



Perception of our stakeholders

"Client" satisfaction measurement

isa

CONEXIONES QUE INSPIRAN

Evaluated aspects of perception

- Most important aspects or that most concern the stakeholders
- Aspects most valued by stakeholders and that generate greater confidence
- Aspects that, if not well managed, would disappoint the expectations of the interest groups to a greater extent and would lead them to conduct opposition.

Companies evaluated and methodology

Technical **client** data sheet 2021-2022 measurement

	Methodology Mixed (quantitative and qualitative)		321 Online surveys
	8 Companies		30 In-depth interviews
	353 Clients consulted		2 Debate sessions

Company (client survey applicable)

ISA INTERCOLOMBIA

ISA TRANSELCA

ISA REP

ISA CTEEP

XM

ISA INTERVIAL

Technical **all stakeholders** data sheet 2021-2022 measurement

	Methodology Mixed (quantitative and qualitative)		3.409 Online surveys
	8 Companies		352 In-depth interviews
	3.031 Clients consulted		26 Debate sessions



Stakeholders

States, shareholders, suppliers, opinion leaders, media, guilds, customers, communities, investors, NGOs, allies, academy, innovation environments, society

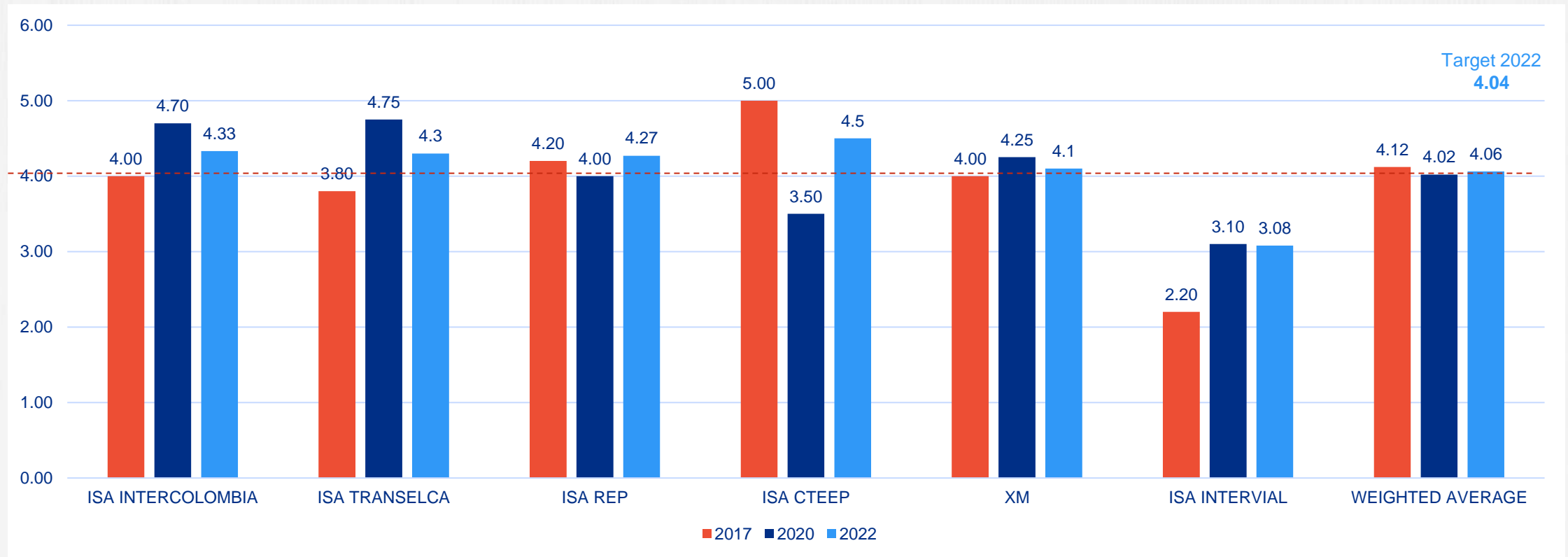
Elements considered in the satisfaction measurement

