



# Stakeholders Relations Manual TGI



# Contents

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- 01 Context
- 02 General relationship criteria
- 03 Relationship criteria by stakeholder
- 04 Communicate the results



Comunidad Vereda Peralonso  
Villavicencio - Colombia





# 1

## CONTEXT

- About this Manual
- Our stakeholders

Colaboradora  
Estación de Compresión de Gas Villavicencio





# About this Manual

Developing our sustainability strategy requires understanding and managing relations with our interest groups or stakeholders.

TGI's relationship model aims to strengthen the relationship we have built with each one of our stakeholders for that reason and, at the same time, being faithful to the corporate values that invite us to develop activities within the framework of Integrity, Collaborative work with individual responsibility, First life and empathy, and a result-oriented focus.

We want to provide transparent information and on time, train and educate, provide feedback and positioning. At TGI, we create relationships that allow us to bring progress and well-being to the places where we operate and develop our primary goal of **Improving Lives with Sustainable and Competitive Energy**.

The **Stakeholder Relations Manual** establishes the company stakeholders' identification, the objective of the relationship with each of them, and the mechanisms and subjects of conversation and interest. Based on them, we will establish our interaction, and we will be able to consolidate win-win relationships, create alliances, and meet all their requirements timely and adequately.

Here you will find all the basic concepts to understand our relationship with the stakeholders, considering risks, controls, indicators, and capacity building. These guidelines will be helpful for your guidance when designing a relationship strategy with each audience.

*We hope this manual is very useful.*

*With your comments and suggestions, we will continue to strengthen our engagement with our stakeholders.*





# TGI Stakeholders

We acknowledge as interest groups or stakeholders the people or groups of people who impact the organization or are impacted by the decisions, activities, products, or services provided for the Company. Stakeholders defined by our Organization are:



Collaborators



Government and control entities



Customers (senders)??  
?



Board of Directors



Communities and actors of the territory



Contractors and suppliers



Investors



Financial entities and Credit rating agencies



Shareholders



Strategic partners and allies



Unions and associations



End consumers



Media and opinion leaders

Actors affected directly or indirectly by the activities of the company

They may have specific interests

Ability to influence the company's results in a positive or negative way

# We prioritize our stakeholders

We prioritized our stakeholders, considering the level of reliance and influence between the company's business and them.

With this methodology, actors are classified according to the level of influence they may have in the Company and their level of reliance on our Organization.

As a result of the prioritizations, we classify the actors as follows:

**Important:** TGI depends on them, and the decisions of the company affect them. A conflict can hinder the fulfillment of my strategy.

**Leveraged:** They depend on TGI but, they do not determine the company performance.

**Bottle neck:** They may have a high impact on my operation but, they do not necessarily demand a lot from the company.

**Routine:** The relationship is less binding; they do not represent a high risk to the fulfillment of TGI's strategy.

We considered the AA1000 Standard Stakeholder Engagement (2011) as a frame of reference for this prioritization. Managing a Sustainable Business.



# 2

## GENERAL RELATIONSHIP CRITERIA

- Benefits of a good relationship
- How do we guarantee a good relationship?
- Appropriate mechanisms to engage with our stakeholders
- How do we guarantee that our stakeholders have sufficient capacity to relate?



# Benefits of a good relationship

A good relationship with our stakeholders will allow:

Boost the capacity to manage the existing and probable risks related to the stakeholders

Consolidate the good reputation of the company and those who belong to it

Provide us access to constant learning related to our stakeholders, promoting our management improvement

**Reinforce trust** in two ways with our stakeholders

Have an updated knowledge of the market dynamics that occur in the environments of our audiences

Provide information and training to our stakeholders, facilitating decision-making processes and actions that affects them and affects society.

Strengthen strategic business decision-making based on the direct and indirect participation of stakeholders.

For more information: Manual para la práctica de las relaciones con los grupos de interés. Accountability 2006.  
Available in: <http://gestion-calidad.com/wp-content/uploads/2016/09/Manual-Stakeholders.pdf#page=13>

# How do we guarantee a good relationship?

In the relationship with our stakeholders, it is essential to establish contact channels, provide clear and timely information to actors, consult and listen.

