: It is worth emphasizing that, according to studies carried out by the Company, none of the activities developed bear high incidence or risk of occupational illness.



ACTIVITIES AND INITIATIVES | 2015

Among the initiatives and activities developed in 2015 to promote Occupational Health and Safety Management are:

INDUSTRIAL HYGIENE

The Company is always monitoring the work environment through hygiene measurements that enable

the detection, elimination and control of risk agents and factors.

That is why in 2015, together with the ARL (work risk administrator), it performed hygiene measurements at the headquarters, the results of which are shown in Figure 1.

Based on these results, interventions for important hazards were determined, which are under implementation process.

Results

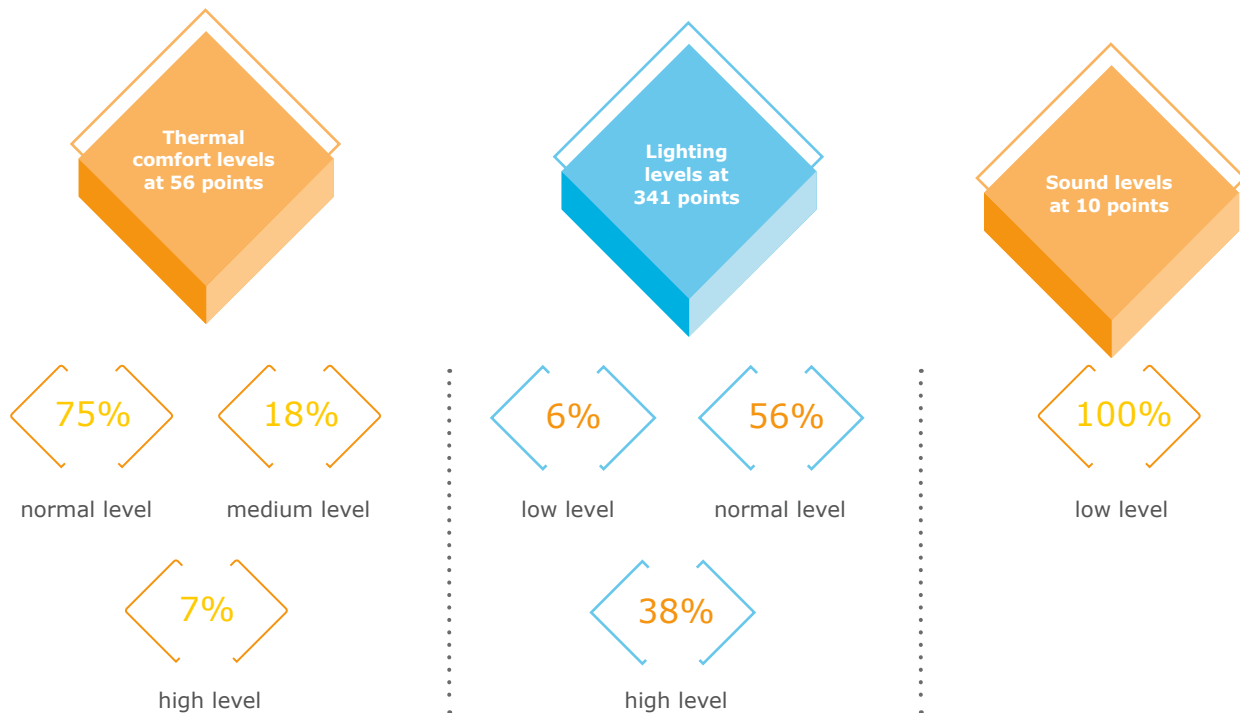
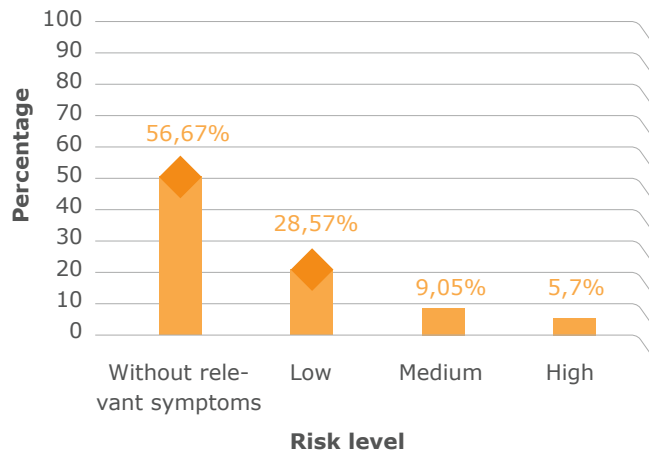


Figure 1. Hygiene Measurements (2015).

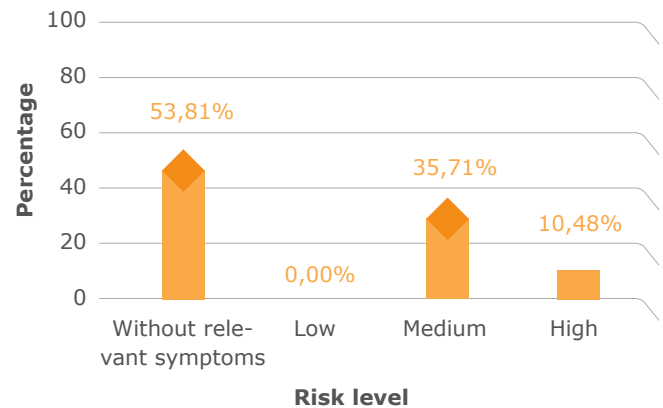


Upper limbs



Graph 2. Musculoskeletal symptoms in upper limbs.

Spinal cord



Graph 3. Musculoskeletal symptoms in spinal cord.

EPIDEMIOLOGICAL CONTROL SYSTEMS

Biomechanical Risk

The Company uses the biomechanical risk control system to define strategies aimed at preventing work-related musculoskeletal disorders and their impact over the quality of life of workers and productivity.

Among the activities carried out this year are the following:

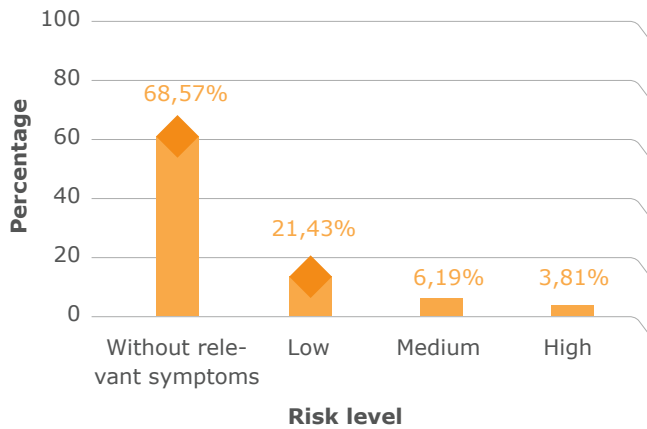
- ◇ Inspections of workstations to assess biomechanical risk factor.
- ◇ Self-reporting of health and work conditions, where personal and work substandard conditions are informed to allow focusing the monitoring and control strategy.

- ◇ Annual survey on musculoskeletal symptoms, allowing for the early identification of symptomatic cases. In 2015, 210 workers were surveyed. The results of this survey are shown in graphs 2, 3 and 4.

As intervention measures for the group of collaborators who showed musculoskeletal symptoms, we implemented fitness schools, seeking to improve the physical condition of workers and reduce their symptoms, thus preventing the development of a musculoskeletal injury. Furthermore, we improved workstations, remitted collaborators to the EPS for follow-up with the medical provider, and implement-



Lower Limbs



Graph 4. Musculoskeletal symptoms in lower limbs



Percentage of collaborators who completed the psychosocial risk survey: 65.5%

ed weekly active break hours at the different offices in Bogotá.

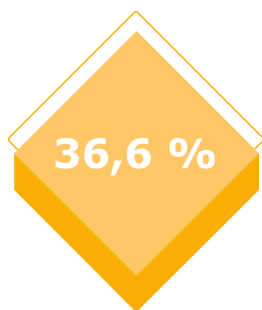
Psychosocial Risk

With the purpose of ensuring identification and assessment of psychosocial risk factors, EEB applies on an annual basis the questionnaire included in the Policy Instruments for the Assessment of Psychosocial Risk Factors, designed by the Ministry of Social Protection and Universidad Javeriana (2010), which assesses work, non-work and stress risk factors. Based on 2014 results, the Company held a series of general training sessions and interventions for focal groups on specific topics of identified risks.





65.5% of collaborators completed the survey in 2015. These results determine the base line for the 2016 action plan and/or interventions.