Dimensions	Attribute	Dimensions	Attribute
 Good governance and integrity	<ol style="list-style-type: none"> 1 Independence from the State and/or third parties 2 Ethical, comprehensive, and transparent behavior 3 Diverse corporate governance structure and composition responsive to strategy challenges 	 Proactive contribution to global environmental challenges	<ol style="list-style-type: none"> 16 Leadership in initiatives to contribute to the protection of ecosystems and biodiversity 17 Management of environmental impacts related to activities 18 Strategy to mitigate and adapt to effects of climate change
 Transformational leadership and capacity to influence	<ol style="list-style-type: none"> 4 Influential, inspiring company able to anticipate to, adapt to, and transform the environment 5 Inspirational, adaptive, model, and transformative leaders 6 Fulfillment of commitments 	 Commitment to socio-economic development	<ol style="list-style-type: none"> 19 Contribution to sustainable development and transformation of territories, building a positive legacy for the regions 20 Closeness and dialogue with stakeholders, listening to their expectations 21 Respect and promotion of human rights and management of social impacts
 Strength and growth	<ol style="list-style-type: none"> 7 Ability to meet financial and business objectives by benefitting from opportunities and ensuring corporate relevance 8 Appropriate growth strategy 9 Optimization of its resources and capabilities to generate synergies between group companies 	 Strategic alliances for transformation	<ol style="list-style-type: none"> 22 Long-term partnerships for achieving goals 23 Third-party risk management 24 Attractive and desirable employer
 Foresight and innovation	<ol style="list-style-type: none"> 10 Identification, foresight, and adaptation to challenges and trends 11 Flexible, agile innovation culture 12 Versatility in the definition of appetite for risk and in its management before new business opportunities 	 Attraction, development, and care of the best talent	<ol style="list-style-type: none"> 25 Capacity to educate highly qualified workers who learn and see themselves linked to the organization in the long term 26 Quality labor practices and respect for employees 27 Occupational health and safety for direct and indirect employees 28 Management of equity, diversity, and inclusion
 Excellence in compliance with activities	<ol style="list-style-type: none"> 13 Fulfilling the value proposition with rigor and excellence 14 Reference in its standards and practices 15 Infrastructure and information security and cybersecurity 		

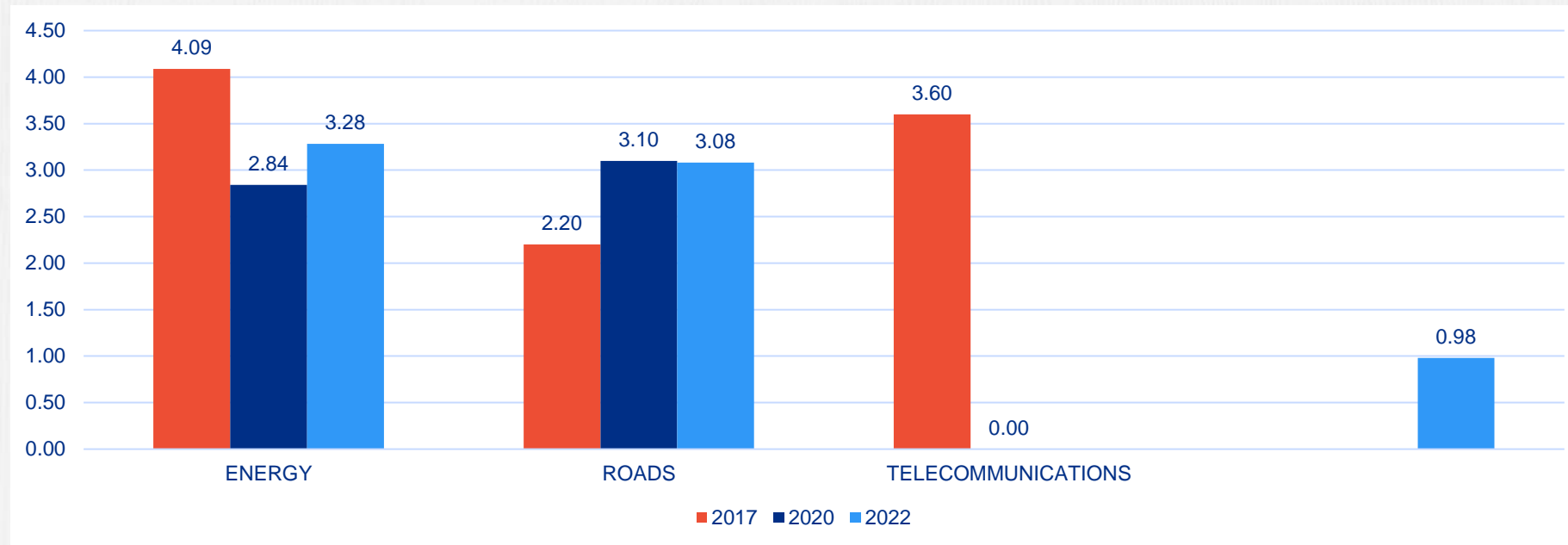
Client Satisfaction Measurement by dimensions & attributes