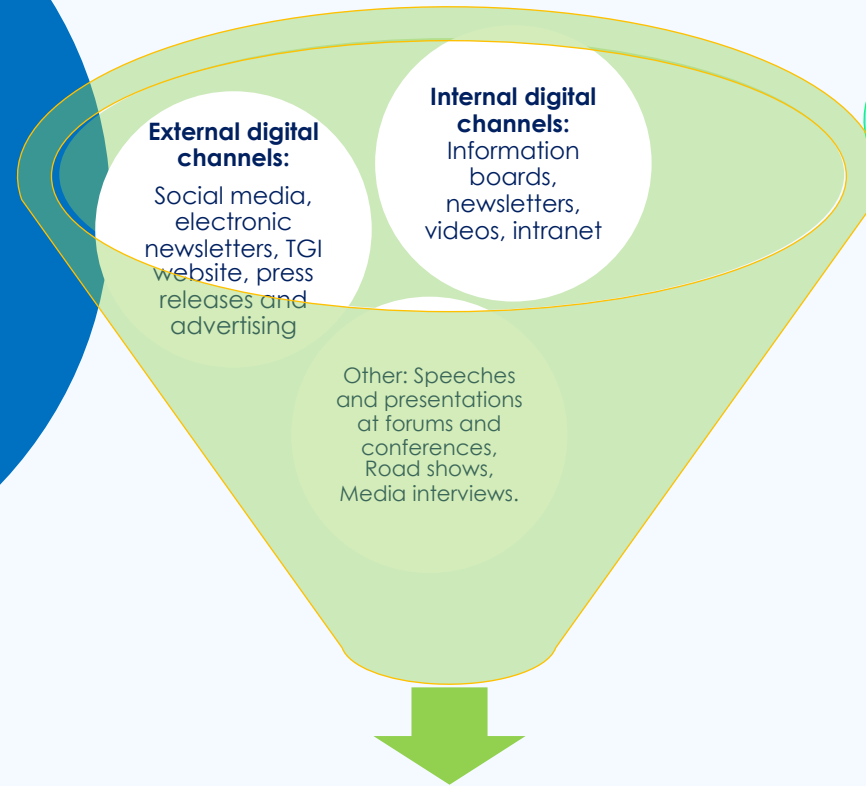




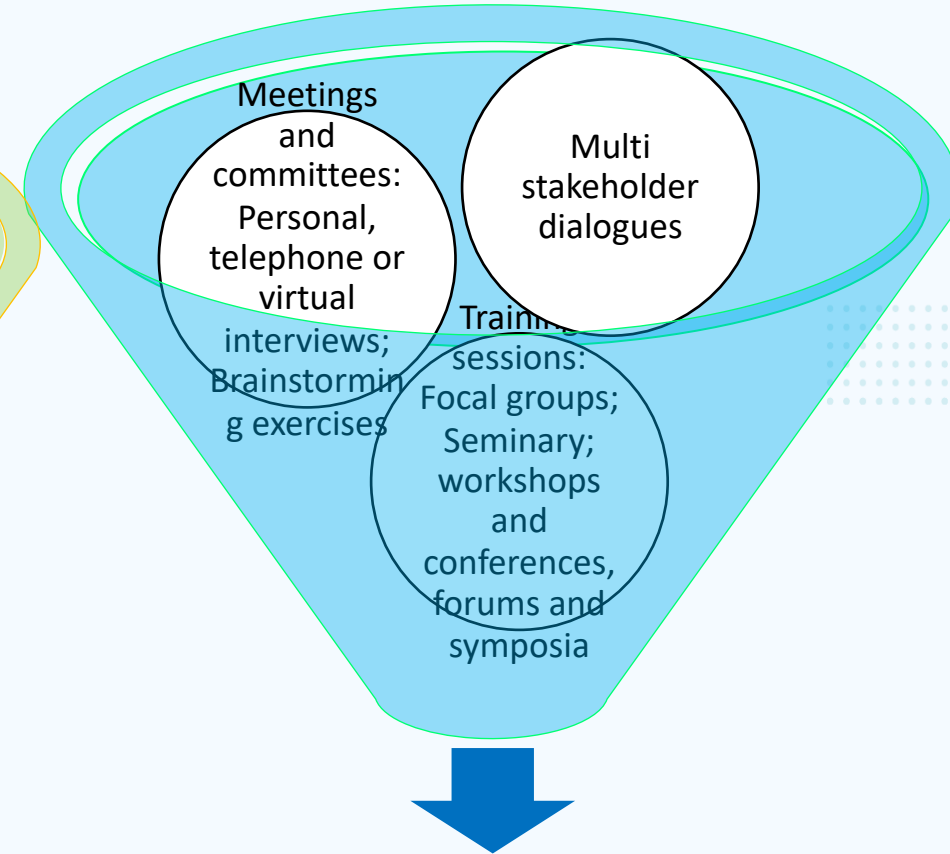
## Appropriate mechanisms to engage with our stakeholders

What should we consider when choosing an appropriate tool or mechanism to interact with our stakeholders?:

- Stakeholder complexity
- Topic to be discussed with the stakeholder
- Level of interaction with the company
- Stakeholder openness level
- Group (GEB) Guidelines



Tools/mechanisms we can use to inform our stakeholders

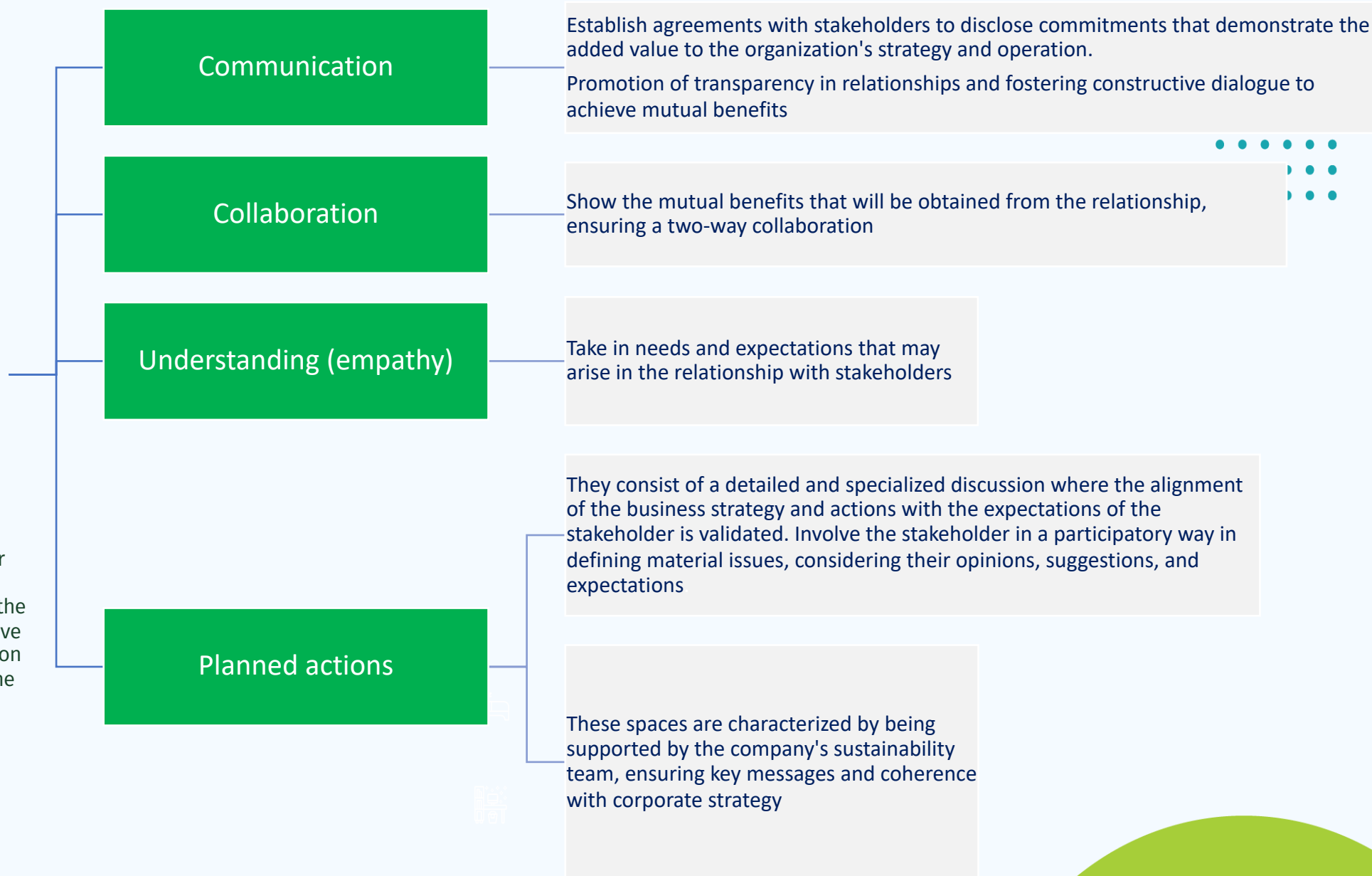


Tools/mechanisms we can apply to dialogue with our stakeholders



## How do we guarantee that our stakeholders have the sufficient capacity to relate?

It is crucial to promptly disclose to our stakeholders about the 4 elements described here that become tangible in the respective relationship channels and have a continuous follow-up and monitoring on the relationship and participation of the stakeholders



# 3

## RELATIONSHIP CRITERIA BY STAKEHOLDER

- Relationship axes considering the prioritization of the stakeholders
- Government and control entities
- Customers (senders)
- Collaborators
- Board of directors
- Communities and actors of the territory
- Contractors and suppliers
- Investors
- Strategic partners and allies
- Financial entities and credit rating agencies
- Shareholders
- Unions and associations
- End consumers
- Media and opinion leaders.

## Relationship criteria by stakeholder

In the following pages, you will find the cards we have designed for each stakeholder at TGI, which will be very useful when defining a specific relationship strategy. The parts that form the file are:

### Profile

Basic description of the stakeholder.