**BMI Overweight
at EEB**

Cardiovascular Risk

The results for the 2015 musculoskeletal symptoms survey showed that, based on their BMI, 36.6% of collaborators surveyed were overweight. This generated the need to implement a cardiovascular risk monitoring system allowing reducing the incidence of risk factors and creating a self-care culture and healthy life style among collaborators.

COMMITTEES

Occupational Health and Safety Joint Committee (COPASST, for its Spanish acronym)



Eight workers make up the COPASST, of whom four were selected by the Company and four through voting of the workers (committee operating at intermediate management level and at advising and/or coordination levels), as established by current regulations.

This committee centralizes its operations from the Company's headquarters, where it gathers on a monthly basis to enforce its duties and responsibilities, extending its invitation to SST responsible parties of all areas.

The COPASST actively participated in the investigation of occupational accidents that took place in 2015, identification of their causes, and definition of action plans.

Road Safety Committee

The Company designed the Road Safety Strategic Plan under the guidelines of effective legal regulations, which was endorsed by the District Secretariat of Mobility.

Subsequently, the plan was socialized jointly with the Road Safety Committee (made up of 10 collaborators of intermediate management level, advisory and/or coordination level, professional or execution and support).



EMERGENCY RESPONSE BRIGADE

During 2015, we held monthly training sessions for the members of the emergency response brigade, with the purpose of strengthening competences needed to prevent or control the different emergency situations. The main training completed was:

- ◇ Handling of the emergency hydraulic network.
- ◇ First Aid.
- ◇ Assistance procedure for earth tremors and earthquakes.
- ◇ Handling of fire extinguishers.

Furthermore, all of our offices in Bogotá participated in the district evacuation drill and in the training area for operations to handle losses caused by fire, earthquake and structural collapse, as well as for the handling of potential victims resulting from the event.

WORK IN HEIGHTS

In the context of the procedure for protection against falls from heights and ensuring regulatory compliance, we held training sessions on safe work in heights, in which the following staff was certified:

- ◇ Three collaborators at advanced level
- ◇ Eight collaborators at the administrative level
- ◇ Twenty-three collaborators in retraining
- ◇ One collaborator in coordination of work at heights



MEDICAL COMMITTEES

Every two months, meetings were held with the medical committees, involving the participation of specialists in occupational health representing the ARL (work risk administrator). Medical cases arising from work-related accidents, occupational illnesses and common diseases were reviewed during these meetings, and actions needed at the workplace were defined for each specific case.



WEEK OF INTEGRATED MANAGEMENT SYSTEMS FOR SUSTAINABILITY

The integrated management systems week event has been consolidating as a joint participation and construction space for collaborators within the context of SST and Sustainability topics. Several activities were developed during this event that took place between 5-9 October, among which are the following:

- ◇ Periodical occupational medical exams
- ◇ Eye health day
- ◇ Evacuation exercise through the emergency exit tube
- ◇ Festive activities related with the different SST programs
- ◇ Socialization of the sustainability concept
- ◇ Explanation of how the Occupational Health and Safety Management System works.

CONTRACTOR MONITORING

By implementing regulatory changes and standardizing requirements on Occupational Health and Safety matters, the HSE area of the Transmission Vice Presidency (VT, for its Spanish acronym), supported by the General Secretariat and Administration of the Administrative Vice Presidency's Integrated Management System, prepared and consolidated a Contract Annex on Safety, Occupational Health and Environment for Contractors, covering all of EEB's contracting processes.

From the HSE area of the Transmission Vice Presidency, a component of the Site Inspection Program is prepared and implemented to verify and monitor SST conditions, safe procedures, and important aspects

Of works performed on the transmission infrastructure in 2015



Were high risk

for the execution of high-risk works. As an additional risk minimization criterion, this type of work requires the presence of an SST responsible by the contractor.

To minimize SST risks during execution and ensure compliance of sector-specific regulations, a documentary review is completed prior to executing operation and maintenance works at EEB's transmission electric infrastructure. In 2015, documentary requirements were reviewed for all 548 works planned.



Frequency index of occupational accidents for contractors



Accident Rate

In order to improve occupational health and safety management for contractors, the Annex on Occupational Health and Safety will be socialized during 2016 to all contract inspectors and contractors via meetings for contract initiation, inductions, re-inductions, among others. To this end, the Company intends to prepare and develop the Occupational Health and Safety Management Program for contractors of the transmission business operational areas.



Fatal Accident: For 2015, EEB deeply regrets the unfortunate fatal accident of a worker of a transmission lines maintenance contractor, while executing clearing works at Tower 125 of the Guaio-Circo line at 230 kV.

In the framework of social responsibility and its management to contractors, EEB accompanied and reviewed permanently the investigation process of the accident, identifying the causes thereof and determining and implementing interventions aimed at minimizing the probability of occurrence of a similar event.

- ◇ Strengthening of hazard identification process, risk assessment, and planning and socialization of risks associated to maintenance works in transmission lines.
- ◇ Inclusion of a guideline for lines with critical proximity conditions to be intervened only under a provision with de-energized equipment.

CHANGE OF WORK RISK ADMINISTRATOR (ARL, for its Spanish acronym)

In September 2015, EEB changed its Work Risk Administrator to *Positiva Compañía de Seguros S.A.*, obtaining as main benefits:

Following are important interventions that were executed as a result of the investigation:

- ◇ Revision and improvement of the operational procedure, which generated an additional control to measure the safe distance to the power line, via the use of a precision instrument called hypsometer.

- ◇ Increase of reinvestment percentage
- ◇ Continuity in SST resources, programs and activities being developed
- ◇ Improved expeditiousness in collection of disability claims for work-related accidents
- ◇ Increase in the number of strategic allies for formation processes concerning occupational health and safety for workers

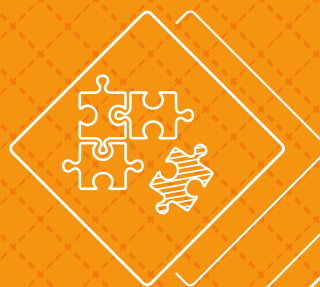


INVESTMENT IN OCCUPATIONAL HEALTH AND SAFETY

For the execution of the previously described programs and activities related with occupational health and safety, EEB completed main investments as shown in Table 2.

Concept	Investment (COP \$)
Equipment and work clothing	155.185.284
Preventive and work medicine, including occupational medical assessments, Health Assessment for Executives, services of protected areas, vaccination campaigns and other activities to promote or prevent health issues.	99.245.652
Training, learning and recreational activities focused on SST.	51.256.000
PPE	309.473.200

Table 2. Main investments in occupational health and safety.



CHALLENGES

- ♦ Align the overall Occupational Health and Safety Management System with Decree 1072 of 2015, Chapter 6, Occupational Health and Safety Management System.
- ♦ Expand coverage of hygiene measurements to minimum 80% of EEB administrative offices.
- ♦ Implement, by the end of 2017, an occupational health and safety management program for contractors of the operational areas of the transmission business, unifying the tools used by the company in that environment and ensuring enforcement of effective legal requirements.



KNOWLEDGE Management



WHY IS IT RELEVANT?

In order to ensure sustainability of Empresa Energía de Bogotá S.A. ESP (EEB) in time, it is important to implement actions leading to guarantee continuity of the business. Among these actions, we can highlight the management and transfer of knowledge as a core and relevant practice. This business practice allows for the application of best practices, identification of critical knowledge, and communication of lessons learned, among other qualities developed.

Given the above, the Company built a knowledge management model adjusted to its needs, by implementing a culture to share expertise, knowledge, moments, and aspects relevant to improving its processes, preserving know-how, and promoting the ability to obtain information and ultimately transform it into useful knowledge for the business.



HOW IS IT MANAGED?

During 2015, a market study was carried out with companies of the sector, companies of other economic sectors, and knowledge management consultants, which identified general aspects to be included in a know-how management model. Using this information, the Human Management Administration built a Knowledge Management Model for EEB, defining the pillars of such a model.



By 2016, the Company expects to implement the defined model in one of the management areas of the core business, with the purpose of identifying critical knowledge areas, expert personnel, and the implementation of three knowledge initiatives that were defined within the Company.



HOW IS IT EVALUATED?

Five mega processes have been identified within this implementation process of the model, one of which is focused on defining the metrics and instruments of impact follow-up and valuation allowing for the regulation of knowledge management policies, guidelines and goals defined.