Dimensions	Atributes	Importance Attribute	Importance Dimension	Recognition Attribute	Recongnition Dimension
Good governance and integrity	Independence from the government and third parties	4.3	4.4	3.7	4.0
	Ethical, honest, and transparent conduct	4.6		4.1	
	Governance structure and composition responsive to strategy Challenges	4.1		4.0	
Transformational leadership and ability to influence	influential, inspiring company with the ability to foresee, adapt, and positively transform the environment	4.3	4.3	3.8	3.8
	Purpose-driven leaders who evolve by generating connections that inspire	3.9		3.7	
	Consistency with the fulfillment of the higher purpose	4.1		4.0	
Strength and growth	Ability to achieve financial and business objectives with a longterm outlook, seizing opportunities and guaranteeing corporate validity	4.4	4.2	4.1	3.9
	Appropriate growth strategy	4.3		4.0	
	Flexibility in risk appetite and versatility to leverage new business opportunities	3.9		3.5	
	Optimization of its resources and capabilities among group companies for maximizing the value generated	4.2		3.8	
Foresight and innovation	Anticipating and preparing for challenges and trends	4.4	4.3	3.7	3.6
	Culture of innovation with flexibility and agility	4.2		3.5	
Excellence in the performance of its business	Fulfilling the value proposition with rigor and excellence	4.4	4.4	3.9	4.0
	Benchmark for standards and practices	4.3		4.0	
	Physical and IT infrastructure security and cybersecurity	4.5		4.1	
Proactive contribution to global environmental challenges	Leadership in initiatives to contribute to the protection of ecosystems and biodiversity	4.4	4.3	3.7	3.7
	Management of environmental impacts related to activities	4.3		3.8	
	Strategy for mitigation and adaptation to the effects of climate change	4.2		3.6	
Commitment to socio-economic development	Contribution to sustainable development and transformation of territories, building a positive legacy for the regions	4.4	4.4	3.9	4.0
	Closeness and dialogue with stakeholders, listening to their expectations	4.3		3.8	
	Respect and promotion of human rights and management of social impacts	4.5		4.2	
Strategic alliances for transformation	Long-term alliances for the achievement of common goals, enhancement of the parties' capabilities, and strengthening of positive impacts	4.3	4.2	3.8	3.8
	Third-party risk management	4.1		3.7	
Attracting, developing, and taking care of the best talent	Attractive, sought-after employer	4.2	4.4	3.8	4.1
	Ability to produce highly qualified professionals who learn and are committed to the organization in the long term	4.4		4.1	
	Quality work practices and respect for employees	4.5		4.2	
	Occupational health and safety for direct and indirect employees	4.5		4.2	
	Management of equality, diversity, and inclusion	4.2		3.9	


































































Client Satisfaction Measurement by Company

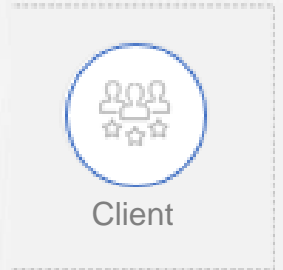



Client Satisfaction Measurement by Business Line




The path of trust...

	Mistrust	Indifference	Good impresion	Trust
ISA				        
INTERCOLOMBIA				        
XM				      
TRANSELCA				      
INTERVIAL			 	    
INTERCHILE			  	   
REP				      
CTEEP			 	      



 Audiences in which progress has been made compared to 2019

 Audiences in which there has been a regression compared to 2019

If it is not indicated with any color, it is maintained compared to 2019