### Networking objective

It refers to the purpose of the relationship with the stakeholder.

### Indicators that measure the relationship

Indicators existing in the Organization to measure how effective the relationship with the stakeholder is and other indicators that measure the relationship with them.

### Relationship axes considering the prioritization of the stakeholder

Inform

Educate

Provide Feedback

Position

### Subgroups or actors

If the stakeholder has an identified segmentation or subdivision, the main subdivisions or actors are included.

### Relationship mechanisms

It includes the various communication channels established by the Organization to inform, dialogue, and collaborate with the stakeholder.

### Networking frequency

It addresses the periodicity with which the entire relationship mechanism with the stakeholder is carried out or executed.

### Topics and issues of interest

Those that have arisen from the relationship with the stakeholder over a period of time, have been detected through various communication channels and are essential for them.

### Risks and controls in the relationship with this stakeholder

Risks that may arise before, during, and after the relationship with the stakeholder, whether intentional or daily and the controls to mitigate their impact if they materialize.



## 1. Government and Control Entities



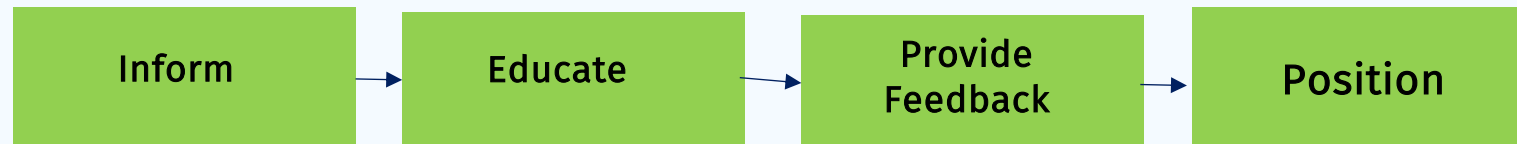
### Profile

Institutions, authorities, and governmental organizations with which we team up to promote the development, regulatory compliance, and transformation of territories in the places where we are present.

### Networking objective

- Have fluid communication to be attentive to regulatory changes in the sector and to the extent that meeting spaces or worktables are generated.
- Influence the construction of public policies that strengthen the country's development and its business and economic dynamics.
- Be a relevant, reliable, and purposeful interlocutor with government and regulatory entities in favor of the proper development of the environment and business.
- Strengthen the Company's good governance, risk management and control system.

## Relationship axes



### Subgroups or actors

This group includes entities such as:

- 1.Federal Commission for Electricity and Gas Regulation CREG
- 2.Superintendency of Residential Public Services
- 3.The Mining and Energy Planning Unit UPME
- 4.Regional Autonomous Corporations
- 5.Comptroller of Bogotá
- 6.District Oversight Office
- 7.Ministry of Mines and Energy
- 8.Ministry of Labor
- 9.Ministry of Transport and Ministries of Mobility at the national level
- 10.Ministry of Environment and National Authority of Environmental Licenses - ANLA

### Relationship mechanisms

1. Audit
2. Mail
3. E-mail
4. Events with brand projection
5. Forums with brand projection
6. Sustainable Management Report
7. Monthly and annual reports
8. Worktables With specific and formal topics
9. Phone calls
10. Open meetings (face-to-face and virtual)
11. Meetings at the executive level with the Business Group
12. Company visits

### Networking frequency

1. Permanent
2. Permanent
3. Permanent
4. Biannual
5. Biannual
6. Annual
7. Monthly and annual
8. Monthly
9. Permanent
10. Permanent
11. Monthly
12. Permanent

## 1. Government and Control Entities

### Topics and issues of interest

- Appropriation of the corporate culture
- Crisis management
- Well-being, talent development, and gender equity
- Operation development
- Environmental performance
- Ethics and compliance
- Innovation and new business development
- Energy policies
- Regulation
- Relationship with communities
- Labor Relations
- Health and safety at work (management against Covid-19)
- Property management

### Indicators that measure the relationship

- Number of meetings of managers with authorities
- Number of public policy initiatives in which TGI participates
- Number of official requests received and managed from government entities and control entities
- Number of contacts (in person and virtual) with government entities and control entities
- Percentage of compliance as a result of the periodic compliance reports promoted by the person responsible for the relationship process with the stakeholder

### Risks and controls in the relationship with this stakeholder

#### Risk

- Become an irrelevant actor in the discussion of public dynamics
- Reputational damage
- Stakeholder distrust of the Company
- Address expectations and commitments that cannot be met
- Failures in logistics, weak assistance, lack of clarity in spaces of planned interactions
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways

#### Control

- Participate decisively in the discussions and the construction of public policies. Lead spaces for discussion.
- Analyze the relevance, timeliness, and content of the information delivered to regulators, government entities, and control entities.
- Information transparency and internal and external audits
- Know and disclose limitations, negotiation, expectations management
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.

## 2. Customers



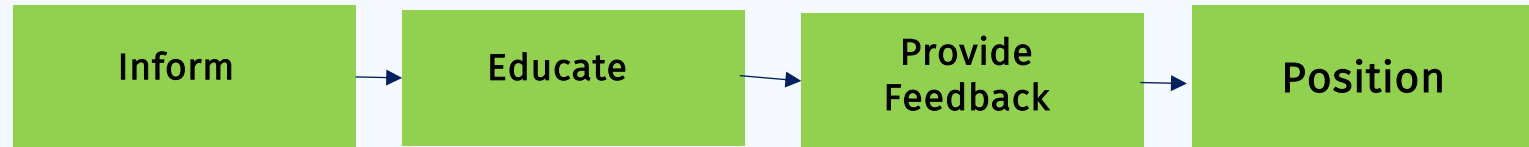
### Profile

It is the interest group made up of TGI's direct clients

### Networking objective

- Develop TGI's corporate purpose associated with the commercialization of transportation capacity, generating income for the company, and the development of new markets by increasing the demand for natural gas compared to other energy sources.
- Offer our clients differentiated value proposals that allow their growth, satisfaction, and loyalty.

### Relationship axes



### Subgroups or actors

According to the Sector where the served demand is located, our 7. Vehicular - NGV clients are classified as:

1. Sellers
2. Distributors
3. Industrials
4. Refinery
5. Thermal???
6. Oil and Gas

### Relationship mechanisms

1. Electronic Operations Newsletter – BEO
2. E-mails
3. Satisfaction and service quality measurement survey
4. Trade forums
5. Sustainable Management Report
6. Ethics Line
7. Phone calls
8. Social media (Twitter, LinkedIn)
9. One to one meetings (face-to-face and virtual)

### Networking frequency

1. Permanent
2. Annual
3. Annual
4. Permanent
5. Annual
6. Permanent
7. Permanent
8. Permanent
9. Permanent



## 2. Customers

### Topics and issues of interest

- Joint action to generate incremental demand
- Management against Covid-19
- General management of the company in economic, environmental and social topics
- Prospects for gas supplies and use
- Competitive product portfolio
- Projects for the development of the sector
- Reliable and quality service

### Indicators that measure the relationship

- Percentage of customer satisfaction (meeting expectations)
- Service quality perception scale