EEB Knowledge Management Model

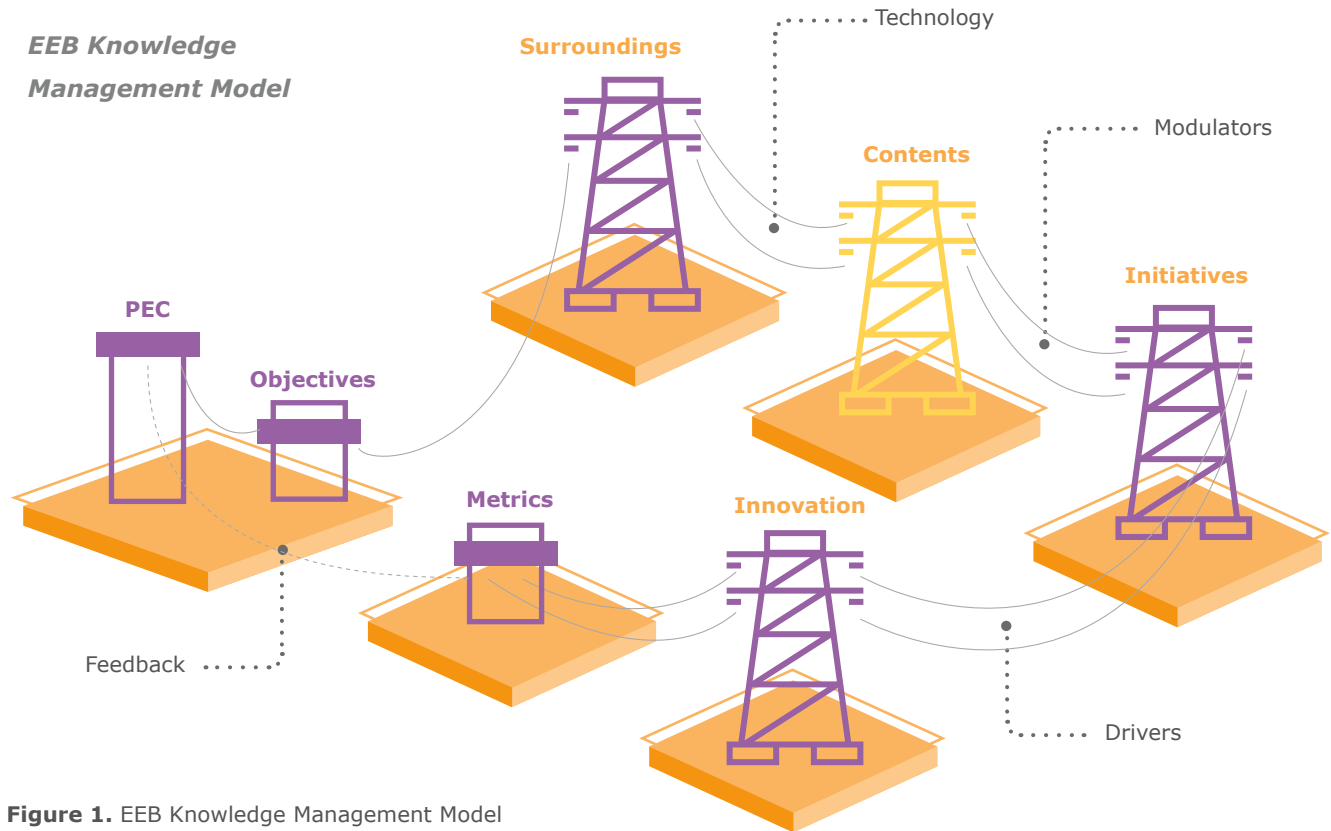


Figure 1. EEB Knowledge Management Model



ACTIVITIES AND INITIATIVES | 2015

The following activities were carried out during 2015:

- ◇ Creation of a primary group at the Administrative Vice Presidency to complete a marketing study on knowledge management.
- ◇ Construction of EEB's Knowledge Management Model based on the results of the market study, from the Human Management administration.
- ◇ Definition of the area and specific topic to be addressed in 2016 by the Administrative Vice Presidency, jointly with the Transmission Vice Presidency.

- ◇ Definition of the Knowledge Management Work Plan to be executed in 2016, as well as the initiatives to be implemented within the Company by the Administrative Vice Presidency.
- ◇ Creation of the Multidisciplinary Knowledge Management Committee for EEB by the Administrative Vice Presidency jointly with the Transmission Vice Presidency.

Furthermore, the Administrative Vice Presidency upgraded the Higher Education Benefit Regulations, which contains the application of study projects to a specific issue of the Company.



Bellow is a follow-up of challenges proposed for 2014:

◇ **Develop the Corporate Policy providing the guidelines and focus for the Knowledge Management model of Grupo Energía de Bogotá.**

Outcome: The development of the Human Management Model per competences allowed defining Knowledge Management as a fundamental element applied at every company of Grupo Energía de Bogotá. Within this model, the Company determined the focus and definition of Knowledge Management, thus enabling each company to build their own knowledge management model by taking into account these standards.

◇ **Based on the Management Model and Policy, design and disclose corporate guidelines for Knowledge Management to help align the Group's companies, unify concepts, ensure organizational practices, and mitigate risks.**

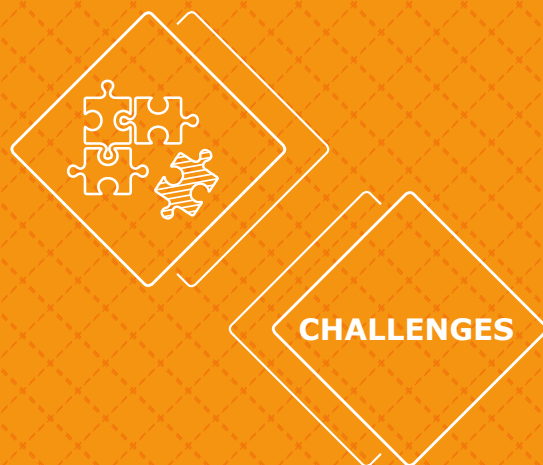
Outcome: During 2015, the Company addressed progress made on Knowledge Management of its affiliates, confirming that it would be premature to define a universal corporate guideline including progress already made by all the companies of the Group. Therefore, and based on this information, the guideline is being improved and articulated with progress made by the companies, in addition to information gathered by the market study and the vision of the corporate strategy defined for the coming years.

◇ **Create an organizational learning and internal business model allowing speeding up knowledge management and developing innovation competences.**

Outcome: During execution of this challenge, it was evidenced that the organizational learning model

needed an important maturing stage. It was re-defined in the long term. However, progress has been achieved in the internal business, which is evidenced in the socialization of internal application projects that are proposed with the allocation of loans for higher education. Creation and innovation are some of the organizational competences defined, which will be consolidated via guided training sessions, mostly, by Human Management.





-
- ◇ In 2016, develop the Knowledge Management corporate guideline for the companies of Grupo Energía de Bogotá, taking into account information gathered and the characteristics of the companies.
 - ◇ For 2016, complement the Knowledge Management Model defined at EEB with results obtained from the implementation thereof.
 - ◇ In 2016, implement three Knowledge Management initiatives.



Work Climate



WHY IS IT RELEVANT?

Empresa Energía de Bogotá S.A. ESP (EEB), aware of the fact that human resource is its main asset, carries out different activities to support the social, professional and emotional wellbeing of its collaborators. These activities are focused in maintaining and reinforcing a positive work climate to promote good performance and collective development, understanding the expectations of its internal group of interest, as well as the articulation of these activities with the Company's strategy, its brand positioning and image.

Although it may seem that its main impact is at the social level, the economic component is also relevant. This is so because the Company understands that a happy, well-grounded collaborator, working in a favorable environment is more productive, gets sick less often, and produces higher and better results, which ultimately can be evidenced in the Company's achievements.



HOW IS IT MANAGED?

Activities related with maintenance and improvement of the work climate are developed from Human Man-

agement, through the corporate policy of Wellbeing, Benefits and Organizational Climate, which is the guide for the definition, articulation and execution of actions aimed at consolidating the Company as an excellent workplace.



HOW IS IT EVALUATED?

The evaluation mechanism used both for EEB and for the Group's companies is the measurement survey of work environment carried out by a third party, which includes indicators of credibility, respect, fairness, friendship, pride, trust and, as a whole, the Work Environment Index.

The 2015 measurement survey identified strengths such as acknowledgment, work environment, personal work price, among others, in addition to improvement opportunities to continue building a great workplace.

It should be noted that the trust framework becomes stronger once collaborators perceive that their leaders communicate their expectations in a clear manner, recognize their additional efforts and work, and make sure that everyone has the opportunity to receive special acknowledgment.

Furthermore, claims submitted on work practices via formal mechanisms are shown below (Figure 1).



Figure 1. Work practices via formal mechanisms.



ACTIVITIES AND INITIATIVES | 2015

In 2015, EEB defined its policy framework aimed at working with Company leadership, understanding their need for non-routine spaces in order to develop varied, dynamic and different activities, in which they can share among them experiences outside of their work environment.

Following are the activities in which, through several games and metaphors, collaborators worked in the creation of spaces close to each other, emphasizing the importance of the roles they play and the impact of their actions in the perception of the work environment with their work teams.