### Risks and controls in the relationship with this stakeholder

#### Risk

- Address expectations and commitments that cannot be met
- Failures in logistics, weak assistance, lack of clarity in spaces of planned interactions
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways
- Disinterest in the level of involvement for new demand generation

#### Control

- Know and disclose limitations, negotiation, expectations management
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.
- More active participation in transformation processes with clients

### 3. Collaborators



#### Profile

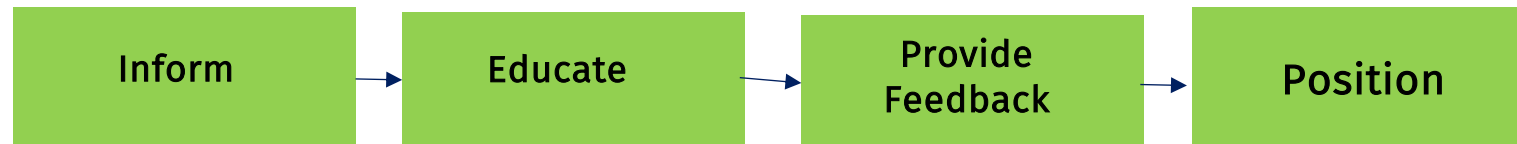
This stakeholder includes anyone who has a contractual relationship of an employment nature and works to fulfill the company's mission and achieve its objectives.

Note: Does not include the union as an organization

#### Networking objective

- Promote conversation and participation scenarios that strengthen relationships of trust and contribute to improving organizational practices that favor the quality of life at work, development, and productivity.
- Strengthen the organizational culture and joint work around common purposes.
- Promote comprehensive development in terms of well-being and health of employees in a favorable work environment that generates value for the company.
- Promote the retention of the best talent and position ourselves as an employer brand.
- Generate ownership of the company's innovation issues to strengthen its organizational culture.

#### Relationship axes



#### Subgroups or actors

This group includes

1. Administrative Collaborators
2. Field Collaborators (Districts and Stations)

#### Relationship mechanisms

- |   |   |
|---|---|
| 1. Health promotion and prevention activities | 1. E-mails  |
| 2. Newsletter                                 | 2. Work environment survey                        |
| 3. Suggestion boxes                           | 3. Leaders meetings with collaborators            |
| 4. Training                                   | 4. Web Application (TGI Inspira)                  |
| 5. Human rights talks                         | 5. Intranet (contact-benefits platform)           |
| 6. Information boards                         | 6. Ethics Line                                    |
| 7. Priority occupational health committees    | 7. Behavioral observations                        |
| 8. Primary committees                         | 8. Collective bargaining processes                |
| 9. SST and PESV Committee                     | 9. Meetings (pre-operational in each work center) |

#### Networking frequency

- |               |               |
|---------------|---------------|
| 1. Permanent  | 11. Monthly   |
| 2. Permanent  | 12. Bimonthly |
| 3. Permanent  | 13. Permanent |
| 4. Monthly    | 14. Permanent |
| 5. Quarterly  | 15. Permanent |
| 6. Permanent  | 16. Permanent |
| 7. Monthly    | 17. As needed |
| 8. Weekly     | 18. Quarterly |
| 9. Monthly    |               |
| 10. Permanent |               |



#### 4. Junta Directiva

##### Perfil

Máximo órgano de gobierno de TGI.

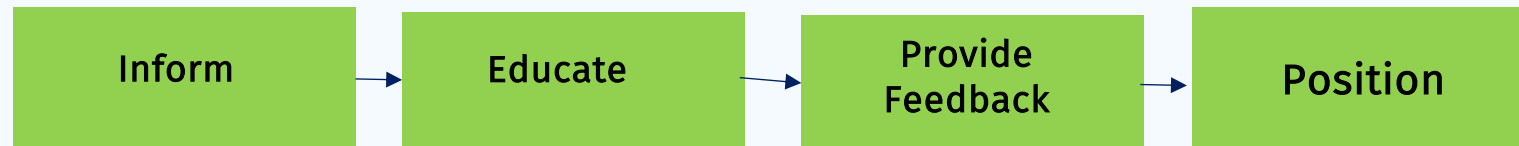
##### Objetivo de relacionamiento

Fortalecer el Gobierno Corporativo para la toma de decisiones estratégicas de la compañía y para mantenerlos informados de los hechos relevantes de la empresa

##### Indicadores que miden el relacionamiento

- Porcentaje de asistencia a la junta
- Número de reuniones de la junta directiva
- Escala de resultados evaluación anual de junta

##### Ejes de relacionamiento



##### Subgrupos o actores

Este grupo comprende:

Comités de Junta: Comité Financiero y de Inversiones, Comité Operativo, Comité de Auditoría y Riesgos, Comité de Gobierno Corporativo, Sostenibilidad y Talento Humano

##### Mecanismos de relacionamiento

1. Auditorías (Evaluación externa de la junta)
2. Correos electrónicos con la Vicepresidente Jurídica, el Director de Asuntos Corporativos y la Presidente
3. Encuentros de miembros de Junta TGI – GEB
4. Eventos internos (Charlas estratégicas) y externos para profundizar conocimiento.
5. Informe de Gestión Sostenible
6. Sharepoint
7. Llamadas telefónicas con la Vicepresidente Jurídica, el Director de Asuntos Corporativos y la Presidente
8. Reuniones Junta Directiva

##### Frecuencia de relacionamiento

1. Anual
2. Permanente
3. Bienal
4. De acuerdo a necesidad
5. Anual
6. Permanente
7. Permanente
8. Mensual

### 3. Collaborators

#### Topics and issues of interest

- Support in the relationship with other stakeholders
- Activation of the economy and employment creation
- Quality of life
- Human Rights
- Development of our people
- Ethics and transparency
- Equity, diversity and inclusion
- Corporate governance (Strategy and understanding of the company, business and environment)
- Effective innovation
- Risk and compliance
- Health and safety at work (Covid-19, high-risk activities, preventive and occupational medicine)

#### Indicators that measure the relationship

- Satisfaction percentage according to the working environment survey
- Percentage of PQRS answered and resolved
- Number of employments created
- Staff turnover rate
- Working environment index

#### Risks and controls in the relationship with this stakeholder

##### Risk

- Insufficient or excessive information that generates disconnection with collaborators
- Number of spaces, meetings that become excessive. Logistics failures, lack of clarity in spaces of planned interactions
- Stakeholder distrust of the Company
- Address expectations and commitments that cannot be met

##### Control

- Analyze the relevance, timeliness, and content of the information provided to employees.
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Information transparency and internal and external audits
- Know and disclose limitations, negotiation, expectations management



## 4. Board of directors



### Profile

TGI's highest governing body.

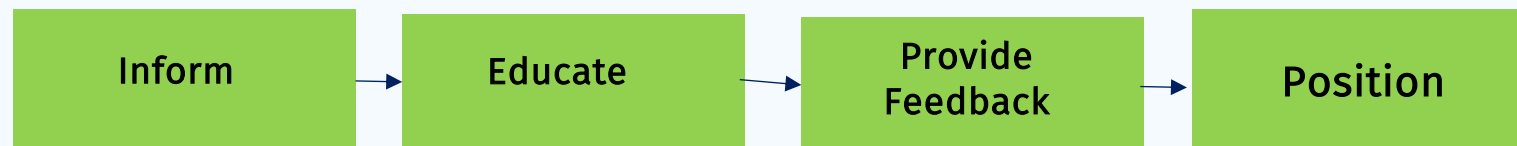
### Networking objective

Strengthen Corporate Governance to make strategic decisions of the company and to keep them informed of the relevant events of the company

### Indicators that measure the relationship

- Meeting attendance percentage
- Number of meetings of the board of directors
- Annual Board Evaluation Results Scale

### Relationship axes



### Subgroups or actors

This group includes Board Committees: Finance and Investment Committee, Operating Committee, Audit and Risk Committee, Corporate Governance, Sustainability and Human Resources Committee

### Relationship mechanisms

1. Audits (External evaluation of the board)
2. Emails with the Legal Vice President, the Director of Corporate Affairs, and the President
3. Meetings of TGI - GEB Board members
4. External events to deepen knowledge
5. Sustainable Management Report
6. Intranet (sharepoint)
7. Phone calls with the Legal Vice President, the Director of Corporate Affairs, and the President
8. Board of Directors meetings

### Networking frequency

1. Annual
2. Permanent
3. Biennial
4. As needed
5. Annual
6. Permanent
7. Permanent
8. Monthly

#### 4. Board of directors

##### Topics and issues of interest

- Organizational culture
- Environmental management and climate change
- Management of the TGI corporation
- Management with the communities in the area of influence
- Essential information on financial, commercial, and operational topics
- Transparent and timely information for decision making
- Innovation
- Strategic projects that generate value
- Organizational results
- Strategic risks
- Environmental issues (political, economic, regulatory, competitors.)

##### Risks and controls in the relationship with this stakeholder

###### Risk

- Leaking confidential information
- Inadequate handling of balances stipulated for the roles of the Board of Directors
- Conflicts of interest
- Insufficient or excessive information that generates disconnection among members
- Stakeholder distrust of the Company
- Address expectations and commitments that cannot be met
- Failures in logistics, weak assistance, lack of clarity in spaces of planned interactions
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways

###### Control

- GEB designed a SharePoint with high-security standards.
- Ensure compliance with the Board Statutes and the Corporate Governance Code.
- Conflict of interest management policy
- Analyze the relevance, timeliness, and quality of the information provided to the members of the Board
- More transparency in information and internal and external audits
- Know and disclose limitations, negotiation, expectations management
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.

## 5. Communities and actors of the territory



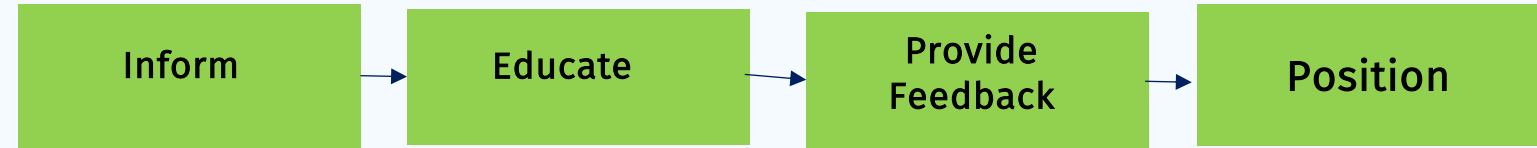
### Profile

The different actors found in the areas where TGI operates, such as communities in the area of influence, social leaders, presidents of community action boards, and NGOs, among others.

### Networking objective

- Facilitate and proactively stimulate TGI's relationship with its communities and different actors in the territory.
- Ensure the social environment through tangible Social Awareness actions that transcend a genuine, permanent and transparent relationship that guarantees the viability of the operation and development of TGI's projects.
- Strengthen the development of capacities and self-management of the communities, promoting alliances and mobilizing tangible and intangible resources.
- Promote development and quality of life in the territories where we are present through participation in social projects.
- Position TGI as a relevant actor for the development of society and the well-being of people.
- Strengthen long-term and mutually beneficial relationships based on recognition and respect.

### Relationship axes



### Subgroups or actors

This group includes

- Ethnic communities (indigenous communities, traditional authorities, black communities, community councils)
- Rural subdivisions
- Departments
- Municipalities (mayors, government secretaries, municipal councils and legal entities, regional environmental authorities, relief agencies, municipal educational institutions, associations, foundations, MSMEs, citizen oversight bodies)
- Civil Society Organizations (foundations, companies in the O&G sector, academia (university, think tanks and research)
- Property owners (families living near the right of way, invasions)
- Territorial units
- Veredas (community action boards, community that lives in the village, schools - educational institutions)

### Relationship mechanisms

1. Newsletter (flyer)
2. Radio communications
3. Mail (written communications)
4. Emails ([participacion.ciudadana@tgi.com.co](mailto:participacion.ciudadana@tgi.com.co))
5. Face-to-face meetings
6. Sustainable Management Report
7. Phone calls and chats
8. Website
9. Meetings (face-to-face or virtual) led by the social team and the social sub-management
10. Visits (face-to-face or virtual) led by the social team and the social sub-management

### Networking frequency

1. Quarterly
2. Annual
3. Permanent
4. Permanent
5. Monthly
6. Annual
7. Permanent
8. Permanent
9. As needed
10. As needed

## 5. Communities and actors of the territory

### Topics and issues of interest

- Agroindustry
- Project progress
- Impacts and environmental management measures generated by the activity of the company
- Social investment and labor participation in developing and improving the quality of life and socio-economic conditions of the communities
- Environmental, social and regulatory management
- Risk management for the prevention and reduction of disaster risk-generating activities
- Operational topics

### Indicators that measure the relationship

- Percentage of satisfaction according to a survey of local communities and beneficiaries of the programs
- Percentage of satisfaction/perception of the relationship with communities

### Risks and controls in the relationship with this stakeholder

#### Risk

- Stakeholder distrust of the Company
- Address expectations and commitments that cannot be met
- Failures in logistics, weak assistance, lack of clarity in spaces of planned interactions
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways
- Delivery of information by a third party and not by the area in charge of delivering the information to the community

#### Control

- Ensure the delivery of clear and transparent information. Indicate that the information, for example, in the Sustainable Management Report is provided by an independent third party
- Know and disclose limitations, negotiation, expectations management
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.
- Deliver information through TGI's formal channels permanently and generate awareness in the different TGI areas about the management of the information delivered to the communities.



6. Contractors and suppliers



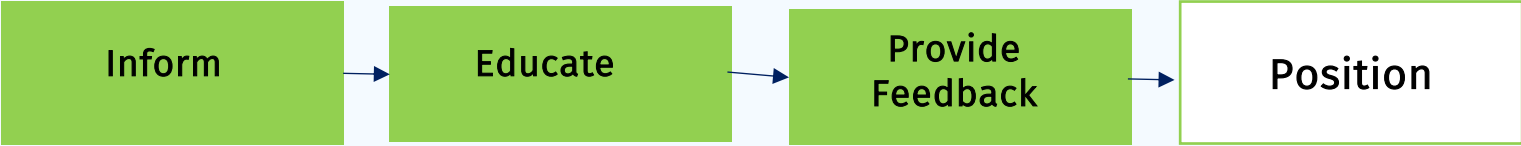
Profile

Allies that provide their products and services to support the fulfillment of TGI's objectives.