- ◇ Definition of a Leadership Model, under the perspective of four main competences applicable to each business unit, in order to have a defined form of leadership contributing to the continued improvement of relationships.
- ◇ Top management workshop “Sea usted el Chef”, a culinary challenge where teamwork, planning and communication skills, among others, were practiced. It concluded with a series of thoughts about the process lived and the work routine.
- ◇ Feedback and coaching workshop following the “Sea usted el Chef” workshop with top management, as an in-depth reflection and accompaniment process during powerful discussions to enhance maintenance and improvement of work networking in the organization’s management team.
- ◇ Empathy, Stress and Emotional Intelligence, for certain critical positions in project management of the core business, as per level of responsibil-

ities, decision-making, and management of their staff vis-à-vis the impact of project outcomes and achievements.





Below is a follow-up of challenges proposed for 2014:

◇ **Develop and disclose the wellbeing and benefits corporate guideline.**

Outcome: Considering the Human Management Model per Competences and the Wellbeing and Benefits process, together with the main element of organizational climate, we created the general corporate guideline of Wellbeing, Benefits and Organizational Climate. This document gathers the provisions and basic policy framework for the execution and implementation of activities within each organization.

◇ **Measurement of organizational climate during the first semester of 2015.**

Outcome: Considering the Human Management Model per Competences for all Group companies as a priority activity for 2015 and the execution of the different activities previously established from the Human Management Administration at the strategic level in the Company's corporate planning, it was decided to measure the work climate in the last half of the year.

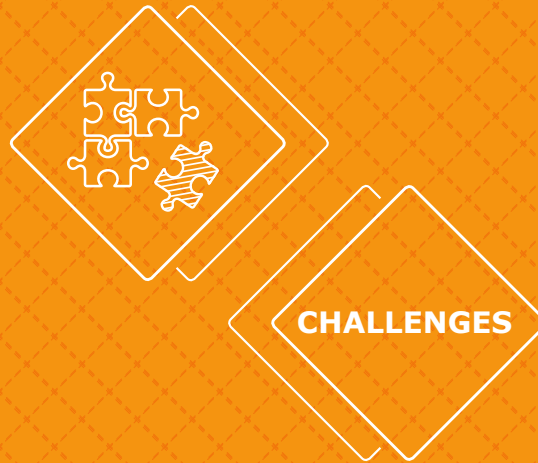
Upon implementing the Human Management Model and executing the activities corresponding to the strategy, the work environment was measured, thus obtaining the perception of collaborators not only for a fraction of the year (if measurement had been done during the first quarter), but for the entire 2015.

◇ **Develop the base line to formulate the policy framework for continued improvement of actions focused on work climate and wellbeing of collaborators.**

Outcome: During 2015, the Company developed the base line to formulate the policy framework for continued improvement of actions focused on environment and wellbeing resulting from the corporate policy, where benefit plans are defined focused on the economic and emotional categories, and a wellbeing program based on four aspects: recreation, sports, arts and culture.

◇ **Design and disclose the corporate guideline to measure organizational climate allowing for the alignment of the Group's companies, in order to unify measurement indicators and deploy a joint plan.**

Outcome: The previously mentioned general corporate guideline for Wellbeing, Benefits and Organizational Climate defines the common indicators of work climate for all the Group's companies, in order to identify managerial strengths, improvement opportunities and, if possible, the execution of joint activities for companies that are a short distance from each other.



- ◇ For 2016, build the EEB Leadership Manual, using as reference the corporate guideline of the leadership model and a joint construction with the active participation of Company leaders, in order to have a model adjusted to the needs and distinctive features of the Company.
- ◇ Give continuation to outdoor workshops to cover the entire Company, and keep strengthening teamwork, communication and planning skills between leaders and their work teams.



COMMITMENT

7

**Having a Sustainable
Supply Chain**



Framework for action



The supply chain is an extension of EEB's capabilities for competitiveness. Its suppliers are strategic allies of the good performance achieved by the Company. However, we need to continue taking best practices to a whole new level of efficiency, under guarantees of respect for human rights. These are two elements shared by EEB and its suppliers, in order to close deals allowing responding not only to market needs, but also to society in general.

Efficient Contractual Processes



WHY IS IT RELEVANT?

Efficient contractual processes constitute a critical point of the relationship with suppliers at Empre-

sa Energía de Bogotá S.A. ESP (EEB). On the one hand, efficiency results in an effective negotiation



because it implies speediness, savings, and straight accounting. On the other hand, the Company assumes responsibilities it shares with contractors and suppliers, who act on behalf of EEB. This situation is the norm for the supply of goods and services; however, it is not exempt from being exposed to risks that are also shared between the parties and that require joint controls, in order to be managed. Therefore, based on the above, we can say that as a result of the relationship and efficient contractual process, EEB, its suppliers and contractors become strategic partners.

A contractual process does not end with the business transaction, but rather uses time and deadlines in order for it to conclude satisfactorily and in compliance. This also implies relevance, given that it involves auditors and inspectors to achieve efficiency.



HOW IS IT MANAGED?

Supply Management is responsible for coordinating controls and processes during the precontractual phase. In 2015, assessments in selection processes intensified, so that activities requested were completed in accordance with the requirements of the areas supported by this Management, to apply market and prequalification analyses that initiate the contracting process.

Procurement and contracting of Supply Management underwent a centralization process in 2015, which consists in providing accompaniment to areas with specific requirements of goods and services, throughout the precontractual phase to maximize times and render the contracting pro-

cess more efficient, in terms of costs, risks, impact and timeliness.

This contracting process was formalized by means of Presidency Decision No. 053 of 2015, whereby a Strategic Model is adopted for Contracting and Logistics Management (Figure 1).

The centralization process described and formalized in the Contracting and Logistics Strategic Model is framed within the Supply Policy, which in turn enunciates the alignment with the Procurement and Contracting Plan, as well as with the Strategic Plan, to project Company needs vis-à-vis goods, services, and logistics.



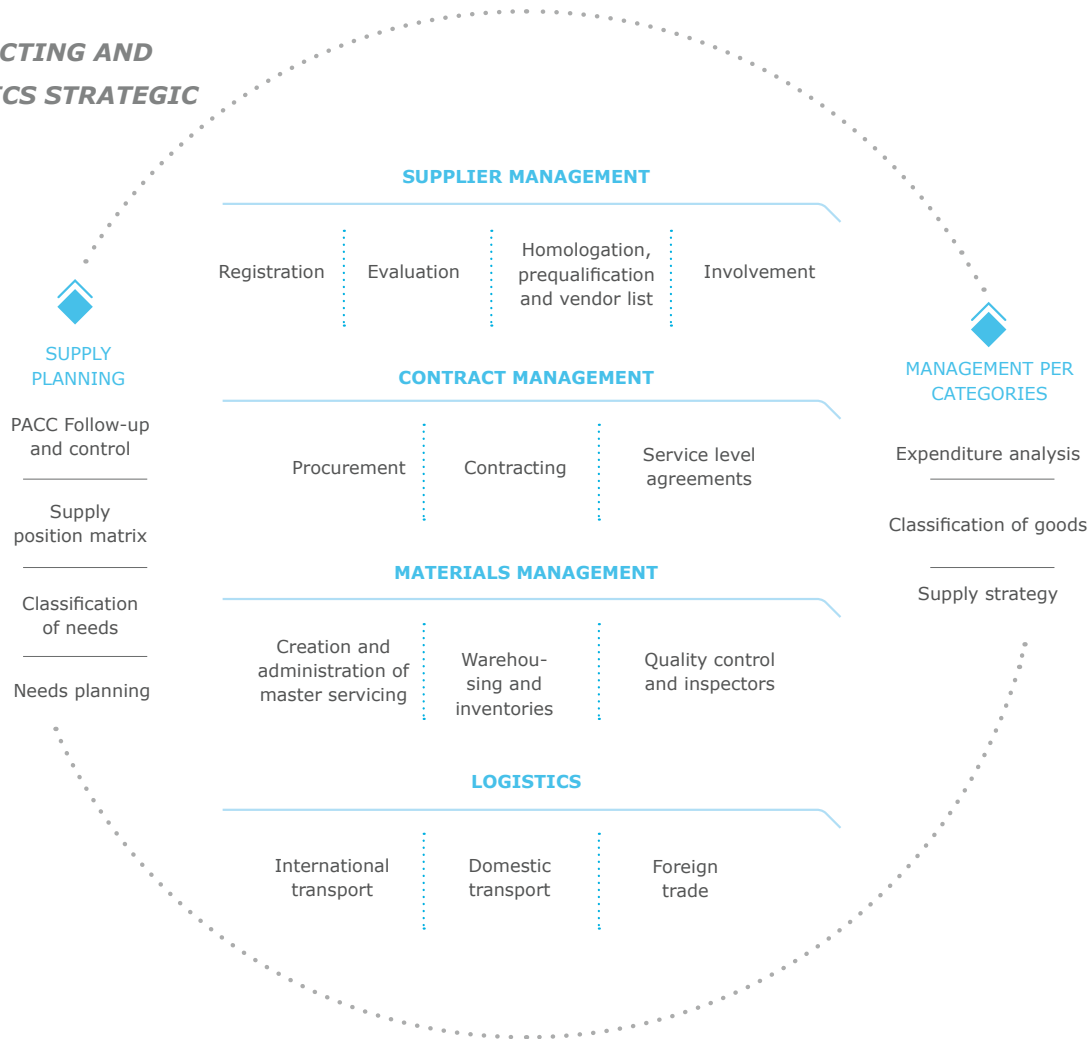
HOW IS IT EVALUATED?