Networking objective

- Strengthen the condition of strategic allies to achieve corporate objectives and build long-term relationships.
- Know the supplier market to identify the best contractors for TGI that support the fulfillment of our objectives.
- Generate opportunities for participation and provide the possibility to national and international companies of contracting with TGI
- Disseminate TGI's policies, procedures, and guidelines in all areas (HSE and social, human rights, legal, and compliance, among others).
- Identify the best-performing contractors in TGI to continue with a mutually beneficial relationship.

Relationship axes



Subgroups or actors

- This group includes
1. Suppliers: companies that can potentially supply goods and/or services to TGI
  2. Contractors: companies that supply goods and/or services to TGI through a signed contract

Relationship mechanisms

- |  |  |
|--|--|
| 1. Newsletter (informative communication pieces)                 | 7. management in SAP Ariba)  |
| 2. Exclusive e-mails for suppliers                               | 8. Sustainable Management Report   |
| 3. Surveys   | 9. Suppliers service line  |
| 4. Performance evaluation carried out by the contract controller | 10. Ethics Line  |
| 5. Events focused on suppliers in conjunction with the GEB       | 11. Website  |
|  | 12. Meetings (face-to-face and virtual) for relationships with potential suppliers |
|  | 13. Evaluation visits  |

Networking frequency

- |                           |               |
|---------------------------|---------------|
| 1. Permanent              | 10. Permanent |
| 2. Permanent              | 11. As needed |
| 3. Quarterly or as needed | 12. As needed |
| 4. Permanent              |               |
| 5. Annual                 |               |
| 6. Permanent              |               |
| 7. Annual                 |               |
| 8. Permanent              |               |
| 9. Permanent              |               |

## 6. Contractors and suppliers

### Topics and issues of interest

- Assertive communication
- Ethics and Corporate Governance
- Talent management
- Management of social, environmental and human rights issues in the community
- Innovation and technology
- Improvement plans for contractors with poor regular evaluations.
- Policies related to supplier management
- Health and Safety at Work

### Indicators that measure the relationship

- Percentage of qualification in supplier evaluation
- Percentage of supplier satisfaction with the Organization
- Number of new suppliers and contractors with whom TGI has commercial relationships

### Risks and controls in the relationship with this stakeholder

#### Risk

- Insufficient or excessive information that generates disconnection and mistrust between both parties.
- Stakeholder distrust of the Company
- Address expectations and commitments that cannot be met
- Failures in logistics, weak assistance, lack of clarity in spaces of planned interactions
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways

#### Control

- Identify the key moments, messages, and communication channels with TGI's suppliers, which allow the delivery of valuable information about the Company and general news and news of interest.
- More transparency in information and internal and external audits
- Know and disclose limitations, negotiation, expectations management
- Event logistics planning, clear and accurate information, share the objective and joint expected result
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.

## 7. Investors



### Profile

They are those financial allies that can provide capital to TGI and have the ability to invest and leverage TGI's performance and growth.

### Networking objective

Disclose to investors, on time, information on TGI's commercial, financial and operational performance and the economic environment in which the Company carries out its activities, clearly presenting the Company's risks, benefits, and opportunities to the market.

### Relationship axes

Inform

Educate

Provide  
Feedback

Position

### Relationship mechanisms

1. Emails with the VPF and the GEB Investor Relations Area
2. Sustainable Management Report
3. Corporate Governance Report
4. Phone calls with the VPF and the GEB Investor Relations Area
5. Website (publication of Financial Statements and Results Reports)
6. Meetings (face-to-face and virtual) to present results

### Networking frequency

1. Permanent
2. Annual
3. Annual
4. Permanent
5. Quarterly
6. Quarterly

### Topics and issues of interest

- Corporate Governance
- Report on the management of the corporation, store market behavior, achievements, and challenges in financial matters
- Regulatory framework
- Sustainability
- Financial, commercial, and operational topics
- Verification and clarity in the delivery of information

### Indicators that measure the relationship

- Reputation and brand index in investor-related responses (conducted by GEB)
- Percentage of participation in meetings to present results.

### Risks and controls in the relationship with this stakeholder

#### Risk

- Deliver information of little value, little transparency, or untimely that makes us an outside source.
- Generate a wrong perception on the management of the company, results, and fulfillment of objectives with its stakeholders.

#### Control

- Analysis of the relevance and strategy regarding the delivery of information
- Verification and clarity in the delivery of information

## 8. Strategic partners and allies



### Profile

Organizations that include subsidiaries, gas producers, senders, generators, investors, and competition, with whom strategic projects are established

### Networking objective

Enable the business strategy development from the supply and demand of Natural Gas and other potential business opportunities (acquisitions, alliances, mergers).

### Indicators that measure the relationship

- Number of Interactions between the area in charge with the Business Development Management
- Satisfaction and confidence index
- Percentage of compliance with activities

### Relationship axes

Inform

Educate

Provide  
Feedback

Position

### Subgroups or actors

- |                                 |                          |
|---------------------------------|--------------------------|
| 1. Manufacturers (HOCOL, SHELL) | 4. Sellers               |
| 2. Transporter PROMIGAS, ENAGAS | 5. Investors             |
| 3. Distributors (VANTI)         | 6. Generators / energies |

### Relationship mechanisms

- |   |  |
|---|--|
| 1. Confidentiality agreements                     | 7. Phone calls                         |
| 2. Bilateral agreements                           | 8. Meetings (face-to-face and virtual) |
| 3. E-mails  | 9. Workshops                           |
| 4. Events (registers y participation)             |  |
| 5. Sustainable Management Report                  |  |
| 6. Memoranda of understanding (activities, dates) |  |

### Networking frequency

- |                        |              |
|------------------------|--------------|
| 1. Annual or as needed | 5. Annual    |
| 2. As needed           | 6. Biennial  |
| 3. Permanent           | 7. Permanent |
| 4. As needed           | 8. Permanent |
|                        | 9. As needed |

### Topics and issues of interest

- |   |   |   |
|---|---|---|
| <ul style="list-style-type: none"><li>• Acquisitions, alliances or mergers</li><li>• Social issues in territories of operation</li><li>• Climate change</li><li>• Training and preparation of human talent</li><li>• Profitable business growth</li><li>• Decarbonisation, energy transition and its profitability</li><li>• Corporate Governance</li></ul> | <ul style="list-style-type: none"><li>• <b>Demand:</b> Increase in demand</li><li>• Empathy with customers</li><li>• <b>Midstream:</b> Off-shore connections; Connecting gas pipelines; GLP processing and other derivatives; Caribbean Regasification Plants; PPII Non-Conventional Reservoirs (YNC); Micro LNG</li><li>• NGV; Incentives Industries Thermal</li></ul> | <ul style="list-style-type: none"><li>• Sector; Bidirectionality Barranca - Ballena</li><li>• <b>Other initiatives;</b> ZNI; Hydrogen; Renewable Gases, others.</li></ul> |
|---|---|---|



## 8. Strategic partners and allies

### Risks and controls in the relationship with this stakeholder

#### Risk

- Losing continuity in the relationship
- Generate a wrong perception on the management of the company, results, and fulfillment of objectives with its stakeholders.
- Reveal confidential information.