As part of the follow-up and assessment performed by Supply Management within EEB, the Integrated Management System and the Internal Audit Department provide additional support by carrying out verification and specific audits of supplier process and sampling procedures, which contributes with the contracting process feedback to adjust assessment criteria, technical specifications, among others.

In contrast with the mentioned savings indicator, the percentage of execution of the procurement and contracting annual plan closed at 40.01%, being lower than the percentage of last year. The relation between these two indicators can be explained because vis-à-vis the savings goal set, there were changes in procurement and contracting planning required by EEB areas. These changes occurred subsequently to the original formulation of the plan and accounted for adjustments that did not compromise service provision continuity or asset availability.



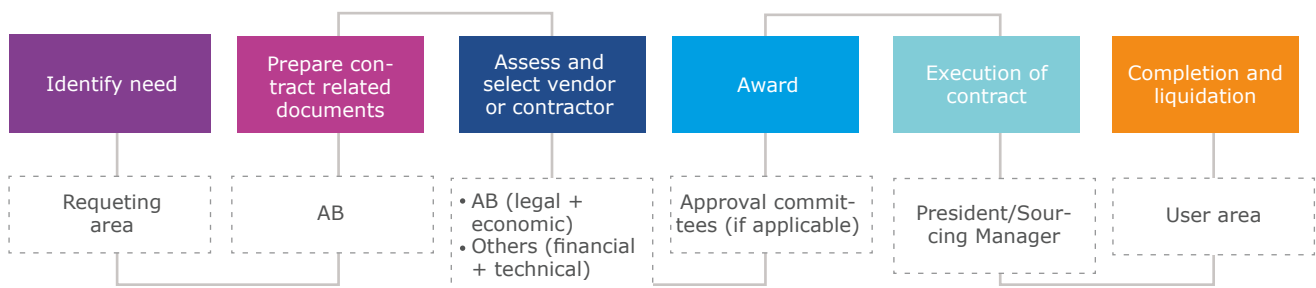
CONTRACTING AND LOGISTICS STRATEGIC MODEL



G4.12

SOURCING MANAGEMENT SCHEME (PRIVATE OR PUBLIC REQUEST)

During 2015, EEB's supply chain had 324 national vendors and 15 foreign vendors with whom it entered into 315 contracts and/or service orders, which payment amounts to COP \$ 96.544.686.061. EEB is undertaking a sourcing classification correlating risk and expense. The foregoing has allowed to identify as critical, vendors that render consulting services for specific sectors, services on high voltage overhead lines and electric substation services.



[] Responsible

AB - Sourcing

SG - Secretary General



Supply Management carries out an evaluation process to select suppliers. This evaluation is at the legal, financial, technical and economic level, and in certain cases evaluates quality certificates, environmental licenses, and social performance issues. Concerning environmental impact, it verifies the existence of a certified environmental management system. However, assessment of the social impact has not been considered yet as an evaluation criterion in critical cases. The application of these criteria to the evaluation process of suppliers could generate information relevant to our relationship with suppliers and to sustainability management carried out by EEB.

In order to measure performance of our suppliers, Supply Management collects the evaluations and scores given to suppliers according to their performance. This information allows for follow-up on the status of contracts and their expected outcomes; furthermore, it offers data to incorporate into relationship plans.

The results of evaluations performed to suppliers in 2015 are shown in Table 1.

Externally, the Supply Process is subject to outsourced evaluation processes considering sustainability aspects, such as the Dow Jones Sustainability Index. The 2014 evaluation results were received in 2015, and those in connection with the supply chain obtained a score of 86 points in the Emerging Markets item. These evaluation processes constitute points of control over procurement and contracting process management, as well as to focus with best practices the suppliers through the relationship with this stakeholder.



ACTIVITIES AND INITIATIVES | 2015

During 2015, Supply Management, by implementing the Contracting and Logistics Management Strategic Model, developed a series of corporate guidelines seeking to materialize internal processes more effectively and in compliance with the best practices of the market.

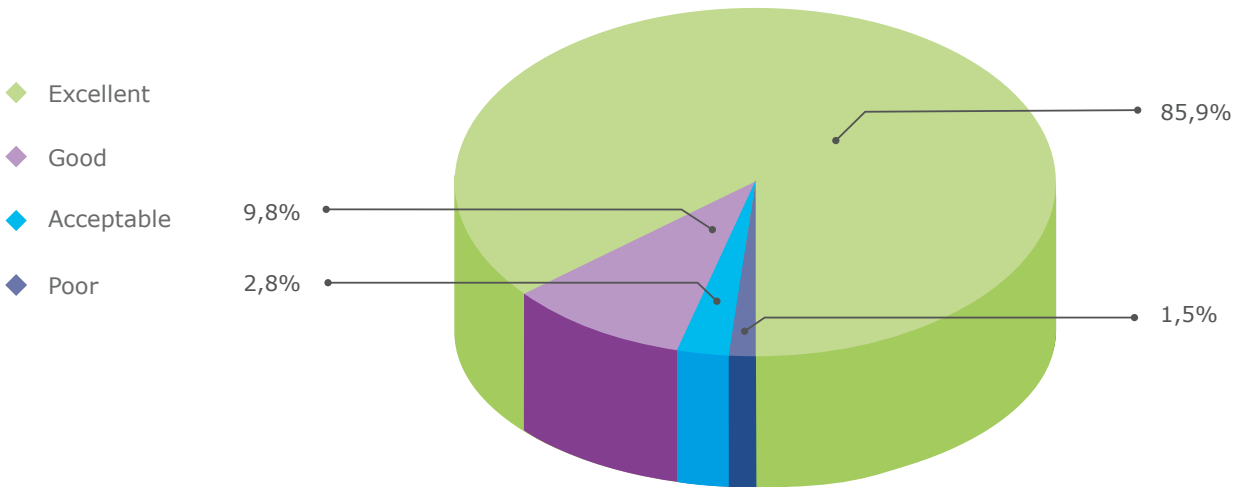
These corporate guidelines were presented during training sessions to 79 collaborators of EEB on the

Excellent	Good	Acceptable	Poor	Total evaluations	Number of evaluated suppliers
280	32	9	5	326	239
85,9%	9,8%	2,8%	1,5%	100%	

Table 1. Results of Supplier Evaluations.



Results of Supplier Evaluations.



Graph 1. Results of Supplier Evaluations.

adequate use and implementation of reimbursable expenses and advance payments, in the context of contractual processing.



Communication channels available for suppliers:

- ◇ Online Bulletin, which is published quarterly on the Company's website and seeks to communicate to our suppliers and contractors notes of interest and relevance, as well as public invitations to contract.
- ◇ Ethics Channel, to denounce events of fraud, corruption, misconduct, or illegal conduct.
- ◇ Clarification meetings of technical scope.

Electronic mail to request information for suppliers and contractors:

enlinea@eeb.com.co

In strengthening EEB's commitment with its suppliers and contractors, during 2015 we improved communication channels, developed supplier capabilities, and acknowledged their good management.

As part of EEB's strategy, during 1H2015 we concluded the Supplier Support Program, which was carried out jointly with the Chamber of Commerce of Bogota. This program allowed contributing to the development and improvement of the competitiveness of Comercial Buenavista Soluciones and JEV Ingeniería, who after approximately four months and thanks to their commitment, completed the program and initiated their improvement processes.

In September of 2015, with the purpose of socializing the Sustainability Corporate Policy and generating a space for dialogue and open discussion, we held a session of dialogue with a group of suppliers representing said group of interest. This space had the participation of critical EEB suppliers and contractors, who gave their opinions towards establishing challenges vis-à-vis the relationship with this group of interest.



One of our major initiatives during 2015 was the first version of Contratistas Excelencia 2015. The purpose of this event was to recognize the efforts of those working as strategic allies of EEB and who share the Company's achievements.

This first version of the event awarded quality, compliance, timeliness, and efficiency in the execution of contractual activities.

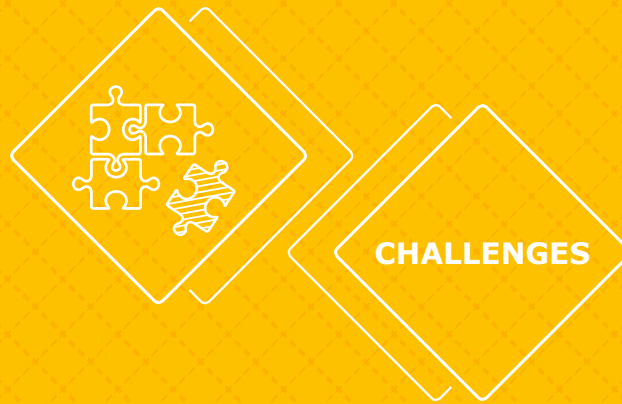
Our awardees of *Contratistas Excelencia 2015* were:

- ◇ Consultoría Organizacional S.A.
- ◇ KPMG Advisory Services Ltda.
- ◇ Colombinvest S.A.S.
- ◇ Siemens Sociedad Anónima
- ◇ Ingeniería y Diseño S.A.
- ◇ INEMEC LTDA.
- ◇ AW Electrónica Ltda.
- ◇ Ventanar S.A.S.

In the modality of Service Orders:

- ◇ Fundición de aluminio y cobre a presión S.A.S.
- ◇ Elite Smart S.A.S.





In the medium term

- ◇ Extend supplier relationship practices to affiliates. During the month of November 2015, we held the third Supply Convention in the frame of the 1st Administrative Meeting of Grupo Energía de Bogotá. This event allowed us to share good practices and learn about the practices of the different affiliates of GEB both in the supplier relationship field and in supply management in general.
- ◇ Consolidate the Supplier Relationship and Development Program. During 2015, we developed the 2016 Supplier Relationship and Development Guide, which will be disclosed to suppliers and collaborators.
- ◇ Design and implement supervised spaces according to the needs of suppliers, which are identified through recommendations, concerns and comments gathered in the differ-

ent activities of the relationship program. During 2015, several supervised spaces were organized according to the type of supplier and its needs. However, we are still working on the implementation of a matrix to identify supplier needs.

In the long term

- ◇ Consolidate the Optimal Supply Model adopted, which is being implemented. This challenge impacts EEB's project efficiency and competitiveness.
- ◇ Consolidate as an international reference point based on the results of the Dow Jones Sustainability Index measurements. The challenge consists in proposing better practices to improve performance and become a reference point for other companies.



Respect and promotion of human rights



WHY IS IT RELEVANT?

Empresa Energía de Bogotá S.A. ESP (EEB) believes that the working conditions of its personnel and those of its contractors' personnel are a core element of a respectful job. And considers it to be a basic regulation in its operation and that of its contractors.

Failure to comply in this regard may imply fines and adverse consequences on the image and credibility of EEB, compromising the Company's growth and the access to areas of ongoing projects, as well as a break up of business relations.



HOW IS IT MANAGED?

By means of the Sustainability Corporate Policy, EEB undertakes the commitment to act with due diligence extended towards its supply chain, and to enforce the obligation of respect for human rights, compliant with the United Nations Guiding Principles on Business and Human Rights.

EEB is subscribed to the United Nations Global Compact and informs its contractors thereof in their contracts and orders.

As an annex to its orders and contracts, EEB created the "HSE

Annex", which provides for the good conditions of contractors' workers.

As a requirement for payments to contractors providing services, EEB requires the payment vouchers for social security and social benefits of contractors providing services.



HOW IS IT MANAGED?

Contracts and orders delivered to contractors are previously reviewed by the legal and supply areas, so as to ensure the inclusion of all clauses and annexes corresponding to labor law, occupational health and safety, and to the commitment with the 10 principles of the United Nations Global Compact.



ACTIVITIES AND INITIATIVES | 2015

EEB reviewed, formalized and disclosed the Occupational Health and Safety Annex (HSE Annex) of the contracts and orders with its contractors.

Likewise, the Supply Management liaisons vis-à-vis EEB's Sustainability Board participated in a training session on human rights and business, provided by Red Pacto Global Colombia. This training space demonstrated the importance of extending



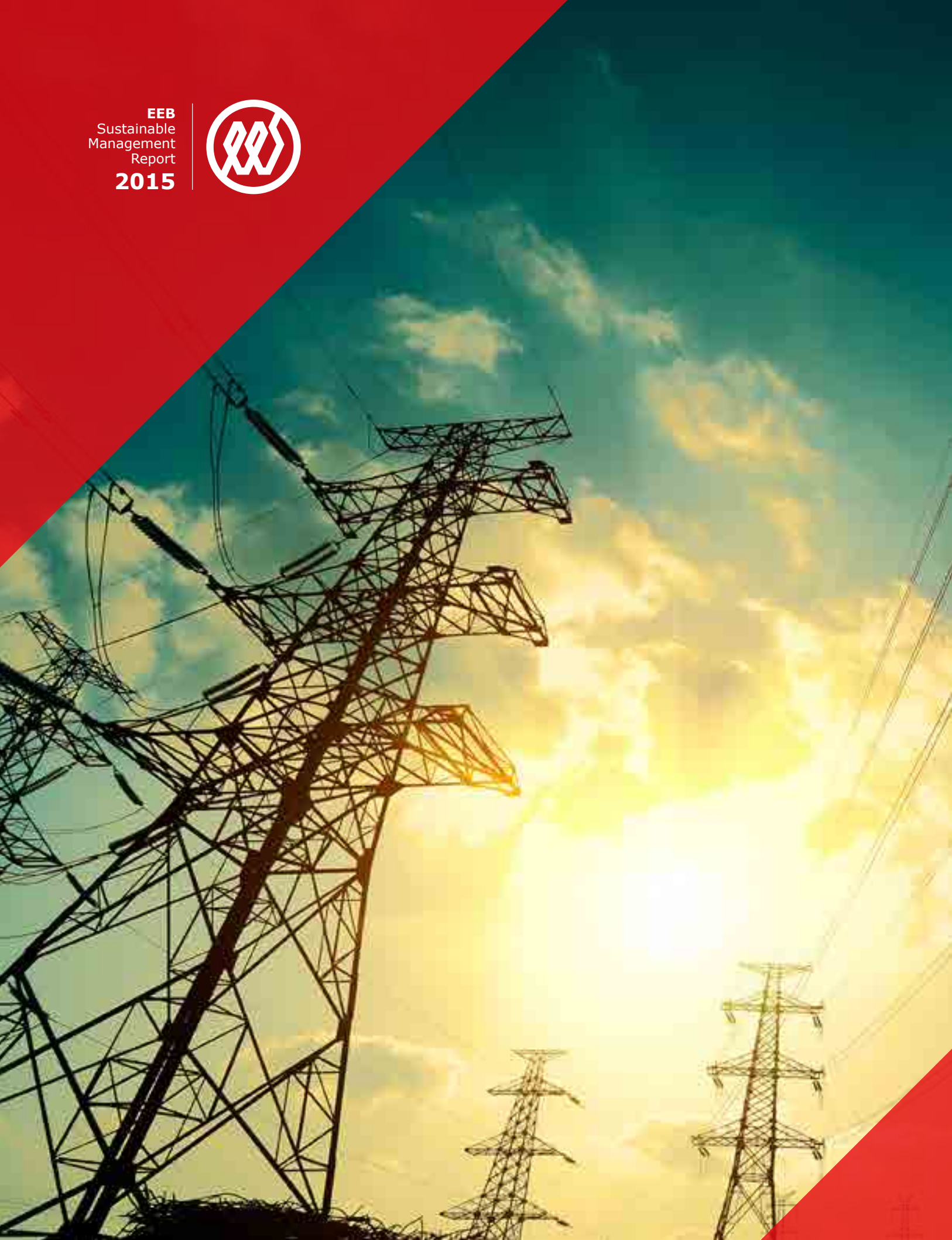
to contractors and suppliers the respect for human rights.

Furthermore, EEB, as member of the initiative "Guías Colombia en Empresas y Derechos Humanos" participated in the sessions regarding the discussion and definition of a text on the general and specific principles of supply chains, which will constitute a future guide to a better due diligence with suppliers and contractors.



- ♦ Consider as an opportunity for improvement the definition of criteria to apply a human rights evaluation to suppliers, which is compatible with the evaluation criteria currently used to accept contractors and suppliers.
- ♦ Measure the 'baseline' situation of EEB contractors regarding human rights, by evaluating at least 80% of the contractors whose contract will end in 2016.
- ♦ Once the supply chain guidelines are formally approved in the context of Guías Colombia en Empresas y Derechos Humanos, during 2016 we will proceed to analyze how to incorporate them into EEB's internal management.