#### Control

- Follow up on the response of partners and strategic allies to communications, emails, confirmations of attendance, etc. of the various relationship mechanisms.
- Verification of the clarity in the delivery of the information
- Have confidentiality agreements and constant verification of information that must be confidential or can be public.

## 9. Financial entities and credit rating agencies



### Profile

This stakeholder includes capital providers such as banks or multilateral organizations and, at the same time, credit rating agencies are also considered.

### Networking objective

#### Financial Entities:

- Obtain optimal financing conditions for the company that allow sustainable and profitable growth and other financial products and services for business operation transactions.
- Obtain market analysis on financing conditions and macroeconomic variables

**Credit Rating Agencies:** Obtain a risk rating that reflects the company's credit quality to the market.

### Relationship axes

Inform

Educate

Provide  
Feedback

Position

### Subgroups or actors

- Financial Entities
- Credit Rating Agencies

### Relationship mechanisms

#### 1. Credit Rating Agencies and Financial entities

- a) Emails through the VFI, Directorate of Financial Planning and Investor Relations Management of GEB
- b) Phone calls through the VFI, Directorate of Financial Planning and Investor Relations Management of GEB

Website (relevant financial information section)

- a) Meetings (face-to-face and virtual) through the VFI, Directorate of Financial Planning and Investor Relations Management of GEB
- b) Meetings (results presentation conference)

#### 2. Only Credit Rating Agencies:

- a) Rating review meeting

### Networking frequency

#### 1. Credit Rating Agencies and Financial entities

- a) Permanent
- b) Permanent
- c) Permanent
- d) As needed
- e) Quarterly or as needed

#### 2. Only Credit Rating Agencies:

- a) Annual

### Topics and issues of interest

- Achievements and challenges in financial matters
- Financing needs
- Commercial and operational subjects
- Financial subjects
- Regulatory issues
- Sustainability and corporate governance

### Indicators that measure the relationship

- Percentage of attendance at the results conference
- TGI credit rating
- Number of banks with which

TGI has a relationship

## 9. Financial entities and credit rating agencies

### Risks and controls in the relationship with this stakeholder

#### Risk

- Deliver information of little value, little transparency, or untimely that makes us an outside source or delivers a wrong message to the market.
- Generate a wrong perception on the management of the company, results, and fulfillment of objectives with its stakeholders.
- Reveal confidential information.

#### Control

- Analysis and verification of the relevance and strategy regarding the delivery of information
- Verification and clarity in the delivery of information
- Have confidentiality agreements and verify the information that is published.

## 10. Shareholders



### Profile

They are those people (natural and/or legal) who have ownership over TGI. (e.g., GEB)

### Networking objective

We interact with our shareholders to make crucial decisions that affect the company and hold them accountable for its results.

Create sustainable economic value in an environment of trust with our Shareholders, by applying good corporate governance practices and delivering relevant and timely information.

### Relationship axes

Inform

Educate

Provide  
Feedback

Position

### Relationship mechanisms

1. Shareholder assembly
2. Results Conference
3. E-mails
4. Mail
5. Right of inspection
6. Sustainable Management Report
7. Corporate Governance Report
8. Website

### Networking frequency

1. Annual
2. Annual
3. Permanent
4. As needed
5. Annual
6. Annual
7. Quarterly
8. Permanent

### Topics and issues of interest

- Compliance with the regulatory framework and regulatory management
- Report on the management of the corporation, stock market behavior, achievements, and challenges in financial matters
- Relationship with communities and social license to operate
- Financial, commercial, and operational topics

### Indicators that measure the relationship

- Reputation index
- Confidence percentages based on short surveys
- Participation percentage in results conference
- Assembly attendance percentage
- Total shareholder profitability
- Report approval rate (financial, sustainable management)

### Risks and controls in the relationship with this stakeholder

#### Risk

- Deliver information of little value or little clarity that makes us an outside source.
- Generate a wrong perception on the management of the company, results, and fulfillment of objectives with its stakeholders.
- Address expectations and commitments that cannot be met

#### Control

- Analysis of the relevance and of the strategy regarding the delivery of information.
- Verification and clarity in the delivery of information
- Know and disclose limitations, negotiation, and expectations management



## 11. Unions and associations

### Profile

Actors and institutions with which TGI can generate alliances for training, research, and public and industry policies development.

Note: Includes the TGI union

### Networking objective

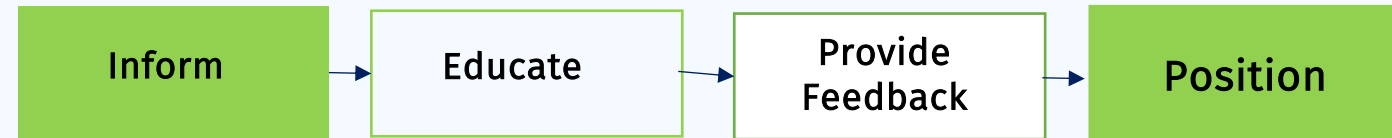
- Position natural Gas as an essential energy source in the energy transition, highlighting its competitiveness and climate ambition attributes.
- Position TGI as a leading company in the sector.
- Create strategic alliances to position Natural Gas and the development of the market for other low-emission energy.

### Indicators that measure the relationship

- Number of activities and events carried out with unions and associations
- Percentage of attendance of TGI members at events held by the unions



## Relationship axes



## Subgroups or actors

- Services (ANDESCO)
- Hydrocarbons Sector (NATURGAS, ANH, ACP)
- Energy Sector (ANDEG, ASOENERGÍA)
- Industry (ANDI-ACIEV)

## Relationship mechanisms

- |   |   |   |
|---|---|---|
| 1. Assemblies (participation in union assemblies) | 7. Boards (Participation in boards/boards of directors of the unions according to their annual composition) | gas/utilities promotion campaigns                   |
| 2. Trainings (participation in trainings)         | 8. Worktables (participation in each union)   | 11. One to one meetings (face-to-face and virtual)  |
| 3. E-mails (correspondencia@tgi.com.co)           | 9. Phone calls  | 12. World-class meetings (face-to-face and virtual) |
| 4. Events (participation in congresses)           |   |   |
| 5. TGI Forum                                      |   |   |
| 6. Sustainable                                    | 10. Participation in joint  |   |

## Networking frequency

- |              |               |
|--------------|---------------|
| 1. Annual    | 8. As needed  |
| 2. As needed | 9. Permanent  |
| 3. Permanent | 10. As needed |
| 4. As needed | 11. Permanent |
| 5. Annual    | 12. As needed |
| 6. Annual    |               |
| 7. Monthly   |               |

## 11. Unions and associations

### Topics and issues of interest

- Activities and projects of the hydrocarbon chain generate competitive advantages
- Contribution to Sustainability
- Air quality
- Climate change
- Gas supply contracting
- Development of the Gas industry
- Digitization and innovation in products to
- Gender equity and diversity in the sector
- Social management within the territory
- Corporate Governance
- Regulation
- Demand trends

### Risks and controls in the relationship with this stakeholder

#### Risk

- Losing continuity in participation in events and activities of the union
- Lack of clarity on the issues that are developed within the union, which interest TGI
- Disagreements and dissimilar positions between TGI and the Union

#### Control

- Revision and continuous follow-up of the union agenda to observe the unions and associations traceability of the answers to the communications, emails, attendance confirmations, etc., of the various relationship mechanisms.
- Verification and prioritization of the pertinence and relevance of the information delivered by the unions to the area in charge of the relationship with this stakeholder. In case it is necessary, request clarifications from the instance related.
- Coordinate spaces where the messages proposed by the union are validated, and TGI's position in this regard is defined.

## 12. Final Users/Consumers



### Profile

This stakeholder includes all natural or legal persons who, through our distributors, use natural gas as fuel in their household, industrial and mobility activities.

### Networking objective

- Position natural gas as a clean, competitive energy source that contributes to improving air quality and well-being.
- Report impacts or developments in the provision of the transport service that may affect end-users.
- Position TGI as a fundamental member in the provision of the natural gas service

### Relationship axes

Inform

Educate

Provide  
Feedback

Position

### Subgroups

- Residential Users
  - Industrial sector consumers
  - Consumers in the Mobility
- sector
- Thermoelectric

### Relationship mechanisms

1. Communications (press releases)
  2. Communications (communications to customers)
  3. Events (participation in union campaigns)
  4. Sustainable Management Report
  5. Website
  6. Media Statements: interviews,
  7. Social media (Twitter, LinkedIn)
- articles, natural gas specials, coverage of sector news

### Networking frequency

1. As needed
2. As needed
3. As needed
4. Annual
5. Permanent
6. As needed
7. Permanent

### Topics and issues of interest

- Benefits of using natural gas and its clean energy character
- Processes related to gas supply
- Emergency situation, supply impact, and TGI actions to solve issues.
- Reliable supply
- TGI's role in the industry

### Indicators that measure the relationship

- Perception index regarding emergency solutions and supply impacts.
- Number of positive or neutral news out of total news related to emergency situations.
- Reputation index

## 12. Final Users/Consumers

### Risks and controls in the relationship with this stakeholder

#### Risk

- Misinformation
- Deliver information of little value or little clarity that makes us an outside source.
- Lack of trust and closeness of the company with the stakeholder

#### Control

- Create communicative pieces to avoid falling into misinformation, with an emphasis on the verification of reliable sources such as TGI's own media material
- Analysis of the relevance and of the strategy regarding the delivery of information.
- Be in constant communication through multiple mass communication channels such as social networks, websites, or the Sustainable Management Report



### 13. Media and opinion leaders



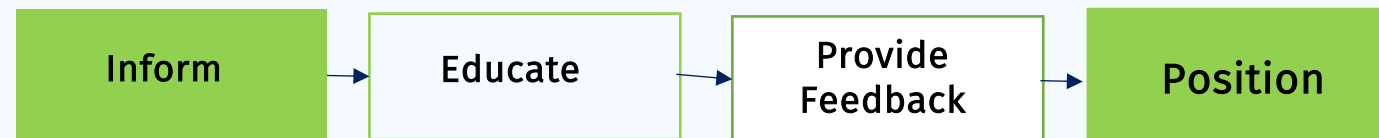
#### Profile

Entities with which a communication and information flow relationship is established for industry knowledge and visibility of specific issues around TGI.

#### Networking objective

- Transform TGI into a reliable and relevant actor and source of information that delivers valuable content to the country.
- Position natural gas as an essential energy source in the energy transition, highlighting its competitiveness and climate ambition attributes.
- Report impacts or developments in the provision of the transport service that may affect end-users.
- Identify meeting spaces with the media and opinion leaders that strengthen their editorial criteria, allowing us to position ourselves and generate conversations around topics of common interest.

#### Relationship axes



#### Subgroups

- National
- Regional
- Local
- Community

#### Relationship mechanisms

- |                                    |   |
|------------------------------------|---|
| 1. Training                        | 8. Phone calls                                  |
| 2. Communications (press releases) | 9. Website                                      |
| 3. E-mails                         | 10. Social media (Twitter, LinkedIn)            |
| 4. Interviews                      | 11. Results Meetings (face-to-face and virtual) |
| 5. Events                          | 12. Company visits                              |
| 6. TGI Forum                       |   |
| 7. Sustainable Management Report   |   |

#### Networking frequency

- |              |               |
|--------------|---------------|
| 1. As needed | 9. Permanent  |
| 2. As needed | 10. Permanent |
| 3. Permanent | 11. Quarterly |
| 4. As needed | 12. As needed |
| 5. As needed |               |
| 6. Annual    |               |
| 7. Annual    |               |
| 8. Permanent |               |

#### Topics and issues of interest

- Industry development.
- Sustainable management of the Company.
- Incidents in the gas pipeline infrastructure.
- Infrastructure works that contribute to the progress of the nation.
- TGI's position vis-à-vis: equity, gas sector.
- Awards and achievements obtained by the Company.
- Financial Results.

#### Indicators that measure the relationship

- Perception index regarding emergency solutions and supply impacts.
- Number of positive or neutral news out of total news related to emergency situations.
- Percentage of attendance of the media and opinion leaders to the invitation to spaces/events hosted by TGI.

### 13. Media and opinion leaders

#### Risks and controls in the relationship with this stakeholder

##### Risk

- Making wrong contacts with the media
- Lack of control of the relationship, little or no planning and monitoring, insufficient information in two ways.
- Deliver information of little value or little clarity that makes us an outside source.
- Misinformation.

##### Control

- Permanent update of the stakeholder contact directory.
- Monitoring and follow-up, assignment of responsibilities, clear, timely, and accurate information, documentation of the relationship.
- Analysis of the relevance and of the strategy regarding the delivery of information.
- Create communicative pieces to avoid falling into misinformation, with an emphasis on the verification of reliable sources such as TGI's own media material. Be in constant communication through multiple mass communication channels such as social networks, websites, or the Sustainable Management Report.



## ANNEXES AND BIBLIOGRAPHY USED FOR THE PREPARATION OF THIS MANUAL

- Principios de Accountability 2018 disponibles en: <https://www.accountability.org/standards/aa1000-accountability-principles>
- Norma AA1000 Compromiso de los grupos de interés (2011). Managing a Sustainable Business
- Manual para la práctica de las relaciones con los grupos de interés. Accountability 2016. Disponible en: <http://gestion-calidad.com/wp-content/uploads/2016/09/Manual-Stakeholders.pdf>
- Respuestas en los diálogos con GI en relación con temas de relacionamiento
- Matriz diligenciada por las áreas encargadas de relacionamiento con GI
- Excel de resultados de encuesta Forms realizada a las áreas encargadas de relacionamiento con GI



TGI  
GrupoEnergíaBogotá