EEB
Sustainable
Management
Report
2015





CHAPTER

IV





Annexes







Appendix

Chap. I  Chap. II  Chap. III  Chap. IV 


Verified basic
specific indicators •

GRI	Indicator	Location or comment	Chapter
Progress Communication Profile (COP) Criterion 15: COP describes contributions of the main activity of the company regarding UN objectives and matters Criterion 17: COP describes the promotion and involvement in public policy Criterion 19: COP describes the commitment and leadership of Top Management			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization.	Message to stakeholders - pages 8 and 9	
Organization Profile Progress Communication Profile (COP) Criterion 15: COP describes contributions of the company's main activity to UN objectives and matters Criterion 18: COP describes collective alliances and actions			
G4-3	Name of the organization	Chapter I – A company from Bogotá to the World Who is EEB?	
G4-4	Most important brands, products and services.	Chapter I - A company from Bogotá to the World Who is EEB?	
G4-5	Location of the organization's headquarters.	Chapter I - A company from Bogotá to the World Who is EEB?	
G4-6	Number of countries where the organization operates and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Chapter I – A company from Bogotá to the World Who is EEB?	
G4-7	Nature of ownership and legal form	Chapter I A company from Bogotá to the World Who is EEB?	
G4-8	Markets served	Chapter I - A company from Bogotá to the World Who is EEB? - Profile of Empresa de Energía de Bogotá S.A. E.S.P. - Profile of Grupo Energía de Bogotá	
		Chapter III – Long-term commitments Render services by implementing best business practices - Quality, reliability of service	
G4-9	Scale of the organization	Chapter I – A company from Bogotá to the World Who is EEB? - Profile of Empresa de Energía de Bogotá S.A. E.S.P. Where is EEB heading?	
		Chapter III – Long-term commitments Render services by implementing best business practices - Quality, reliability of service Create shareholder value – Growth and maximization of profits Be an excellent place to work – Attraction and retention of human talent.	
G4-10	Number of employees and total workforce	Chapter III – Long-term commitments Be an excellent place to work – Attraction and retention of human talent.	



GRI	Indicator	Location or comment	Chapter
G4- 11	Percentage of total employees covered by collective bargaining agreements	As of 31 December 2015, 13% of 383 collaborator of EEB were covered by work collective bargain.	
G4-12	Describe organization’s supply chain	Chapter III – Long-term commitments To have a sustainable value chain	
G4-13	Significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain	2015 experienced significant changes on equity, size, shareholding structure or supply chain of EEB.	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Chapter III – Long-term commitments Care for and respect the environment	
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	Chapter I – A company from Bogotá to the World Who is EEB? - Acknowledgements, guilds and initiatives in 2015	
Significant issues and coverage Criterion 1: COP describes the implementation of corporate functions in the business units. Criterion 17: COP describes advocacy and involvement in public policy			
G4-17	List all entities included in the organization’s consolidated financial statements or equivalent documents.	Chapter I – A company from Bogotá to the World B. How does EEB generate value? – Shareholding structure in EEB As per the scope stated in the 2015 sustainable management report, its content covers only the operations of Empresa de Energía de Bogotá, regarding the business of electricity transmission, included within its geographic scope all operations in the Colombian territory Consolidated financial statements, show financial performance information of subordinate and participated companies as per the management of the shareholding portfolio of EEB as parent company of Grupo Energía de Bogotá.	
G4-18	Explain the process for defining the report content and the Aspect Boundaries.	The materiality scope preserves the scope of this report, which corresponds to operations of EEB in the electric power transmission business, including within its geographic scope all operations in the Colombian territory.	
G4-19	List all the material Aspects identified in the process for defining report content.	Chapter II – Corporate sustainability in EEB C. EEB manages what is important where it is important	
G4-20	Boundary for each material aspect within the organization.	Chapter II – Corporate sustainability in EEB C. EEB manages what is important where it is important It shows the matrix “Material issues in which stakeholders prioritized by EEB coincided” which supplements the limit per each material issue.	
G4-21	Boundary for each material aspect outside the organization.		






GRI	Indicator	Location or comment		Chapter
G4-21	Boundary for each material aspect outside the organization.			Limit of the material issue
		1	Ethics and fight against corruption	External / Internal
		2	Sound structure of government	External / Internal
		3	Air emissions and climate change	External
		4	Risks and crisis management	External / Internal
		5	Safety and health at work	External / Internal
		6	Biodiversity	External
		7	Service quality and reliability	External / Internal
		8	Development of human talent	Internal
		9	Management of community relations	External / Internal
		10	Attraction and retention of human talent	External / Internal
		11	Employees welfare	Internal
		12	Labor climate	Internal
		13	Growth and maximization of profits	External
		14	Innovation in management and energy businesses	External / Internal
		15	Social investment in communities where it operates	External / Internal
		16	Support to the development of Bogotá	External
		17	Fostering respect for Human Rights	External / Internal
		18	Coexistence of communities with infrastructure	External
		19	Efficient contract processes	External / Internal
		20	Knowledge management	Internal
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	There is no restatements of previous memoirs		
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	EEB continues reporting the scope and coverage of each aspect based on the Sustainability model (previously known as Global Responsibility Model. Regarding previous memoirs, EEB added a long-term commitment: "Foster Corporate Governance and Ethics and Transparency Practices"; as a response to the most material issues as per the analysis conducted by EEB.		
Participation of stakeholders				
Criterion 1: COP describe the implementation of corporate functions in Business Units				
Criterion 21: COP describe involvement of stakeholders				
G4-24	List of stakeholder groups engaged by the organization.	Chapter II – EEB’s Corporate Sustainability B. Who motivates EEB to work for sustainability? important		
G4-25	Basis for identification and selection of stakeholders with whom to engage.	Chapter II – EEB’s Corporate Sustainability B. Who motivates EEB to work for sustainability? Important		
G4-26	Organization’s approach to stakeholder engagement	http://www.eeb.com.co/sostenibilidad/relacionamiento-con-grupos-de-interes		
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Chapter II – EEB’s Corporate Sustainability B. Who motivates EEB to work for sustainability? Important http://www.eeb.com.co/sostenibilidad/relacionamiento-con-grupos-de-interesz		

GRI	Indicator	Location or comment	Chapter
Memoir profile Progress Communication Profile (COP)			
G4-28	Period for information provided.	The materiality scope maintains the scope of this report, which corresponds to the operations of EEB with the electric power transmission business, including within its geographic scope, all operations in the Colombian territory.	Página 6
G4-29	Date of most recent previous report.	About this report	
G4-30	Reporting cycle	About this report	
G4-31	Provide the contact point for questions regarding the report or its contents.	About this report Juan Daniel Ávila Gómez Director de Desarrollo Sostenible sostenibilidad@eeb.com.co	
G4-32	Report the 'in accordance' option the organization has chosen.	About this report	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report.	After review and approval by Top Management and other Corporate Governance bodies of EEB, contents submitted in this report were externally verified by KPMG Advisory Services under independence conditions and pursuant to Standard ISAE 3000 - International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information, issued by International Auditing and Assurance Standard Board (IAASB). For more details, please refer to the report on independent verification and its conclusion.	
Governance Criterion 1: COP describe the implementation of corporate functions in BU's Criterion 20: COP describe the adoption and supervision of the Board of Directors			
G4-34	Governance structure of the organization.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
G4-44	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics, including, as a minimum, changes in membership and organizational practice.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
Ethics and integrity Criterion 3: COP describe sound commitments, strategies or policies on Human Rights Criterion 12: COP describe sound commitments, strategies or policies on anticorruption Criterion 13: COP describe effective management systems for the integration of the anticorruption principle Criterion 14: COP describe effective follow-up and assessment mechanisms for the integration of the anticorruption principle Criterion 20: COP describe the adoption and supervision of the Board of Directors			





GRI	Indicator	Location or comment	Chapter
G4-56	Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Chapter III – Long-term commitments Promote Corporate Governance and Ethical and Transparency Practices	
Specific basic content			
Respect and promotion of human rights Chapter II – Corporate sustainability in EEB - C. EEB manages what is important where it is important EEB’s management in human rights Progress Communication Profile (COP) Criterion 3: COP sound commitments, strategies or policies on Human Rights. Criterion 4: COP describe effective management systems for the integration of principles on human rights			
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	During 2015 it conducted and guided education program to collaborators of 8 hours. 11% of collaborators of EEB received training on human rights and on the company.	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	No discrimination cases were registered in 2015	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	No centers have been identified with significant risks of child exploitation. In EEB, the Internal Work Regulation in article 2 stated admission conditions and prohibits child labor in its premises.	
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	No cases were registered related to forced labor. In EEB, as of that set forth under Internal Work Regulation, as per article 8, related to work hours, endeavors to reach a work and life balance.	
G4-HR7	Percentage of security personnel trained in the organization’s human rights policies or procedures that are relevant to operations.	EEB’s management in human rights 66% of security personnel rendering services to EEB have been trained in human rights.	

GRI	Indicator	Location or comment	Chapter
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken.	EEB has no registered any vases of violations to human rights of indigenous communities.	
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms.	EEB has not registered formal claims related to human rights.	
Long-term commitments – EEB sustainability model			
Commitment 1. Promote Corporate Governance and Ethical and Transparency principles Aspect GRI – Fight against corruption Criterion 1: COP describe the implementation of corporate functions in BU’s Criterion 4: COP describe effective management systems for the integration of principles on human rights Criterion 5: COP describe effective follow-up and assessment mechanisms for the integration of human rights Criterion 12: COP describe sound commitments, strategies or policies in the area of anticorruption Criterion 13: COP describe effective management systems for the integration of principles on anticorruption Criterion 14: COP describe effective follow-up and assessment mechanisms for the integration of de anticorruption Criterion 20: COP describe the adoption and supervision of the Board of Directors			
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	Ethics and fight against corruption	
G4-SO4	Communication and training on anti-corruption policies and procedures.	Ethics and fight against corruption	
G4-SO5	Confirmed incidents of corruption and actions taken.	Ethics and fight against corruption Indicator subject to verification by an independent third party.	
Commitment 2. Render a service implementing best business practices Criterion 2: COP describe the implementation of the value chain			
G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	At the closing of this Sustainable Management report, there has been no notification on any legal action against EEB related to behaviors of disloyal competition or violation to the legislation son practices contrary to free competition or monopolistic practices.	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	At the closing of this Sustainable Management report, there has been no notification on any fine or penalty against EEB	
G4-PR5	Results of surveys measuring customer satisfaction	Quality and reliability of service	
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	At the closing of this Sustainable Management report, there has been no notification on any fine or penalty against EEB	
EU6	Management approach to ensure short and long-term electricity availability and reliability.	Quality and reliability of service	
EU4	Lenght of avobe and underground transmission and distribution lines by regulatory regime.	Quality and reliability of service Profile of Empresa Energía de Bogotá - page 13	



GRI	Indicator	Location or comment	Chapter
Own	Performance indicators on the electricity transmission activity in EEB.	Quality and reliability of service	
Commitment 3. Create shareholder value Aspect GRI – Economic performance and indirect economic consequences			
G4-EC1	Direct economic value generated and distributed.	<p>Growth and maximization of profits. Indicator subject to verification by an independent third party.</p> <p>EEB individual Financial Statements are available for consultation at http://www.eeb.com.co/content/download/3360/29464/file/Estados%20Financieros%20EEB%20(1).pdf</p>	•
Own	Indicators related to initiatives of the Innovation Loop and Energy Cluster Bogotá-Sabana	<p>Support to the development of Bogota Innovation in entrepreneurial management and energy businesses.</p> <p>Indicator subject to verification by an independent third party</p>	•
Commitment 4. Care for and respect the environment Aspect GRI – Environment, biodiversity, emissions and economic performance Criterion 9: COP describe sound commitments, strategies or policies on environmental management Criterion 10: COP describe effective management systems for the integration of environmental principles Criterion 11: COP describe effective follow-up and assessment mechanisms for the integration of environmental principles			
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Biodiversity	
G4-EN13	Habitats protected or restored.	<p>Biodiversity</p> <p>Indicator subject to verification by independent third party.</p>	•
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Biodiversity	
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	<p>Atmospheric emissions and climate change</p> <p>Indicator subject to verification by independent third party.</p>	•
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	<p>Atmospheric emission and climate change</p> <p>Indicator subject to verification by an independent third party.</p> <p>Greenhouse Gas inventory for scope 2 considers</p> <p>A CO2 emission related to electric power bought by EEB's administrative offices and takes into account the official emission factor supplied by XM for Colombia in 2015, corresponding to 221 gCO2/kWh. Scope 2 in EEB</p> <p>Does not consider electric power consumed in substations, which are considered as transmission system losses (Resolution CREG 039 of 1999, Article 5). In general electricity losses in the transmission systems are not accounted for due to the fact that the Company, pursuant to Colombian regulation, only has a register in its commercial boundary and on account of financial and technical reasons it does not measure the difference between electricity received from generation and electricity delivered.</p>	•




GRI	Indicator	Location or comment	Chapter
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3).	Greenhouse gas inventory of scope 3 was modeled through software tools using a set of data from Ecoinvent 2.2 and GHG protocol, contemplating the following group of activities: goods and services bought, transport of raw materials, extraction of fuels, consumption of fuels in contracted vehicles, final disposal of wastes, business travels, movement of collaborators and consumption of supplies. Emission factors and Greenhouse gas contemplated therein, allow expressing the carbon footprint as t CO2 e.i. by direct calculation for scope 3.	 •
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Atmospheric emissions and climate change	
G4-EN19	Reduction of greenhouse gas (GHG) emissions.	Atmospheric emissions and climate change Although EEB's organizational carbon footprint indicated an increase in emissions, throughout the report it describes the reasons influencing these results. It mentions the normalization of pressures for to manage fugitive emissions of SF6, the number and dimension on new project and the increase in the number of collaborators.	

Commitment 5. Contribute to the welfare and development of communities in the areas in which we operate.

Aspect GRI – Indirect economic consequences, social impact claim mechanisms.

Criterion 4: COP describe effective managements systems for the integration of human rights

Criterion 16: COP describe strategic social investment and philanthropy

G4-EC7	Development and impact of infrastructure investments and services supported.	Social investments in communities where it operates.	
Own	Results of voluntary profits which are of benefit to the community	Social investments in communities where it operates. These projects are executed by Fundación Grupo Energía de Bogotá. Some of these projects have participation in associated companies.	
G4-EC8	Significant indirect economic impacts, including the extent of impacts.	Management of Community Relations Indicator subject to verification by an independent third party.	 •
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Management of Community Relations	
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	Coexistence of communities with infrastructure.	
G4-SO2	Operations with significant actual or potential negative impacts on local communities.	Coexistence of communities with infrastructure	


Commitment 6. To be an excellent place to work

Aspect GRI – Employment, training and education, relations among collaborators and Management, claim mechanisms on labor practices.




Criterion 6: COP describe Sound commitments, strategies or policies regarding labor standards



Criterion 7: COP describe effective systems for the integration of labor standards

Criterion 8: COP includes standardized performance indicators on Human Rights.

G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Attraction and retention of human talent	
---------	--------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------	---------------------------------------------------------------------------------------



GRI	Indicator	Location or comment	Chapter
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region.	Attraction and retention of human talent	
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	Development of human talent	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	Development of human talent	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	Welfare of collaborators	
G4-LA3	Return to work and retention rates after parental leave, by gender.	Welfare of collaborators	
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	Welfare of collaborators	
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Safety and health at work	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of workrelated fatalities, by region and by gender.	Safety and health at work Indicator subject to verification by an independent third party.	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.	Safety and health at work	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Safety and health at work	
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms.	Labor climate	

GRI	Indicator	Location or comment	Chapter	
Commitment 7. Have a sustainable supply chain. Aspect GRI – Acquisition Practices Criterion 2: COP describe the implementation of the value chain				
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society.	Efficient contractual processes EEB finds within the social repercussion criteria an opportunity to continue developing and analyzing vendors in pre-contractual processes.		
G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken.	Efficient contractual processes Applicable only for critical services or of high social impact. Measures applied involve contractors. These functions in 2015 were not the responsibility of Supply Chain.		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.	Efficient contractual processes EEB has vendors’ registry and previous assessment mechanisms for the selection of contractors. This includes, legal, financial, technical, economic, quality, environmental and social management criteria. As per environmental aspect of services to be contracted, these assessments may be more intense.		
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken.	Efficient contractual processes According to the categorization of services as per the matrix on position of supplies applied by EEB, it is taken into account in the evaluation of environmental aspect. Also, 100% of contracts and service orders have, within their obligation, compliance to safety standards and regulations, health at work and environment, both those signaled in national regulations as well as those established in the HSE Annex of the Company.		
Clarifications				
<p>The previous table addresses all material issues that were identified by EEB to define the limit and the coverage of EEB’s Sustainable Management Report 2015.</p> <p>It includes, for each of the GRI G4 guideline sections, 21 criteria where it weights the Advanced Communication Program (COP) defined by UN Global Compact, COP Is par of EEB’s Sustainable Management Report 2015.</p> <p>Specific basic indicators that were subject matter of verification by an independent third party, which are marked with a symbol.</p> <p>The sector supplement for the electric sector, was partially applied, due to the fact that it has not achieved significant advances in the way in which it generates information to report such indicators.</p>				



CASA MATRIZ DEL:

