



ASG MANAGEMENT WITH OUR SUPPLIERS 2025

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- We promote the adoption of ESG practices by sharing methodologies, tools, and best practices to strengthen mutual understanding and long-term value creation.
- We support suppliers through continuous improvement initiatives aligned with ISA's strategic objectives.
- We provide a comprehensive sustainability toolkit to enhance supplier processes across all ESG dimensions.
- We foster open dialogue spaces to understand expectations and communicate progress transparently.
- We implement targeted support plans to close ESG gaps and drive performance improvement.



Results and Benefits



51%

of our strategic suppliers
have ESG criteria assessment



Strengthened suppliers increased
their performance by

27%



100%

of suppliers receiving targeted
support improved their
performance evaluation



**UP TO
40%**

of our strategic suppliers
have ESG criteria assessment

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HOME



The supply chain of the future

Supply chain

Profitable and efficient

It refers to economic and financial success, as measured by EBITDA and profitability, resulting from capitalizing on the opportunities created by the energy transition in the Americas, adopting innovative technologies, and exploring new business models that drive decarbonization.



Energy
that gives
life to the
transition



Clean and fair

Its purpose is to have a positive impact on nature and communities, with a firm commitment to decarbonization and achieving the Net Zero pathway. To this end, we are making progress in responsibly managing our environmental impact, strengthening our infrastructure, and integrating innovative energy solutions that contribute to a more efficient and equitable system.



Reliable, safe and resilient

Put life and safety first. We are committed to providing a reliable, flexible, and adaptable service by integrating technology to strengthen the infrastructure and optimize the electrical system. We tackle emerging challenges by always prioritizing people's well-being and fostering their development to lead the transformation of the sector.



Drive the transformation
of the supply chain to accelerate
growth and efficiency



Digitalized

Sustainable

Agil

Collaborative

Resilient

Supply chain digitalized

Automation and the use of **artificial intelligence** will be fundamental for efficiency and real-time decision-making

2025–2027: Building the foundations for intelligent automation

- Data and advanced analytics
- Automation
- Development of digital capabilities

2040: Smart and autonomous procurement

- Flows without manual intervention
- Predictive and cognitive sourcing
- Full integration of real-time data



Supply chain sustainable

Future procurement will require **compliance with ESG** (Environmental, Social, and Governance) **criteria** with measurable impact on operations.

2025–2027: Foundations for Sustainable Procurement

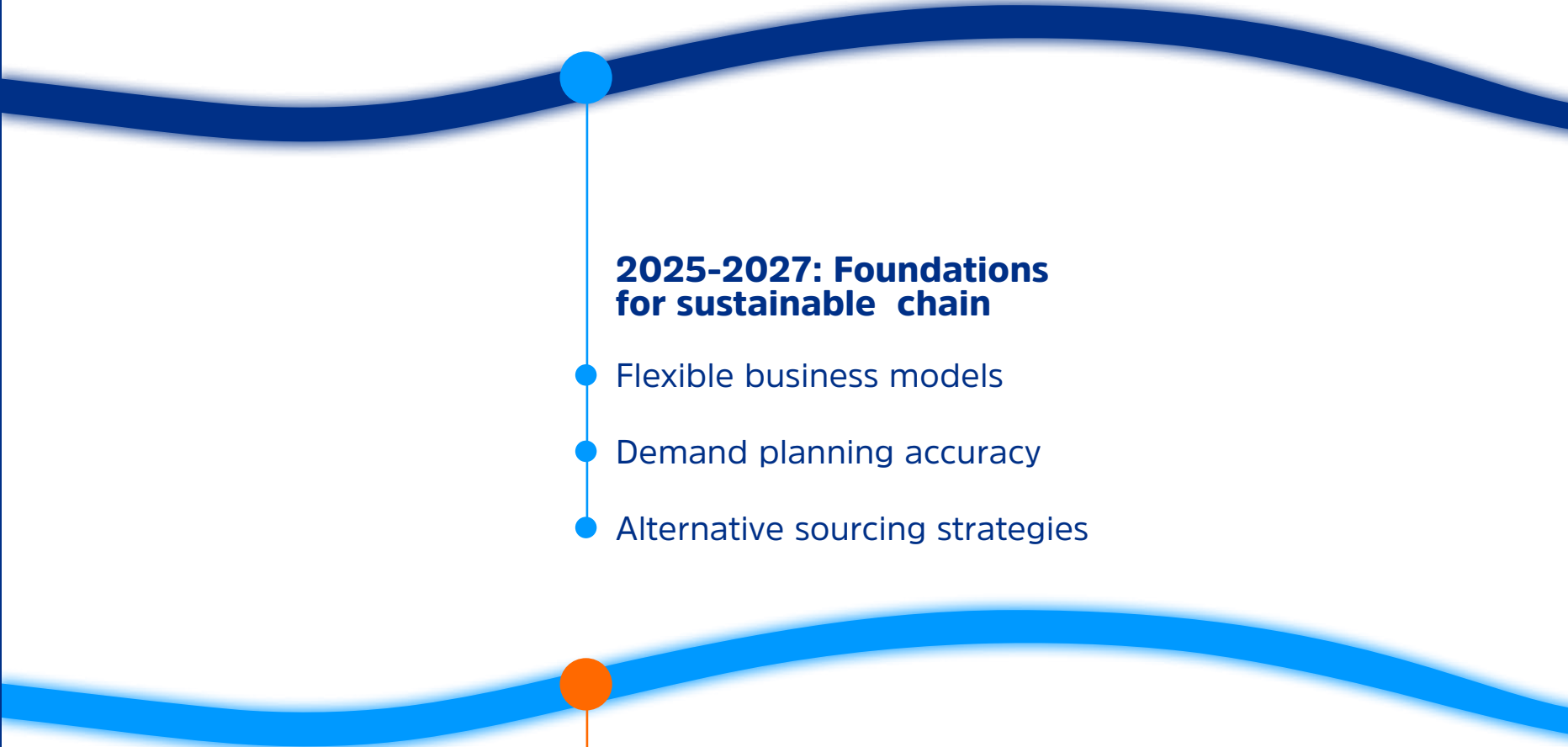
- Single corporate framework
- Scope 3 greenhouse gas inventory and offsetting
- Suppliers with environmental certifications
- Reused materials
- Increased inclusion of hard-to-employ populations and local labor

2040: Sustainable Procurement

- ESG criteria
- Transition toward a circular economy
- Responsible practices across the entire value chain
- Goods and services incorporating new technologies

Supply chain agil

The ability **to adapt to** regulatory, technological, and demand **changes** will be key

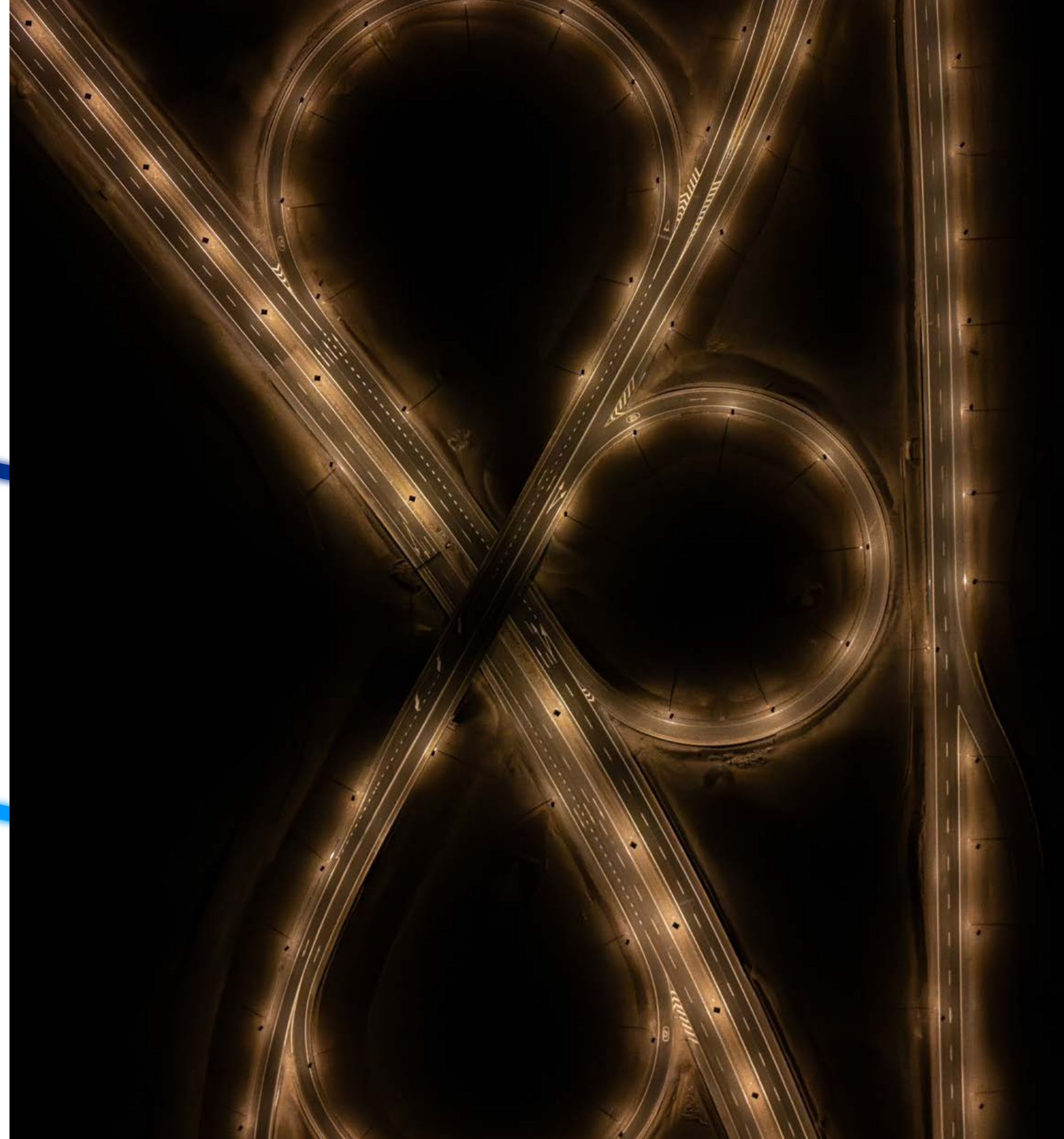


2025-2027: Foundations for sustainable chain

- Flexible business models
- Demand planning accuracy
- Alternative sourcing strategies

2040: Adaptive Supply Chain

- Agile adjustment of supply flows



Supply chain collaborative

Supplier and partner relationships will evolve toward co-creation models and **strategic alliances**

2025-2027:

- innovation workshops with key suppliers
- strong engagement with suppliers and key stakeholders in the energy sector
- Contracts will incorporate shared incentive structures

2040: Interconnected sourcing ecosystem

- An intelligent collaborative network
- smart contracts.

Supply chain resilient

Risk management will be essential to minimize supply chain disruptions and ensure operational continuity,

2025-2027:

- Nearshoring and multisourcing strategies
- Standardization and modular design.

2040: Dynamic sourcing

- Resilience embedded as a core capability within the sourcing structure, supported by practices such as:
- Multi-tier sourcing
- Forward/anticipatory sourcing
- Demand consortia



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Our suppliers

1. OUR SUPPLIERS



Purpose

The purpose of strategic management of suppliers in ISA and its companies is to contribute to the generation of sustainable value and business continuity, creating an ecosystem of competitive suppliers to maintain corporate validity.



Who are they

Natural or legal persons who supply goods or services for the operation of the company.



Our commitment

- Compliance with contractual commitments
- Collaboration to generate mutual benefits with efficiency and competitiveness criteria
- Joint development and strengthening based on transfer of capabilities
- Fulfillment of environmental and social commitments in line with sustainability best practices
- Promotion of sustainability standards.

1. 1 STRATEGY AND TACTICS FOR OBJECTIVE ACHIEVEMENT

Objective 1: Promote the incorporation of the key elements of the 2030 strategy among our suppliers, in order to contribute to the generation of sustainable value



STRATEGIES

- Increase capacities among suppliers.
- Incorporate tools to positively impact the environment and mitigate climate change.



TACTICS

- Develop / strengthen suppliers
- Incorporate suppliers into the Conexión Jaguar program
- Build alliances to develop social and environmental programs
- Promote supplier rating on sustainability platforms



INDICATORS

- Increased capacity / competencies with suppliers
- Reductions of tons of CO₂e (we can reduce and avoid)
- Advancements in Sustainability
- # of qualified suppliers

1. 1 STRATEGY AND TACTICS FOR OBJECTIVE ACHIEVEMENT

Objective 2: Contribute to the growth of current businesses, new businesses, and new geographies by improving current schemes and defining new supplier engagement schemes.



STRATEGIES

- Establish different supplier engagement strategies
- Improve competitiveness and build joint capacities
- Encourage the extension of the company with our suppliers



TACTICS

- Transfer of good practices
- Build alliances to improve competitiveness and build capacities

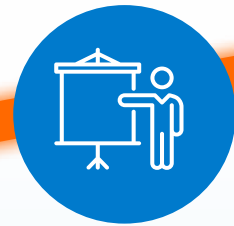


INDICATORS

- # business gained with allies
- Practices transferred (and implemented)

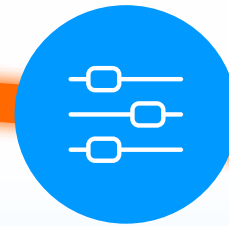
1. 1 STRATEGY AND TACTICS FOR OBJECTIVE ACHIEVEMENT

Objective 3: Encourage continuous improvement through the incorporation of tools to boost competitiveness among suppliers.



STRATEGIES

- Increase capacities among suppliers
- Bring agility and simplicity to processes to enable innovation



TACTICS

- Reciprocal transfer of good practices
- Process digitalization



INDICATORS

- Enhanced capacities – Number of suppliers (strengthened, developed and supported) (one-off intervention)
- % decrease in time spent on activities: # simplified activities
- # of identified gaps vs. # of closed gaps

CODES AND GUIDELINES

Code of Ethics

Ethics defines the global nature of the organization. It is the main pillar for generating confidence among our stakeholders, as it is identified as the intrinsic characteristic of our administrators and employees.

Supplier Code of Conduct

ISA and its companies manage their supply chain based on ethical, human rights, labor, environmental, and anti-corruption criteria in all its operations; its purpose is to create a link between suppliers and its supply chain, thus strengthening the concept of an extended company and strengthening the business ecosystem.

LAFT (Anti-Money Laundering and Financing of Terrorism) Manual

This manual establishes the mechanism through which the company must manage the risk events of LA/ FT/ FPADM* for compliance with applicable regulations.

* Prevention of Money Laundering, Financing of Terrorism, and Financing of the Proliferation of Weapons of Mass Destruction.

Supplier Evaluation Guide

This guide defines the criteria and methodology for evaluating the performance of suppliers during procurement, execution, and termination of contracts. In order to call for bids and to award a contract, performance evaluation is taken into account.

*Only available in spanish

Environmental Policy

This policy declares the principles that guide environmental management in order to ensure that ISA and its companies' processes and operations are aligned with sustainable development.

Human Rights Guidelines of ISA and its companies

ISA is voluntarily committed to achieving ever higher standards of quality and excellence inspired by our corporate values and principles, expressing specific manifestations of human rights.

Supplier Code of Conduct

“ISA and its companies manage their supply chain based on ethical, human rights, labor, environmental, and anti-corruption criteria in all its operations; its purpose is to create a link between suppliers and its supply chain, thus strengthening the concept of an extended company and strengthening the business ecosystem.”



It defines baseline non-negotiable criteria



Management mechanisms

- Code of Ethics and Conduct
- Anticorruption and Anti-bribery Management Guide
- Human Rights Guidelines of ISA and its companies
- Occupational Health and Safety (OHS) and Environmental Manual)



Labor Conditions and Human Rights



Ethics and Transparency



Environment



Fraud, corruption and bribery prevention

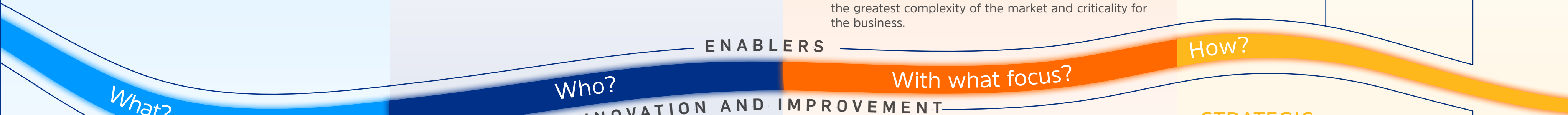


Reporting through the Ethics Line



Procurement process

Consolidated procurement plan



STRATEGIC MATRIX Categories according to criticality and complexity

↑ Criticality and complexity	Restrictive Availability	Critical Supplier relationship
	Routine Standardization and optimization of management	Relevant Purchasing capacity
	→ Expenditures	

Key suppliers:
Suppliers of goods/services of categories of this quadrant, which represent the highest expenses as well as the greatest complexity of the market and criticality for the business.

1. Human skills

2. Corporate guidelines

3. Strategic management of suppliers
4. Logistics

5. Predictive models

6. Descriptive analysis

SEGMENTATION MATRIX Business-specific categories

↑ Centralization level	HI, hub digital de servicios In charge of transversal purchases	
	Decentralized Each company is in charge	Centralized ISA is in charge
	→ Value COP	
	Assisted By each company with ISA's Support	

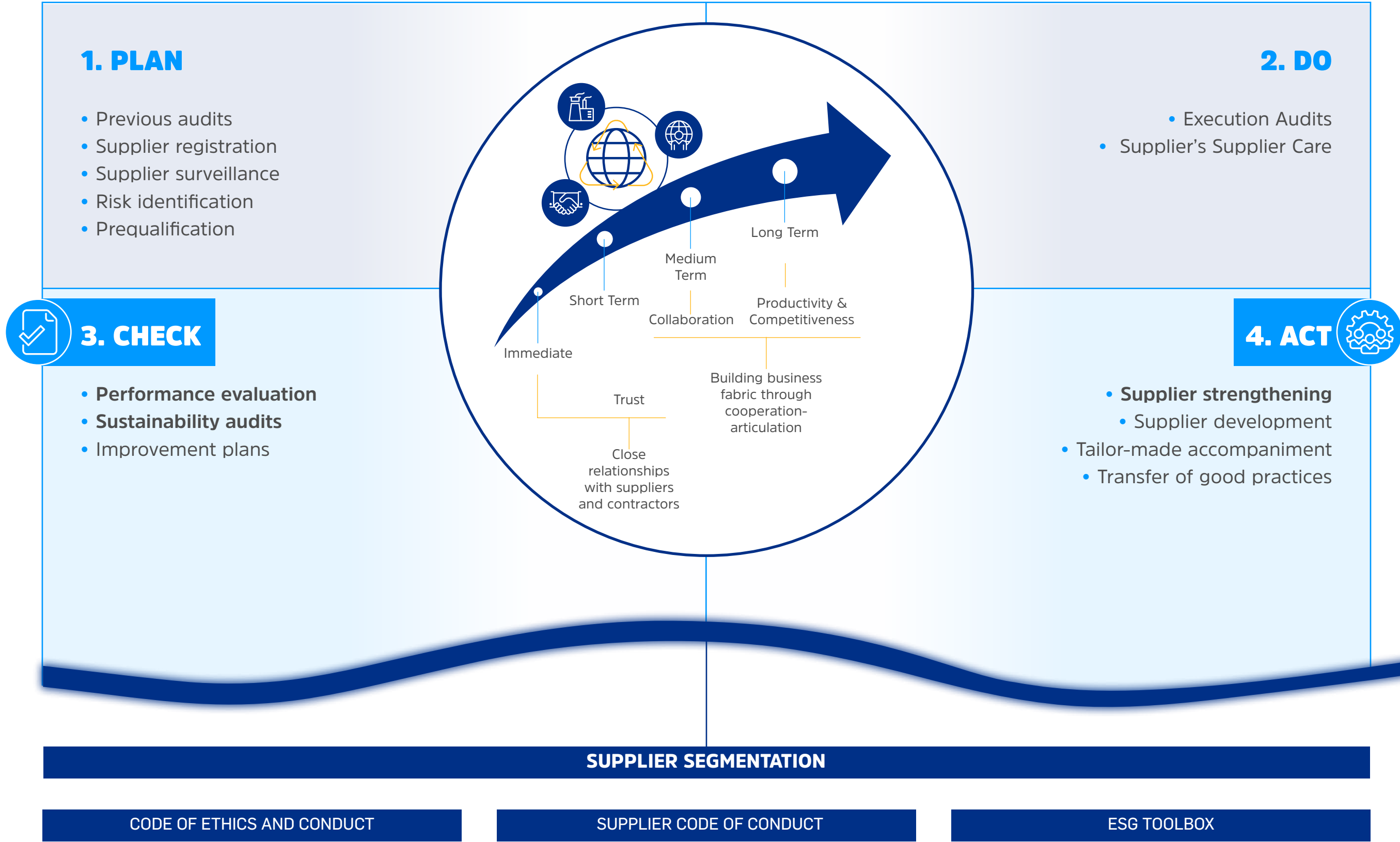
They are managed by the procurement areas of ISA and its companies according to the distribution of the segmentation matrix.

STRATEGIC PROCUREMENT SOURCING

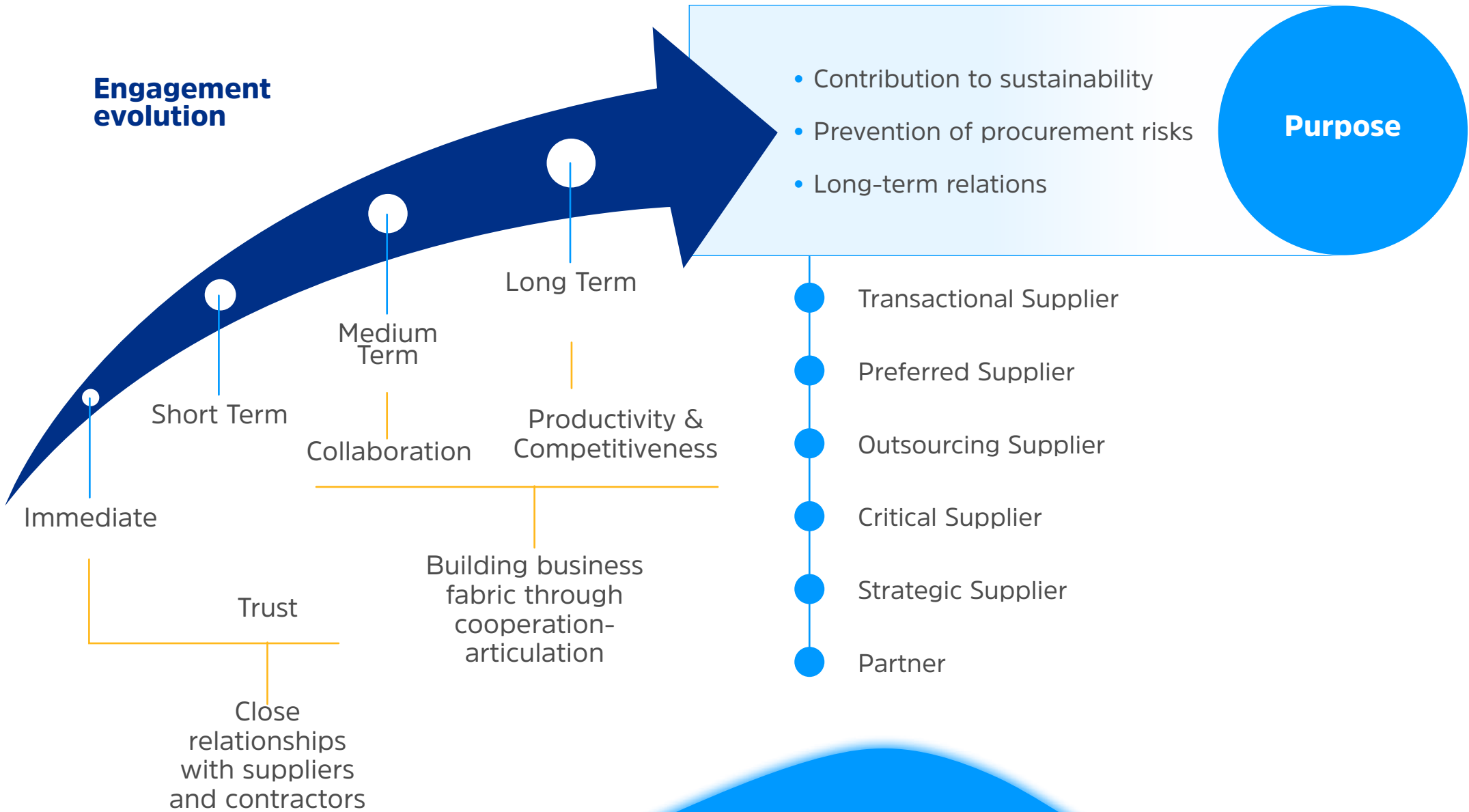
- 1 Build a project
- 2 Understand the category
- 3 Design the strategy
- 4 Execute purchase
- 5 Manage contracts

- Lessons learned
- Best practices

Strategic supplier management model



SUPPLIER ENGAGEMENT



Practices



Having a strong relationship with suppliers contributes to the sustainability and reputation of the company

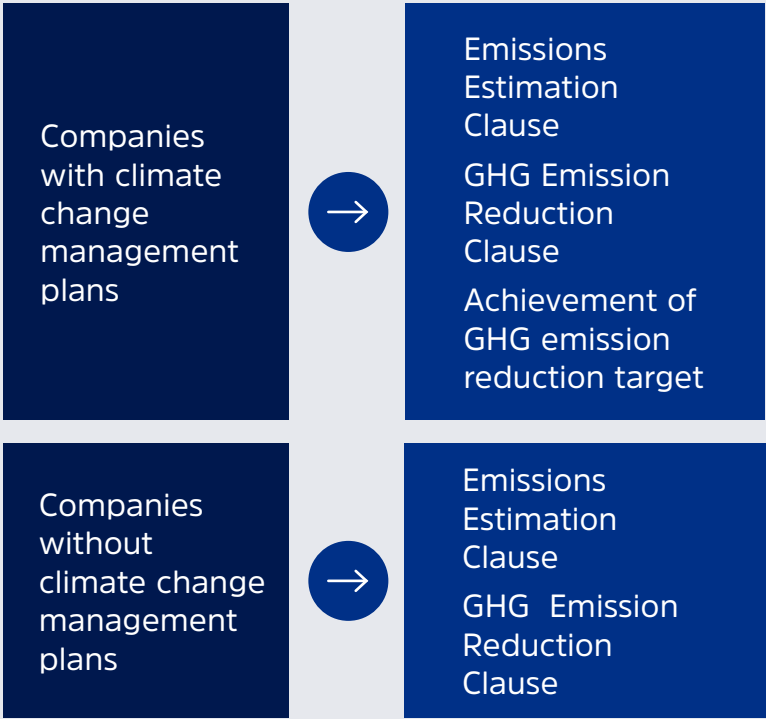


Integration of the new activities



Green clauses

A set of precepts related to climate change management where a series of obligations are compiled according to the level of maturity of each company, similar to the hierarchy of impacts; these actions consist of: measure, compensate, reduce, adapt, contribute.



Net Zero

Indicates cutting GHC emissions to as close to zero emissions as possible, with some residual emissions being reabsorbed from the atmosphere through, for example, the ocean and forests.

Climate change

- Focus on rapid and deep emission reductions: processes (Scope 1), purchased electricity and heat (Scope 2) and those generated by suppliers and end users (Scope 3).
- Companies will require 90% deep decarbonization to achieve net zero under the Standard.
- Set short- and long-term goals: Companies that adopt the Net-Zero standard should set science-based goals for both the short and long term.
- This means making rapid emissions cuts now, Cutting emissions in half by 2030.
- 2050, organizations must produce near-zero emissions and will neutralize any residual emissions that cannot be eliminated.
- Include the entire value chain
- Contribute to mitigating emissions outside their value chains.

Human Rights Guide

The organization's commitment to human rights will be transmitted and demanded to suppliers and contractors; their commitment to demand and promote it is expected in their demand and promotion processes. Having a sustainable supply chain is one of our guiding principles, which is why we work with suppliers, partners, and allies; likewise, we recognize the interdependence between environmental protection and human rights and act with due diligence, in order to avoid undertaking or authorizing activities with impacts on environmental and social environments that may have effects on the enjoyment of human rights.

Corporate oversight and governance

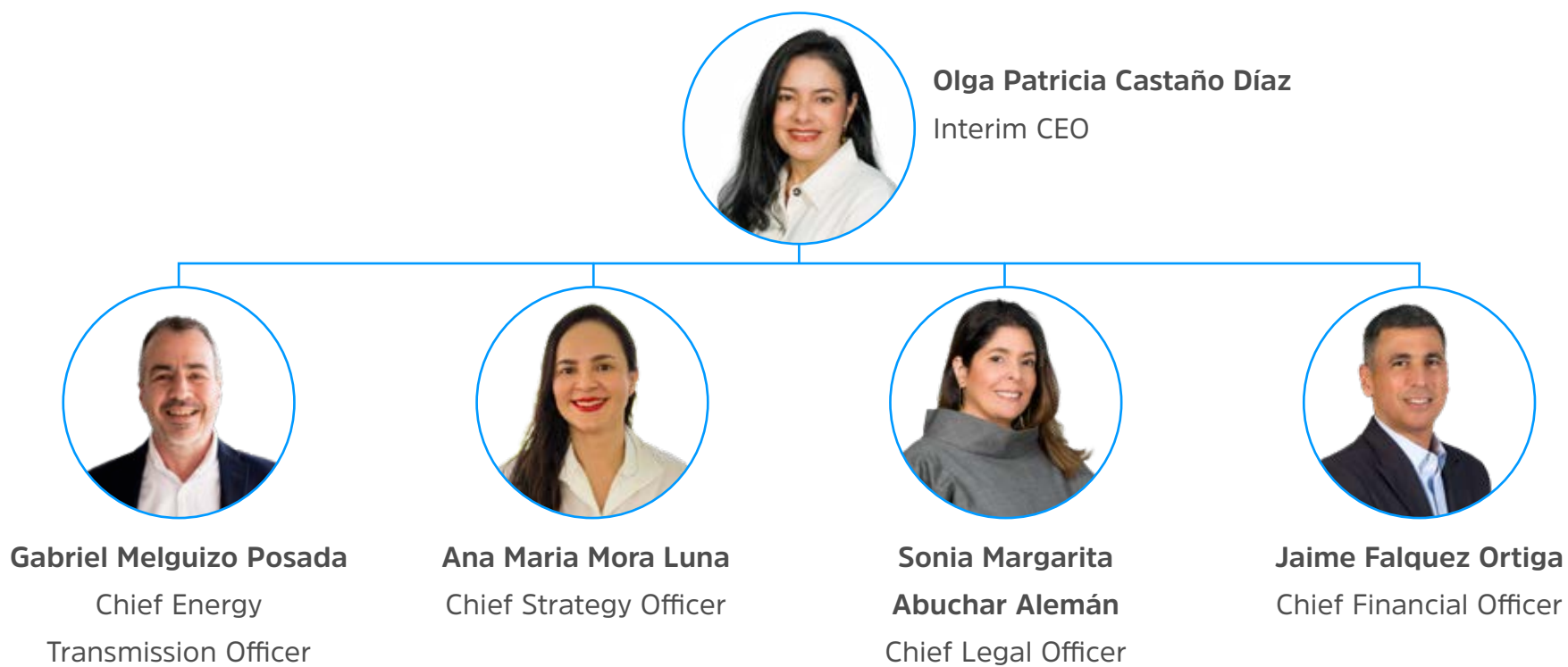
2. Oversight supplier ESG program

Administrative Guide Regulating the Procurement Committee

The procurement committee will be composed of the following members of the company:

- CEO
- Chief Energy Transmission Officer
- Chief Corporate Finance Officer
- Chief Strategy Officer
- Chief Legal Officer

The Chief Audit Officer shall attend the meetings with speaking rights.



Committee Responsibilities

- To analyze and approve strategies for the acquisition of goods and services required by ISA and its affiliated companies.
- To define the request-for-proposal procedure in accordance with the procurement strategy.
- To monitor the implementation of approved procurement strategies.
- To propose improvements to the supply chain processes whenever deemed appropriate

Our strategic supplier management model includes **critical supplier segmentation, sustainability audits, and improvement plans**, ensuring clear and structured governance.

We define **ESG performance indicators** and periodically review sustainability requirements to maintain alignment with business expectations and international standards.

Through continuous monitoring via the **Supplier Center of Excellence (COE)**, structured feedback, and gap-closure plans, we ensure an on-going improvement cycle.

Additionally, the **Supplier Academy** strengthens this approach by providing training in business ethics, regulatory compliance, and human rights, reinforcing a sustainability-driven culture across the value chain.

2. Oversight supplier ESG program

What is the COE – Supplier Excellence Committee?

The COE (Supplier Excellence Committee) is a collaborative initiative among ISA Group companies, operating under an integrated management and governance approach. Its common objective is to ensure access to the best suppliers by promoting excellence, alignment, and continuous improvement across the supplier management process.

58

Years of history

USD
5.933
mill

Three-year comparison

6.652

Suppliers

211

Segmented strategic
suppliers

10

ISA companies within
the COE

The business model relies on suppliers.

The COE aims to enable a strategic—not just transactional—approach to supplier management, recognizing that suppliers play a critical role in the competitiveness and long-term success of the business.

2. Oversight supplier ESG program

Comprehensive supplier management for ISA and its companies

Supplier CoE Members



Ángela Ruiz - ISA



Colombia



Juan David Suarez

ISA Energía Colombia



Sara Lacera

INTERNEXA



Kimberly Maury

ISA Vías Colombia



Isabel Cristina Zapata

XM



Catalina Sierra

Hub Digital



María Isabel Duque

INTEIA



Brasil



Orion Luiz Emanuel Silva

ISA Energía Brasil



Perú



Melissa Frisancho

ISA Energía Perú



Chile



Jorge Coronado

ISA Vías Chile



Jair Alonso Madrid

ISA Energía Chile

Objective

Optimize the management of ISA and its companies with their suppliers, focusing on achieving strategic objectives to maximize shared value and enhance competitiveness

Specific objectives

- Establish comprehensive supplier management for ISA and its companies
- Implement a standardized supplier model
- Strengthen strategic supplier relationships to enhance business competitiveness
- Gain visibility into supplier performance and manage them based on their strategic relevance to optimize costs, improve processes, and minimize risks

Responsabilityties

Define strategic goals

- Ensure goals are SMART (Specific, Measurable, Achievable, Relevant, Time-bound)
- Align goals with strategic objectives

Identify organizational needs

- Gather information from various sources
- Select the most important needs

Manage the portfolio of supplier practices

- Consider supplier needs and characteristics
- Ensure practices are effective and efficient

Support the implementation of the practice portfolio

Quantify the results achieved

Interaction mechanisms of the Supplier Center of Excellence (CoE)

- Progress on strategic initiatives and supplier engagement needs
- Implementation of the supplier relationship strategy across ISA and its companies
- Monitoring of supplier management projects and KPI dashboard
- Sharing of working group deliverables and lessons learned
- Updates on supplier management team operations

3. ESG training

Internal training and supplier development Procurement Academy

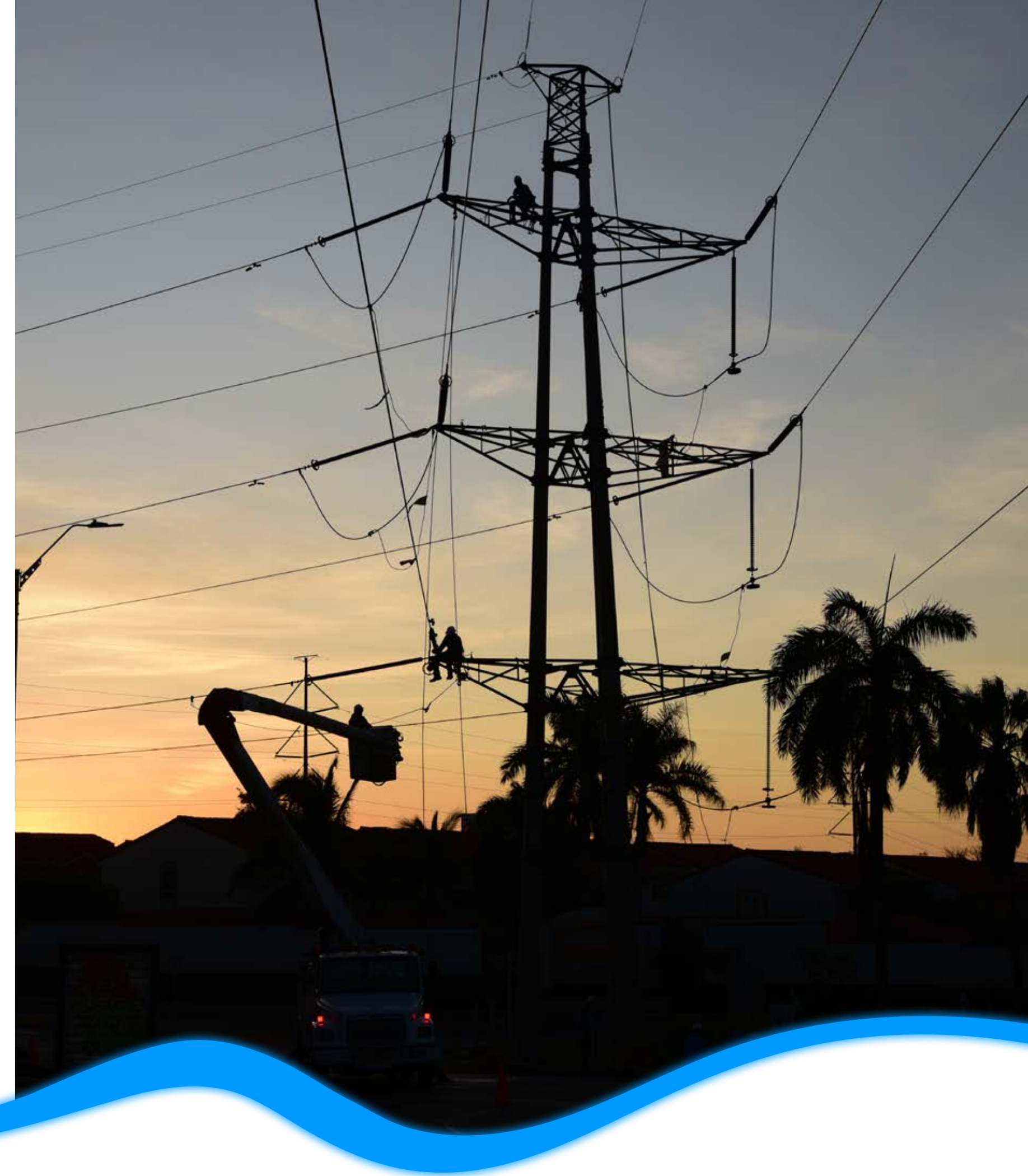
ISA has established a Procurement Academy aimed at strengthening and enhancing knowledge in procurement and supply chain management. Through this Academy, we deliver continuous training programs for our procurement and supplier management teams, ensuring that ESG criteria are fully embedded in daily practices. This training is tailored to buyers and internal stakeholders, covering their role in the ESG supplier program, including:

- Supplier Code of Conduct requirements
- Integration of ESG criteria into supplier selection and evaluation
- Identification and escalation of non-compliance
- ESG-related exclusion processes

These programs include workshops on environmental management, occupational safety, and human rights, and are supported by indicators such as the number of internal buyers trained each year.

In addition, we promote supplier development initiatives, such as capability transfer programs, aimed at enhancing competitiveness, fostering innovation, and advancing sustainability. Our supplier model incorporates extended enterprise practices, tailored support, and joint capacity-building, enabling suppliers to evolve toward international standards in energy transition, circular economy, and digitalization.

The Supplier Academy serves as the central platform for these initiatives, offering workshops and dialogue sessions on sustainability, circular economy, and human rights, as well as designing specific training modules based on gaps identified through our assessments and audits.



3.1. ESG training

Training for company's buyers on their roles in the supplier ESG program Procurement Academy

ISA and its companies have a Procurement Academy

Ensure, develop, and strengthen knowledge in procurement and supply chain management to drive operational excellence and position the process as strategic, in alignment with the needs of the various business units.

ISA has held numerous meetings with suppliers to explore topics related to decarbonization, circularity and human rights, with the aim of sharing common practices and approaches and pushing the supply chain toward the sustainability standards required by the international community



Desarrollo Campus ISA

Academia de Aprovisionamiento

Nuestro propósito || Nosso propósito

Asegurar, desarrollar y fortalecer conocimientos en aprovisionamiento y cadena de suministro, que apunten a una excelencia operacional y posicionamiento del proceso como estratégico, de acuerdo a las necesidades de los diferentes negocios. || Desenvolver e fortalecer os conhecimentos em Compras e na Cadeia de Suprimentos, que direcionem a excelência operacional e posicionamento estratégico do processo, conforme as necessidades dos diferentes negócios.

Explora las formaciones que tenemos disponibles para ti || Explore as formações que temos disponíveis para você

- Curso Acuerdo de Contratación (Video - 25 minutos - Online)
- Modelo de Aprovisionamiento para ISA y sus empresas (Video - 23 minutos)
- Modelo de gestión estratégica de proveedores con sostenibilidad (SE COMPLETÓ EL 0%)
- Introducción al proceso de abastecimiento (SE COMPLETÓ EL 0%)

Mostrar todo




Tiene como PROPOSITO contribuir a la generación de valor sostenible y a la continuidad de los negocios, creando un ecosistema de proveedores competitivos para mantener vigencia corporativa.

Modelo de Relacionamiento con Proveedores

El cual permite definir de manera deliberada, espacios de comunicación y relacionamiento con los proveedores, teniendo en cuenta la segmentación y su nivel estratégico y de importancia para el negocio, esto con el fin de afianzar el relacionamiento con los proveedores y contribuir a la generación de confianza, para mantener la sostenibilidad y reputación de la empresa tal como se evidencia en la gráfica Relacionamiento con proveedores

Modelo de Relacionamiento con Proveedores

Desarrollar con proveedores: Propuestas de relacionamiento

Contribuir al crecimiento de los negocios actuales, al de los nuevos negocios y a las nuevas geografías mediante el mejoramiento de los esquemas actuales y la definición de nuevos esquemas de relacionamiento con los proveedores.

Fomentar la mejora continua a través de la incorporación de herramientas que impulsen la competitividad de los proveedores.



3.1. ESG training

Only available
in spanish

ISA Suppliers Academy: We grow together

A space that strengthens our suppliers with knowledge, tools, and key guidelines to grow alongside ISA. Through specialized content and expert guidance, we drive capability development, close gaps, and align with our corporate strategy.

Supplier Academy Newsletter
(Available in Spanish)



Explore the knowledge library
here (Available Spanish)



Boletín Proveedores ISA: crecemos juntos

El Boletín de Proveedores ISA es un espacio de comunicación pensado para fortalecer nuestra relación y avanzar juntos en una gestión responsable, segura y sostenible. Aquí compartiremos noticias relevantes, aprendizajes y buenas prácticas en seguridad y salud en el trabajo, así como información clave que nos permita seguir cuidando la vida



BOLETÍN 01 PRIMERO LA VIDA

En ISA, Primero la Vida no es un eslogan ni una campaña: es una convicción profunda que pone el cuidado de la vida y el bienestar de las personas en el centro de cada decisión, cada acción y cada estrategia.

Ver Boletín →



BOLETÍN 02 SESIÓN CIBERSEGURIDAD

En ISA la ciberseguridad tiene como base a las personas y se fortalece mediante el trabajo articulado con ustedes, nuestros proveedores.

Ver Boletín →



BOLETÍN 03 LA SOSTENIBILIDAD, UNA APUESTA PARA AVANZAR

En ISA creemos que generar valor va más allá de los resultados: implica colaborar con nuestros aliados y construir, junto a nuestros proveedores, un futuro más justo, resiliente y en equilibrio con el planeta.

Ver Boletín →



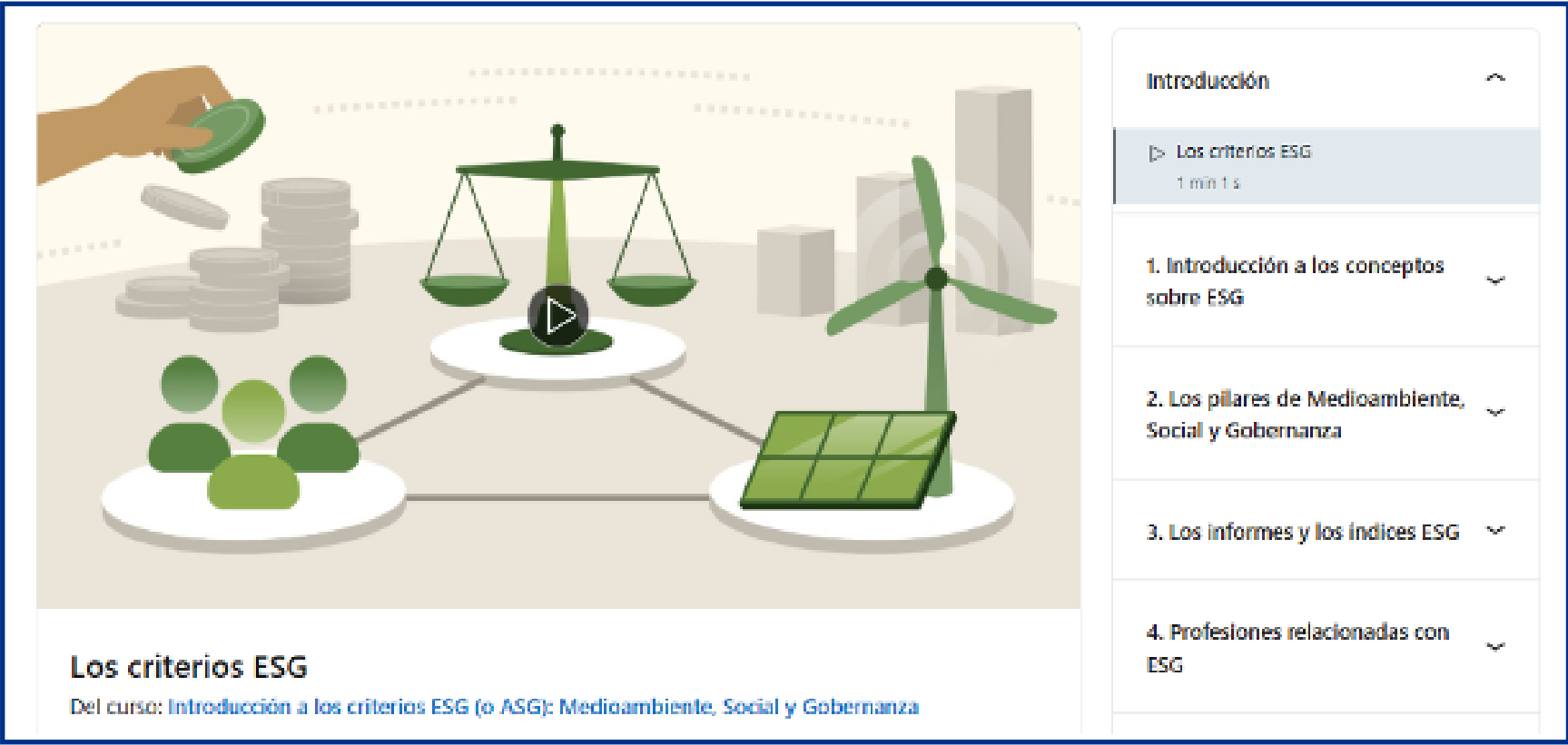
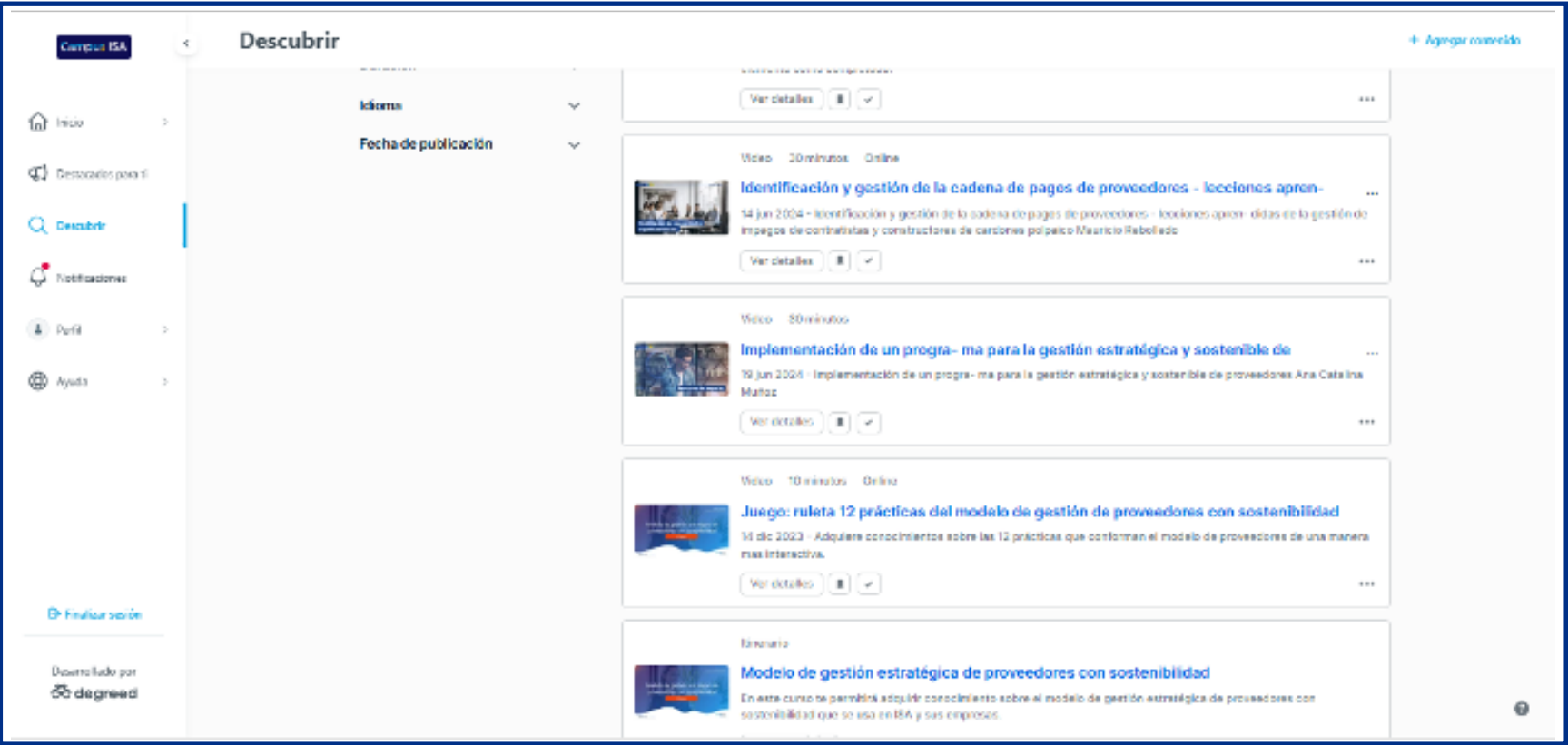
BOLETÍN 04 GESTIÓN DEL CAMBIO CLIMÁTICO

Para los proveedores, anticiparse, adaptarse y reducir la huella es la oportunidad real de generar valor y asegurar su futuro en la cadena.

Ver Boletín →

3.1. ESG training

Training for company's buyers on their roles in the supplier ESG program Procurement Academy



The objective of ISA's Supplier Academy is to provide comprehensive training for both procurement professionals and suppliers, strengthening their knowledge and capabilities in ESG (Environmental, Social, and Governance) topics. Through this initiative, ISA seeks to foster a shared understanding of sustainable practices, promote responsible decision-making, and enhance collaboration across the value chain. Ultimately, the academy aims to build a more resilient, transparent, and sustainable supply system, ensuring that procurement processes and supplier relationships continuously evolve toward higher ESG standards.

In the Procurement Academy, you can find:

- Newsletters
- Webinars
- Summaries with key takeaways from previous webinars

4. Supplier performance evaluation

Supplier Evaluation Process

1. Contracting stage

- Suppliers must meet minimum HSE requirements from the outset (**ARL score between 80–90 for registration**).
- The HSE team defines applicable HSE requirements at the start of the sourcing process.
- Compliance with HSE Manual requirements is mandatory during bidding; failure to meet minimum standards results in disqualification.
- HSE requirements are generally validated for compliance (e.g., inclusion of required HSE roles in the organizational structure), with the possibility of clarification or correction.
- Mandatory requirements for contract initiation (e.g., occupational health and safety induction) must be fulfilled and are not subject to correction.

2. Monitoring

- Monthly contract monitoring by the contract manager and HSE expert.
- Annual supplier performance evaluation conducted.

3. Evaluation

- Supplier Performance Evaluation assesses overall performance in contract execution.
- Maximum score: 100 points.
- Suppliers scoring below 80 must implement an improvement plan to remain eligible for future contracts.

4. Improvement plans

- Suppliers scoring below 80 must submit an improvement plan within 20 days.
- Plans must include root-cause analysis and corrective actions.
- ISA may provide consultant support to guide implementation.
- Suppliers with an active improvement plan are not eligible for new contract awards.
- Suppliers are reassessed after implementation and must achieve a score ≥ 80 to regain eligibility.

4.1. Supplier performance evaluation



Key concepts

- Supplier Performance Evaluation:** it is the result of a detailed analysis of the management of the supplier in the execution of a specific contract.
- Supplier Performance Note:** weighted rating of the result obtained in the Supplier Performance Evaluation in contracts two years prior to the last evaluation.
- Supplier Performance Management:** it is the set of activities that comprise the evaluation of the supplier's performance and the implementation of the corresponding improvement plans.
- Improvement Plan:** it is the set of actions planned by the supplier, based on the evidences of the Performance Evaluation, which will allow it to improve its processes.

Criteria

- Quality criteria**
 - Quality of goods supplied
 - Quality of the services provided
- Appropriateness Criteria**
 - Scheduled deadlines
 - Scheduled quantities
- Management Criteria**
 - Delivery of start order documents
 - Delivery of contract documents
 - Personnel who provides the service
- OHS Criteria**
 - Environmental requirements
 - Occupational health and safety requirements
 - Compliance with the Code of Ethics
 - Compliance with the Anti-fraud Code
 - Compliance with the Human Rights and Business Guidelines

Rating

Each criterion is given a score and the highest rating is 100 points

Ethics: There is no weighted value. If a breach of ethics is found during the execution of the contract, its execution is suspended and it cannot be resumed for 5 years.



- The maximum score is 100 points.
- If the score is less than 80 points, the supplier must present an improvement plan to participate in a new contract.
- If there are breaches of ethics and human rights, the supplier is excluded from future contracts for 5 years

Criteria



Quality criteria

- Quality of goods supplied
- Quality of the services provided



Appropriateness Criteria

- Scheduled deadlines
- Scheduled quantities



Management Criteria

- Delivery of start order documents
- Delivery of contract documents
- Personnel who provides the service



ESG Criteria

- Environmental requirements
- Occupational health and safety requirements
- Compliance with the Code of Ethics
- Compliance with the Anti-fraud Code
- Compliance with the Human Rights and Business Guidelines

4.2. Supplier performance evaluation

Suppliers valuation

Improvement plans

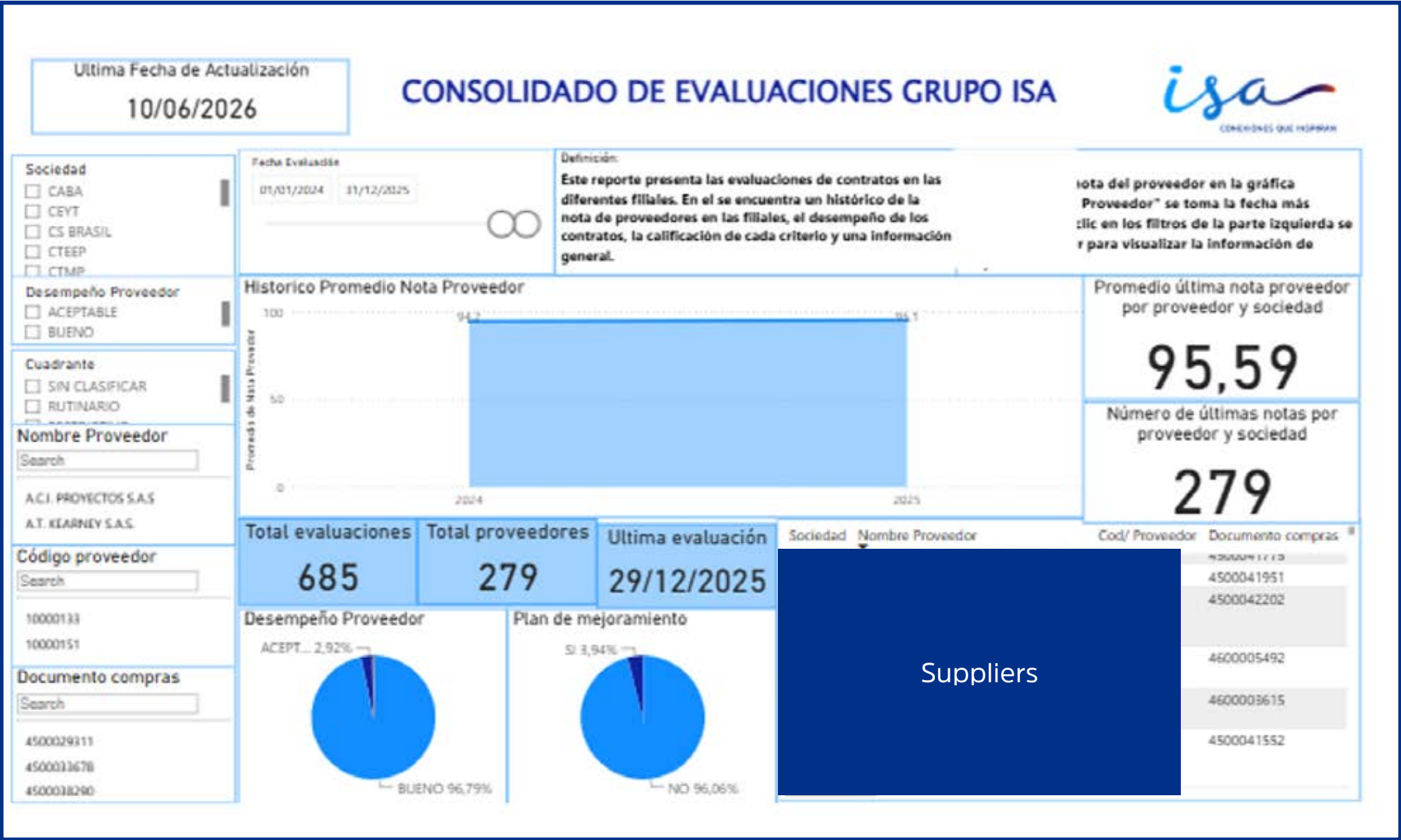
Exclusion with a defined timeframe.

Performance management and gap-closing support

Suppliers are evaluated and formally notified of their results via email. When required, they must implement an improvement plan, which may be supported by a consultant funded by ISA. The plan is monitored by the contract’s technical administrator through an internal application, and progress is tracked to determine whether the supplier meets the 80-point threshold for participation in future procurement processes.

Exclusion with a defined timeframe

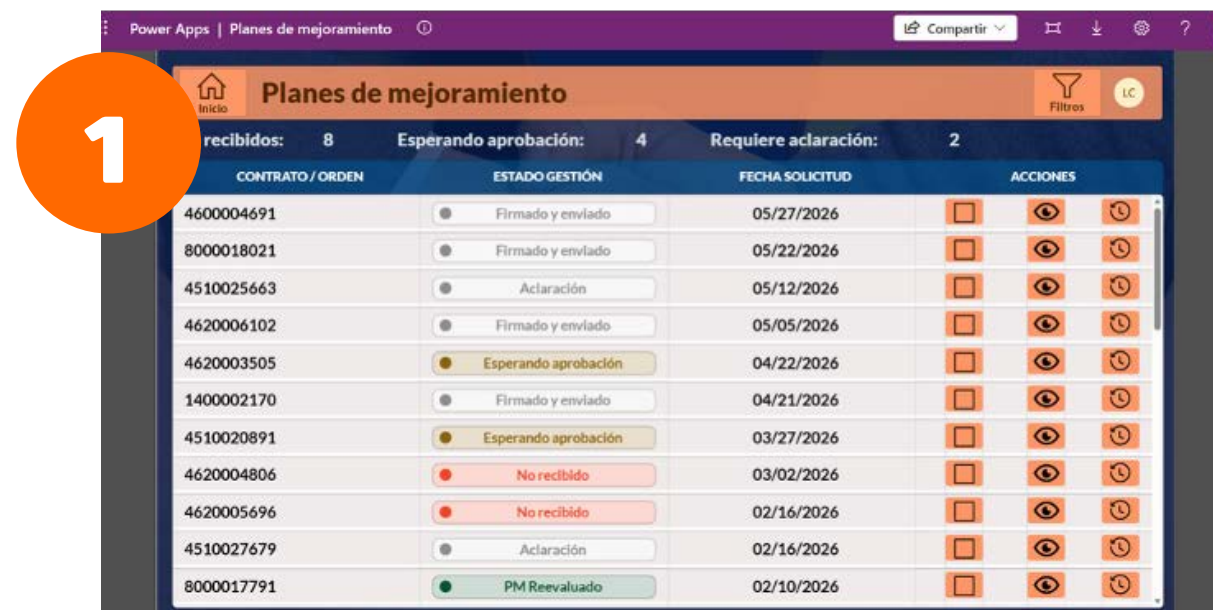
Suppliers scoring below 80 must implement a corrective action plan within a maximum period of 12 months. If they fail to meet the minimum requirements within this timeframe, they are excluded from the active supplier list until compliance is demonstrated. Violations of ethics or human rights result in immediate exclusion from future contracts for five years, without a remediation period.



4.2. Supplier performance evaluation

Improvement plans

- Suppliers scoring below 80 must submit an improvement plan within 20 days.
- Plans must include root-cause analysis and corrective actions.
- ISA may provide consultant support to guide implementation. The company uses an internal tool to track and monitor the progress of suppliers' improvement plans.
- The contract's technical administrator records and updates improvement actions, ensuring proper implementation and effective gap closure.
- Progress is continuously monitored to support supplier reassessment and confirm eligibility for future procurement processes.
- Suppliers with an active improvement plan are not eligible for new contract awards.
- Suppliers are reassessed after implementation and must achieve a score ≥ 80 to regain eligibility.



2



3



4



4.3. Supplier performance evaluation

On site Audit process review

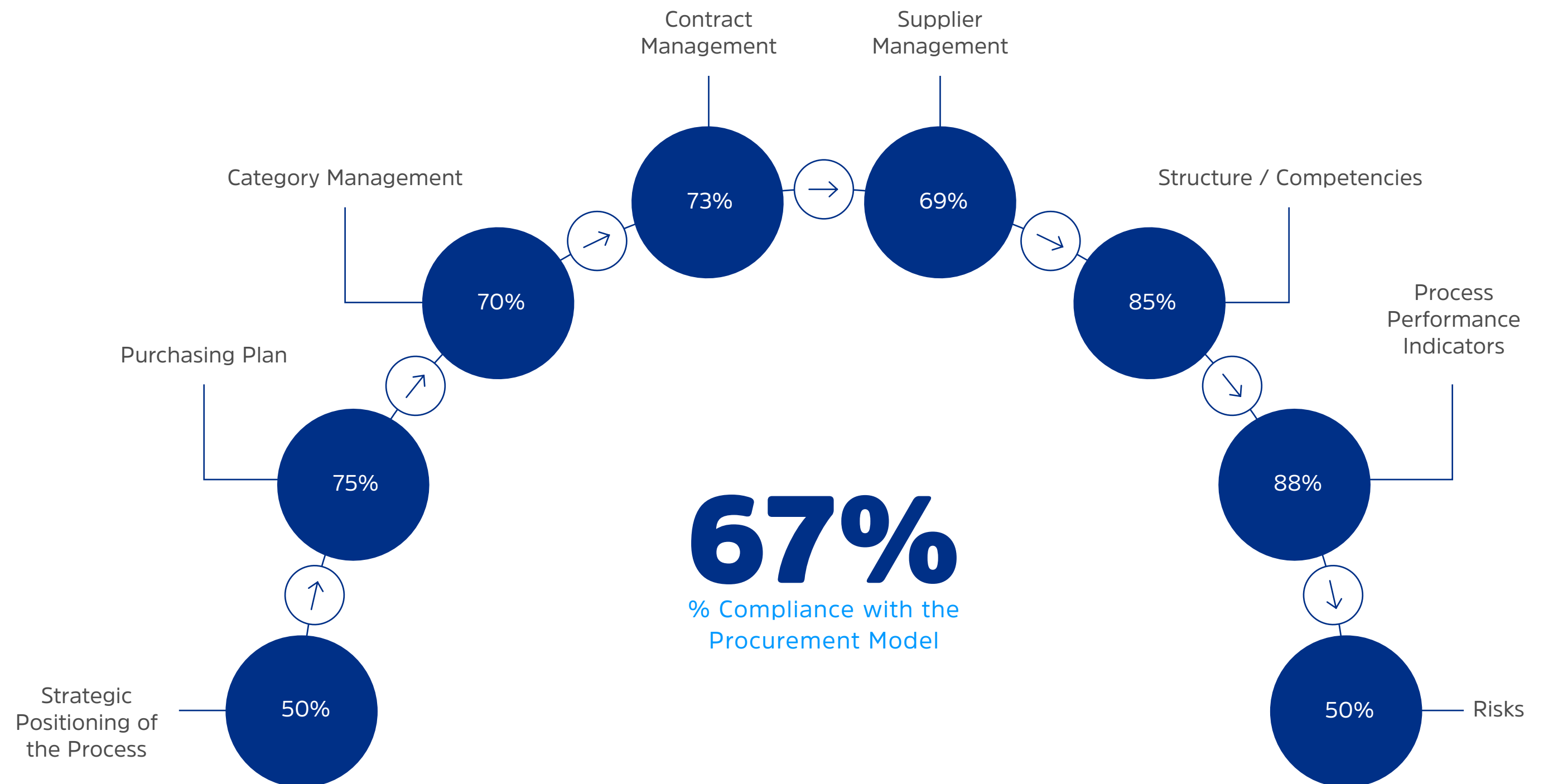
Objective:

To verify the overall status of the procurement process by assessing compliance with the guidelines outlined in the Corporate Directive and Guide, best practices, performance indicators, and operational procedures

The purpose of the on-site review is to evaluate the status of procurement management in ISA and affiliates and to assess the annual maturity level of the companies under review.

- All companies are reviewed annually, and a subset is prioritized for full-cycle monitoring throughout the year.
- Review of improvement plans and gap closure.

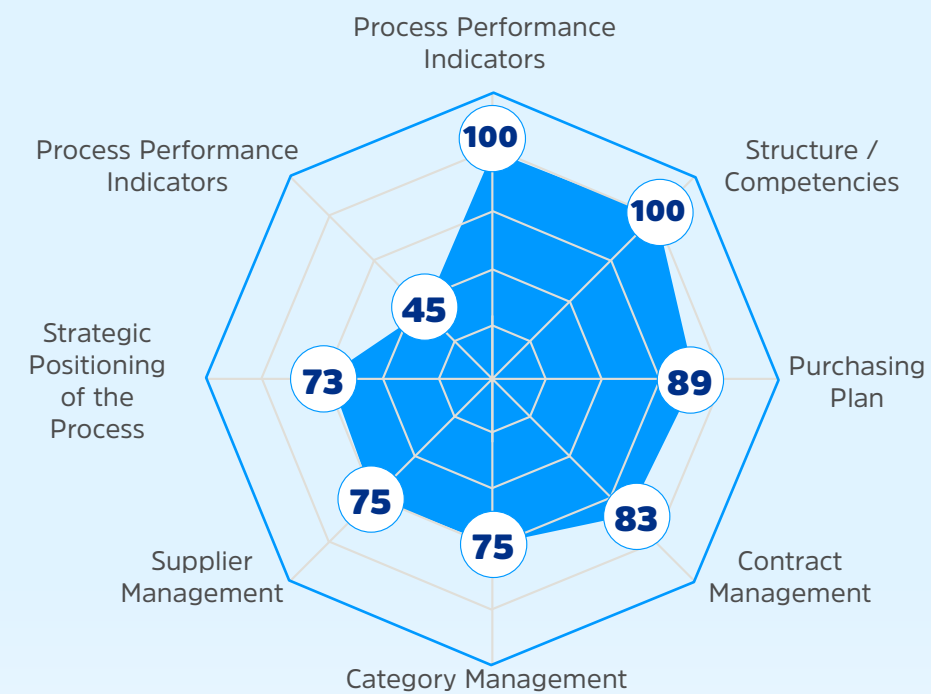
On-site audit process review



4.3. Supplier performance evaluation

On site Audit process review

Category Management 2024



Final Considerations

- The procurement process is well established within the organization, supported by descriptive analytics tools and visibility spaces that strengthen its strategic role.
- Significant progress has been achieved in category management through the application of Strategic Sourcing methodology and improved risk management.
- However, contract management still requires clearer segmentation of roles and responsibilities, along with increased automation of controls to ensure evaluation, traceability, reduce operational risks, and ensure compliance with corporate guidelines.
- Supplier management has evolved through segmentation, selected best practices, and relationship management plans to ensure supply chain sustainability and contractor quality.
- Overall, the maturity of the procurement process at Ruta Costera has advanced considerably and is now considered a benchmark for other companies.



CONTINUOUS IMPROVEMENT PRACTICES WITH SUPPLIERS

Supplier Strengthening:

This is a collaborative business improvement initiative between the COMPANY and key suppliers with active contracts in high-impact categories. Its aim is to strengthen contract management, boost productivity, and generate mutual benefits by addressing issues related to quality, cost, and timeliness—ultimately fostering stronger partnerships and win-win outcomes within the extended enterprise framework.

Targeted Supplier Support:

This practice targets suppliers with active contracts who show improvement opportunities—identified through low evaluation scores (below 80), sustainability audit findings, or ongoing performance enhancement efforts—focusing on closing performance gaps

Supplier Development:

To boost the COMPANY’s competitiveness, a structured Supplier Development model is implemented to build capabilities in suppliers with limited or no prior commercial ties. The focus is on those with potential to become strategic partners in high-impact categories, aiming to form exclusive relationships that reduce costs and enhance competitiveness in future proposals.

Sustainability Audits:

These audits use ISA’s standardized tool aligned with its sustainability guidelines to guide high-impact suppliers toward compliance. Audit duration varies by company size: approximately 5 hours for companies with fewer than 100 employees, and 8 hours for those with more than 100.

On-site evaluations:

As part of the audit cycle, on-site evaluations and factory visits are conducted for critical procurement categories, involving accredited external audit bodies. To strengthen the independence and rigor of the process, ISA engages accredited third-party auditors.

4.3. Supplier performance evaluation



These audits may be carried out by ISA or accredited third parties and include site visits, interviews, document reviews, and on-site evaluations.

As part of the audit cycle, on-site evaluations and factory visits are conducted for critical procurement categories, involving accredited external audit bodies. To strengthen the independence and rigor of the process, ISA engages accredited third-party auditors.

Factory visits:

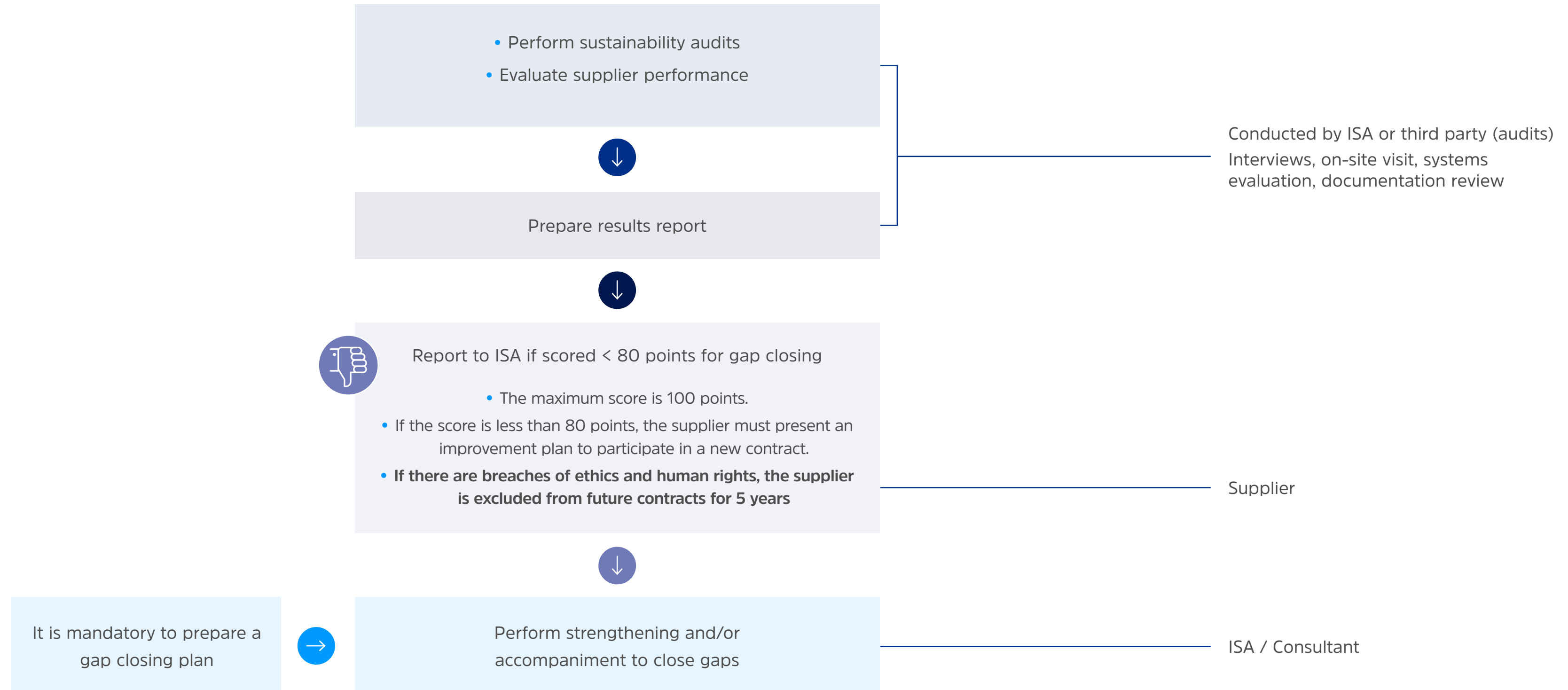
SGS

- (1) GE factory in Turkey
- (3) structural manufacturing plants in Colombia

Bureau Veritas

- Certification of (1) switchgear plant in China
- Certification of (3) structural steel plants and (6) power conductor cable plants in China
- Certification of (1) fittings and power conductor cable plant
- Certification of (1) polymeric insulator plant in India

4.3. Supplier performance evaluation



We have ESG tools that allow us to identify the status of the supplier and the opportunities to accompany the company in its ESG management



At ISA and its affiliated companies, we recognize the importance of aligning our procurement practices with the environmental, social, and governance (ESG) principles outlined in our Supplier Code of Conduct.

To uphold this commitment, we continuously review and update our procurement policies and procedures to prevent potential conflicts with these ESG standards.

These internal reviews focus on key areas such as delivery times, payment terms, purchase order modifications, and quality standards. The goal is to identify practices that may hinder suppliers' ability to meet our ESG expectations.

5. Sustainability audits

Sustainability assessments and audits

Top-performing ESG suppliers and exclusions

We conduct sustainability audits and performance assessments across three dimensions: **governance, environmental, and social.**

These audits may be carried out by ISA or accredited third parties and include site visits, interviews, and document reviews.

The results are reflected in reports and mandatory gap-closing plans when the score is below 80.



5. Sustainability audits

SUSTAINABILITY AUDIT CYCLE



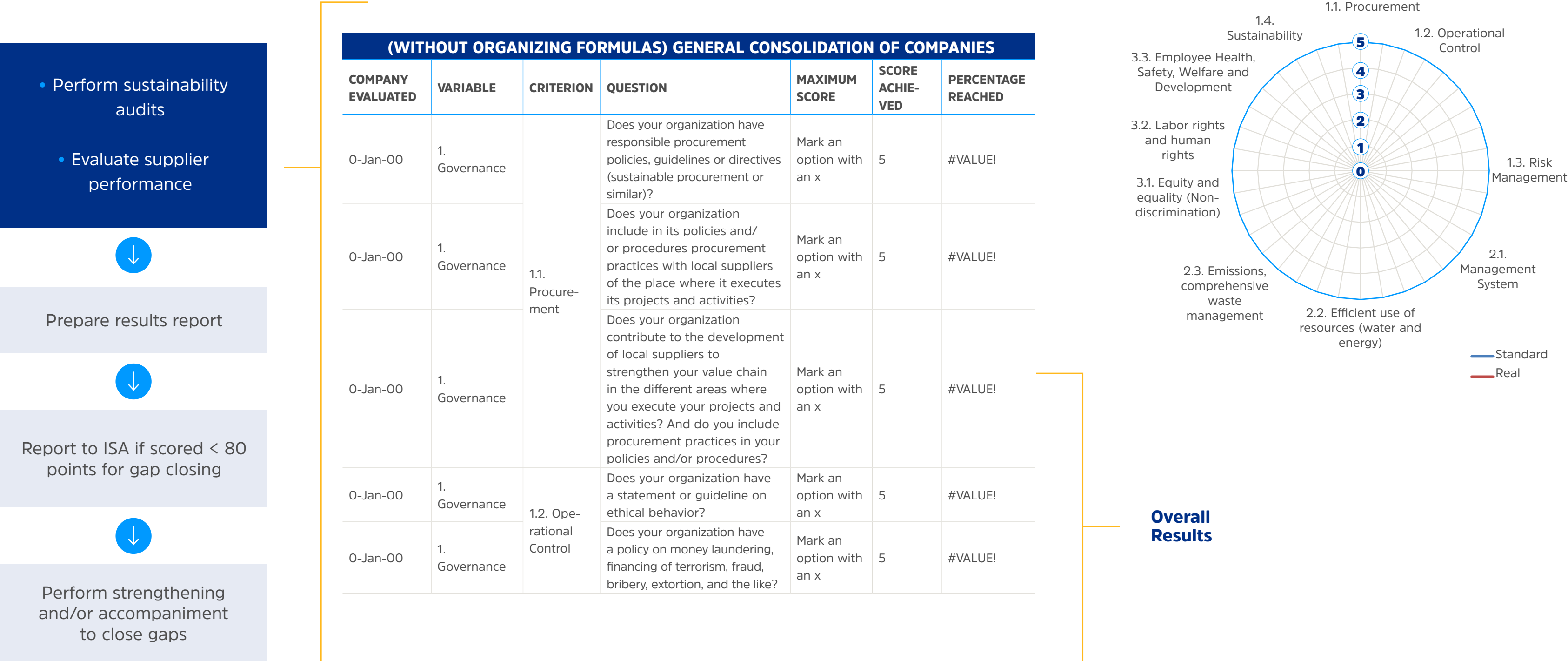
At ISA and its affiliates, supplier management aligns with strategic goals by building a competitive, sustainable, and resilient supply network. Through our sustainability-focused strategic supplier management, we aim to create long-term value. To date, 101 suppliers have been assessed, establishing an ESG maturity baseline. This year, your company will be part of the continued evaluation.

To conduct this assessment, ISA partnered with a certified sustainability auditing firm to develop a tool for evaluating ESG aspects in suppliers. The Sustainability Audit Cycle follows a structured set of steps.

Identification & Prioritization: Suppliers are selected based on strategic relevance, ESG sensitivity, contract duration, and budget.

- Initial & Formal Communication: Invitations are sent via email, followed by a formal letter with audit details.
- Audit Preparation: The auditor coordinates with the supplier to finalize the agenda and logistics.
- Audit Execution: Conducted virtually or in person.
 - ~5 hours for companies with <100 employees
 - ~8 hours for companies with >100 employees
- Audit Report: Includes findings, ESG scores, and identified gaps.
- Gap Closure Plan: Required if the score is below 80. ISA assigns a consultant to support the plan.
- Consulting & Resources: Meetings are held to define the plan, and ISA provides an ESG toolbox.
- Monitoring & Follow-Up: The plan is submitted and monitored, with a follow-up audit 1–2 years later to assess progress.

5. Sustainability audits



5. Sustainability audits

- Perform sustainability audits
- Evaluate supplier performance

↓

Prepare results report

↓

Report to ISA if scored < 80 points for gap closing

↓

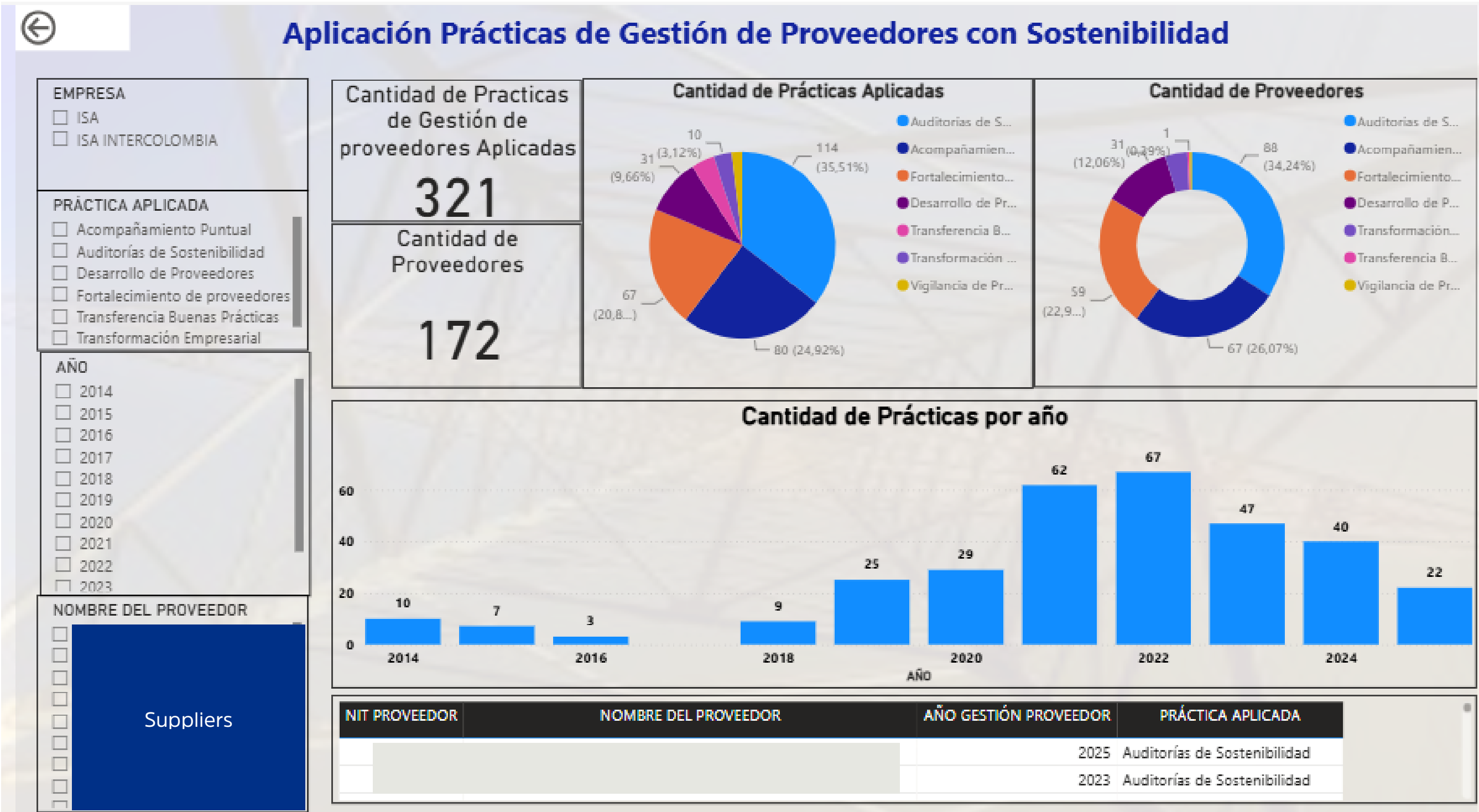
Perform strengthening and/or accompaniment to close gaps

IMPLEMENTATION PLAN – AP – SUSTAINABILITY AUDITS									
COMPANY	INTERCOLOMBIA	Supplier A	PROJECT COORDINATOR:	DATE: 20/10/2021					
VARIABLE	RECOMMENDATION/ACTION	TASK	RESPONSIBLE PERSON	EXECUTION TIMEFRAME					
				OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Does your organization have responsible procurement policies, guidelines or directives (sustainable procurement or similar)?	Strengthen the procurement and supply procedure with activities and actions aimed at complying with the criteria of the GTC-ISO 20400 guide on Sustainable Procurement.	Make reference to the ISO 20400 standard							
		Identify aspects to include within the current procedure							
		Make adjustments to current procedure							
		Implement new procedure							
Does your organization have a documented procedure for addressing and resolving complaints, claims, requests, warranties, and returns?	Document the procedure for addressing and resolving complaints, claims, requests, warranties, and returns, in such a way as to allow for follow-up, monitoring, control and closure of the PQRS submitted.								
Does your organization include ethical, social, environmental, human rights and/or health and safety criteria in its policies and/or procedures, procurement, sales and contracting practices?	To have a risk management mechanism or system to guarantee the safety and protection of the company's assets and personnel, financial, operational, occupational and socio-environmental, ensuring the definition of controls and mechanisms in order to prevent and monitor risks.	Select business risk analysis methodology							
		Identify and assess risks							
		Identify controls							
		Establish controls implementation plan							
Does your organization categorize its suppliers and define them by criticality according to a previous definition?	Document supplier categorization and pre-definition.	Make reference to categorization methodologies							
	Perform supplier categorization								
	Document methodology								
Does your organization include ethical, social, environmental, human rights and/or health and safety criteria in its policies and/or procedures, procurement, sales and contracting practices?	Integrate ethical and human rights criteria into policies and/or procedures, procurement, sales and contracting practices.	Make reference to ISA / Intercolombia policies, Practices and Procedures, Including Ethical and Human Rights Criteria							
		Include ethical and human rights criteria							
Does your organization have a Corporate Governance Code, regulating the structure of the organization, its governance, the composition of the board of directors, the board of directors, the shareholders, the information provided to them, how decisions are made, confidentiality, and data protection?	Create a Corporate Governance Code that regulates the structure of the organization, its governance, the composition of the board of directors, the board of directors, the shareholders, the information provided to them, how decisions are made, confidentiality, and data protection.	Build a Corporate Governance Code							
		Validation and approval by shareholders							
		Legalize the Corporate Governance Code							
What accountability mechanisms does your organization have in place to report to its stakeholders?	Consider the option of improving the current accountability mechanisms to include sustainability reports under methodologies such as GRI or IIRC, so that they can be verified and assured by an external entity that provides reliability and trustworthiness to the non-financial information presented to all stakeholders.	Make reference to GRI or IIRC methodology							
		Accountability mechanisms							
		Prepare first Report of Accountability to Stakeholders							

ESG audit model for suppliers

The audited company receives from the auditing company the result by dimension and by variable. In each of the quadrants / variables, indicate the aspects to be improved if required.

If the result is < 80 points, the supplier shall set up a gap closure plan, which is available in the specific accompaniment program to help establish the plan, initiate the gap closure activities and follow up the implementation in the early stages. ISA monitors the execution of the plan.



5. Sustainability audits

ESG criteria

Environmental

- Management system
- Efficient use of water and energy
- Emissions
- Waste management

Social

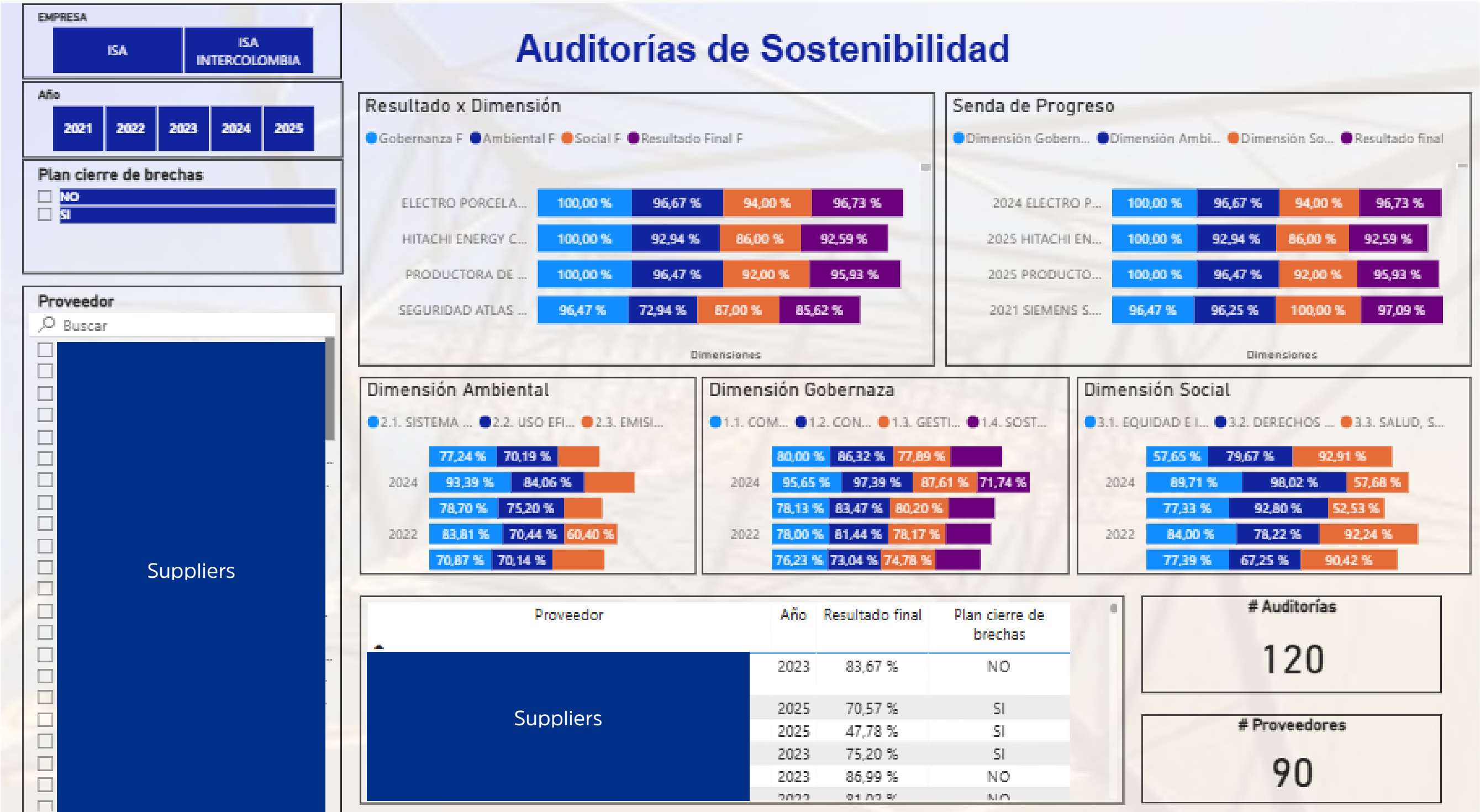
- Equality, non-discrimination, diversity
- Labor rights
- Human rights
- OHS
- Worker welfare

Governance

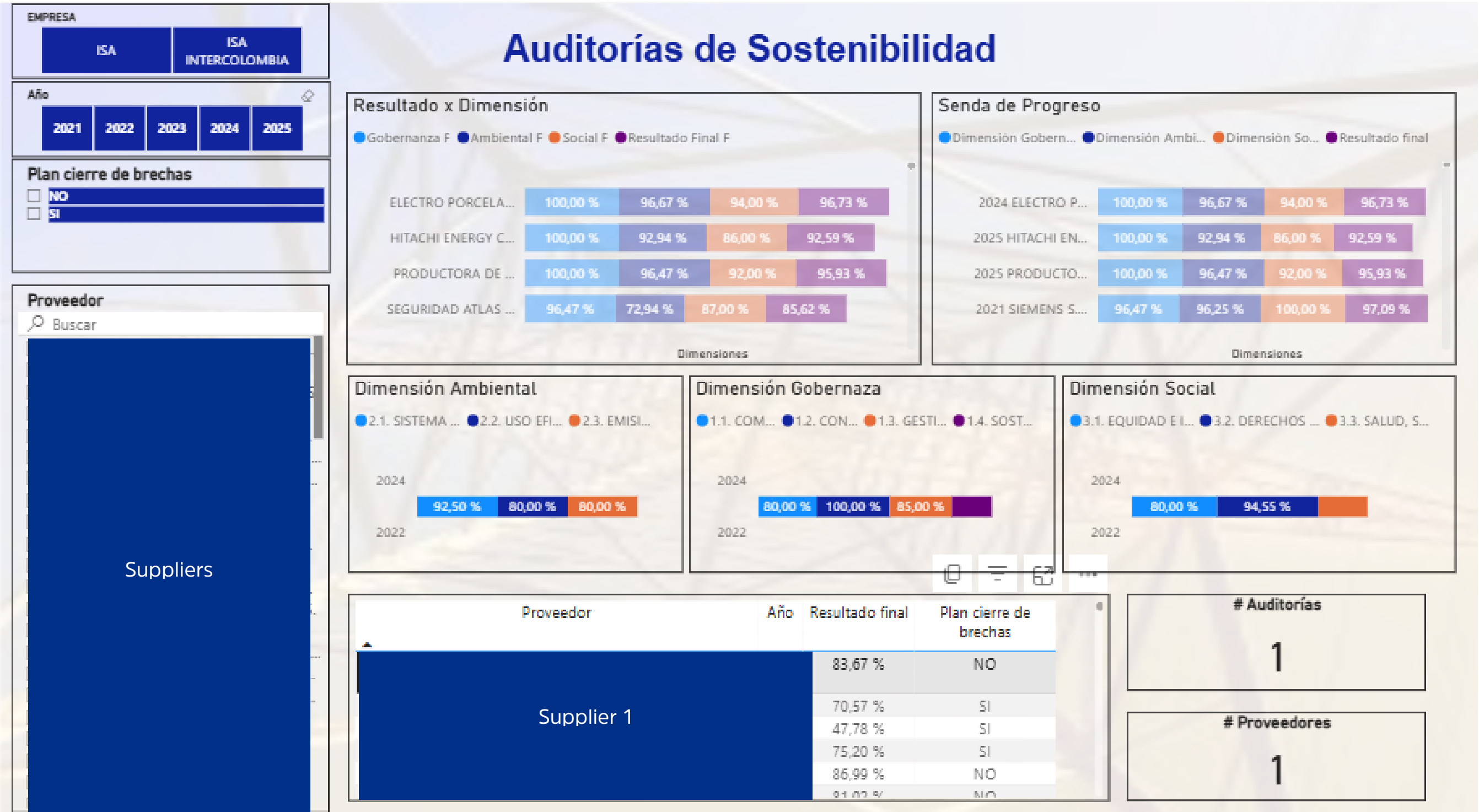
- Comparison Management
- Operational control
- Risk management
- Sustainability management

Suppliers who receive a score below 80 points are required to submit an improvement plan.

Sustainability audits



5. Sustainability audits



For each evaluated supplier, it is possible to consult the overall results, progress level, environmental, governance, and social performance. Additionally, the overall audit outcome can be reviewed, along with whether the supplier is required to submit an improvement plan

Suppliers who receive a score below 80 points are required to submit an improvement plan. In order to participate in future bidding processes, the improvement plan must be submitted to assess the closure of identified gaps.

6. Supplier information and training on ISA's ESG program

Through our Supplier Academy, we provide suppliers with continuous training on ISA's ESG requirements, processes, and expectations. The Academy aims to strengthen and enhance knowledge in procurement and supply chain management. Training programs cover topics such as business ethics, regulatory compliance, human rights, environmental management, occupational health and safety, circular economy, and energy transition.

PRÁCTICAS APLICADAS	
Resumen de Registros	
← Regresar 2025 Borrar Filtro Filtrar por Empresa Borrar Filtro	
	Acompañamiento Puntual Número de Prácticas Registradas: 12
	Auditorías de Sostenibilidad Número de Prácticas Registradas: 27
	Transferencia de buenas prácticas Número de Prácticas Registradas: 5
	Vigilancia Número de Prácticas Registradas: 3
	Fortalecimiento Número de Prácticas Registradas: 4



FILTRAR POR EMPRESA		
Filtrar por Empresa	Borrar Filtro	
INTEGRAR Prácticas Registradas: 62	COSECHAR Prácticas Registradas: 6	MITIGAR Prácticas Registradas: 5
INFLUENCIAR Prácticas Registradas: 41	MEJORAR Prácticas Registradas: 9	COSTENER Prácticas Registradas: 3
Actualizar Prácticas a aplicar: 29 NO APLICA:ya se le ejecutaron practicas Prácticas a aplicar: 39 NO APLICA:no disponibilidad de Prácticas a aplicar: 33 SRM - Relacionamiento Prácticas a aplicar: 5 Prácticas a aplicar: 2 Alianzas estratégicas Prácticas a aplicar: 3		

6. Supplier information and training on ISA's ESG program

Supplier Segmentation

- **Strategic sourcing**
- **SRM (Supplier Relationship Management)**
- **ESG / sustainability frameworks**

Procurement Guide_Annex 13_Supplier Segmentation

Scope and Objective

This document describes the supplier segmentation model implemented by ISA to optimize supply chain management, strengthen strategic relationships with suppliers, and generate shared value. The objective is to identify and differentiate suppliers based on their strategic importance and performance, in order to define appropriate relationship management actions for each group.

Segmentation Methodology

The segmentation process is carried out in two main steps:

1. **Initial Classification:** Suppliers are segmented into tactical and strategic categories, based on the impact of the categories they supply (critical, relevant, CAI, etc.) and their relationship with the asset life cycle.

2. **Two-Dimensional Analysis:** For strategic suppliers, two dimensions are assessed:

- **Performance:** Based on contract evaluations over the past two years, with the following levels:
 - High (>98%)
 - Medium (85–98%)
 - Low (<85%)
- **Strategic Potential:** Measured through five criteria (level of competitiveness, growth potential, dependency risk, competitiveness, and sustainability audits/surveys), each weighted at 20%.

Resulting Segments

Based on the combination of performance and strategic potential, suppliers are categorized into one of nine segments:

- **Key:** Harvest, Influence, Integrate
- **Energize:** Improve, Sustain, Invest
- **Challenge:** Mitigate, Develop, Recover

6. Supplier information and training on ISA’s ESG program

Supplier Segmentation

- Strategic sourcing
- SRM (Supplier Relationship Management)
- ESG / sustainability frameworks

Procurement Guide_Annex 13_Supplier Segmentation

Each segment has specific objectives and relationship management practices, such as strategic partnerships, sustainability audits, supplier development and strengthening, targeted support, and best practice transfer.

Relationship Management Strategies

- **Account Management for Strategic Suppliers:**Annual executive meetings to align strategies, identify opportunities, and strengthen relationships.
- **Performance Review Meetings:**Periodic evaluations (annual or semiannual) to identify improvement opportunities, define value initiatives, and monitor contract performance.

Expected Benefits

- Improved communication and trust between ISA and its suppliers
- Promotion of collaboration, innovation, and continuous improvement

- Identification of business opportunities and resource optimization
- Enhanced performance and risk mitigation in the supply chain

Process

- Segment the spend base and identify tactical and strategic suppliers
- Collect relevant supplier information
- Calculate performance and strategic potential indicators
- Assign each supplier to the corresponding segment
- Define and implement the appropriate relationship strategy

Conclusion

This model enables ISA to focus efforts on the most relevant suppliers, strengthen strategic relationships, manage risks, and promote development and innovation across the supply chain.

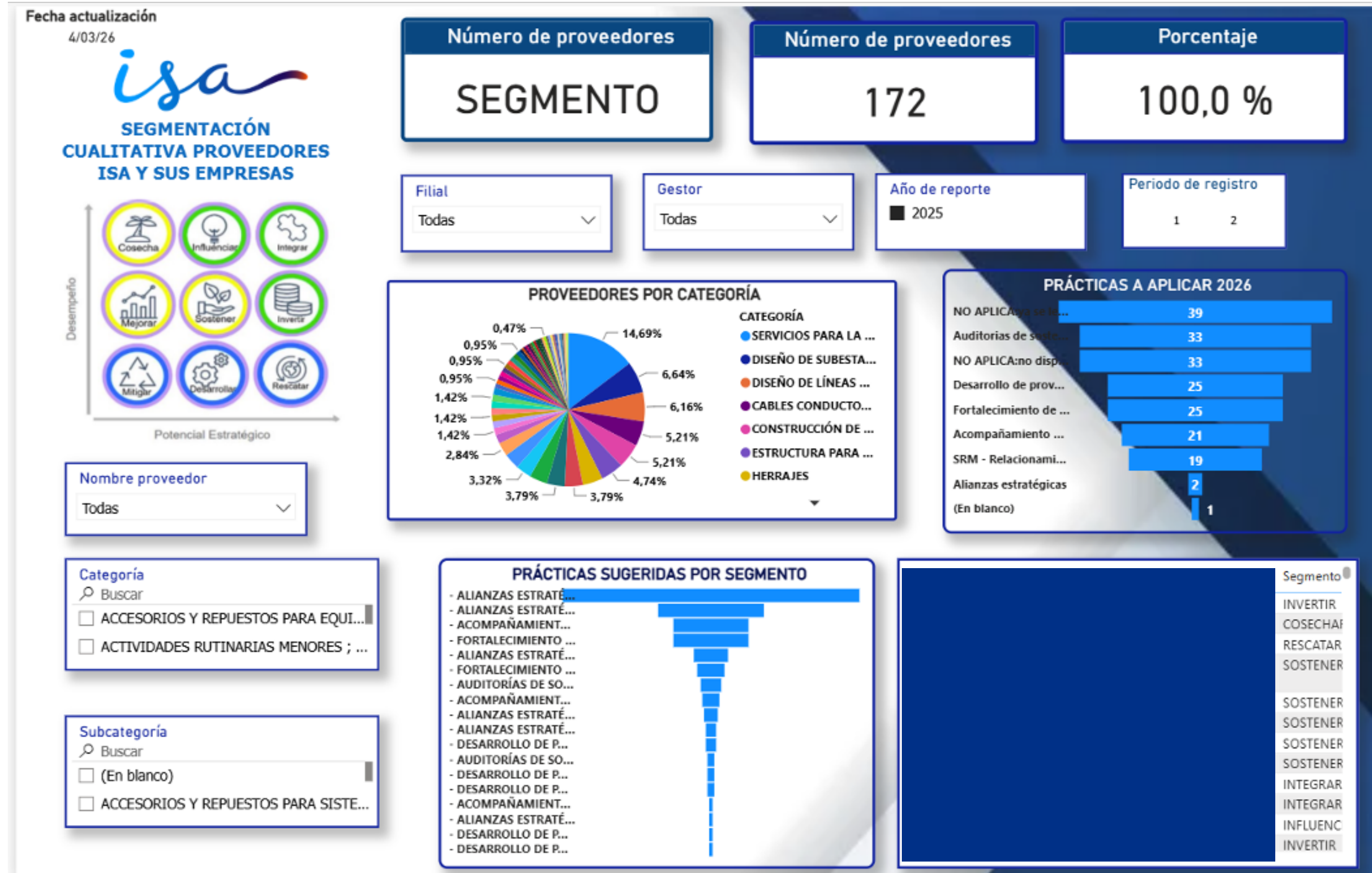
6. Supplier information and training on ISA's ESG program

Supplier Segmentation

- Strategic sourcing
- SRM (Supplier Relationship Management)
- ESG / sustainability frameworks

Criteria:

- Criticality
- Spend
- Risk
- ESG impact



KPIs for Supplier Evaluation and Development

At ISA, we manage our supply chain under a strategic model that integrates environmental, social, and governance (ESG) criteria.

Through our supplier screening, evaluation, and development system, we identify significant suppliers (based on ESG risk or commercial relevance), measure their performance, and support their continuous improvement.

For fiscal year 2025, covering Tier 1 suppliers, we report the following key performance indicators:



KPI for supplier assessment and development	KPI for supplier assessment and development	KPI for supplier assessment and development
1.1. Total number of unique suppliers	605	% of suppliers supported in development measures 26%
1.2. Number of unique significant suppliers	108	% of unique significant suppliers assessed 63%
1.3. Number of unique significant suppliers supported with development measures (as a subset of 1.2)	28	
1.4. Number of unique significant suppliers assessed via desk assessments/on-site assessments (as a subset of 1.2)	68	
1.5. Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	4	
1.6. Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	1	% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan 25%
1.7. Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	0	

7. Supplier selection

ISA applies a structured supplier selection process to identify significant suppliers, formalized in its Strategic Supplier Management Model and prequalification procedures.

Selection is conducted at the registration and prequalification stage, prior to any formal evaluation.

Sustainability screening

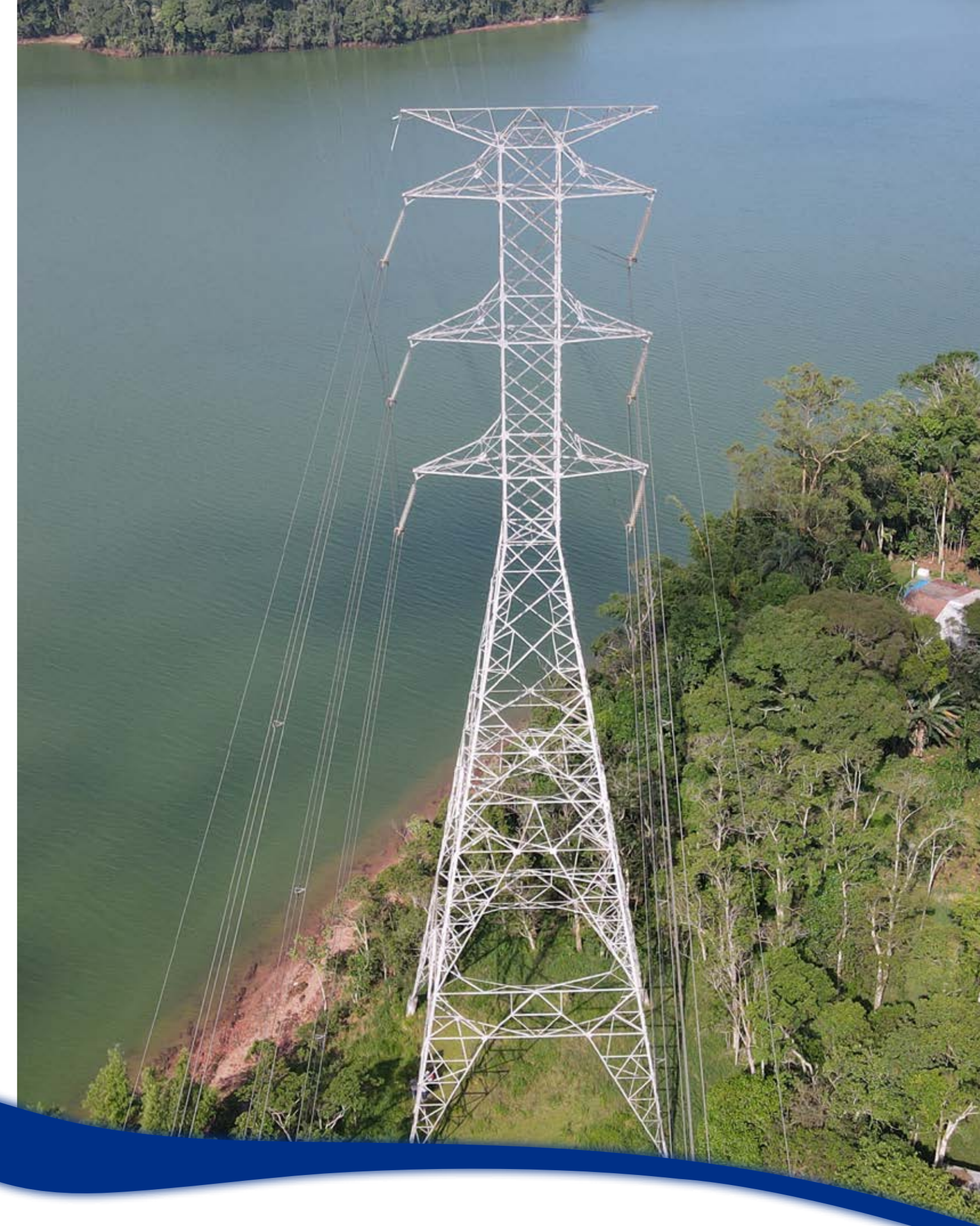
Suppliers complete a 29-item sustainability questionnaire covering:

- **Environmental:** GHG emissions measurement, resource efficiency, waste management, and regulatory compliance.
- **Social:** prevention of child and forced labor, non-discrimination, occupational health and safety, labor conditions, and human rights.
- **Governance:** anti-corruption, anti-bribery, AML controls, conflict of interest, compliance, and fair competition.
- **Capability:** legal, financial, technical, and operational capacity.

Supply chain risk assessment

ISA assesses supply chain risks through a procurement risk matrix that identifies, evaluates, and mitigates risks to business continuity. This is periodically reviewed by the corporate procurement team.

Additionally, market analysis (SWOT, supplier monitoring, and structure-performance model) evaluates regulatory, economic, country, sector, raw material, foreign exchange, and macroeconomic risks to inform sourcing decisions.



7. Supplier selection

SELECTION OF SUPPLIERS

The criteria depend on the strategy defined for each of the categories of goods/services and are indicated in each of the requests for bids.

To evaluate the bids, the first step is to verify compliance with the participation requirements; then the technical evaluation is performed and if the score is equal to or higher than that established in the process according to the category, the economic qualification is the next step. Failure to comply with any of the participation requirements is grounds for rejection of the bid.

The participation requirements of the most significant categories within the energy transmission service are shown below:

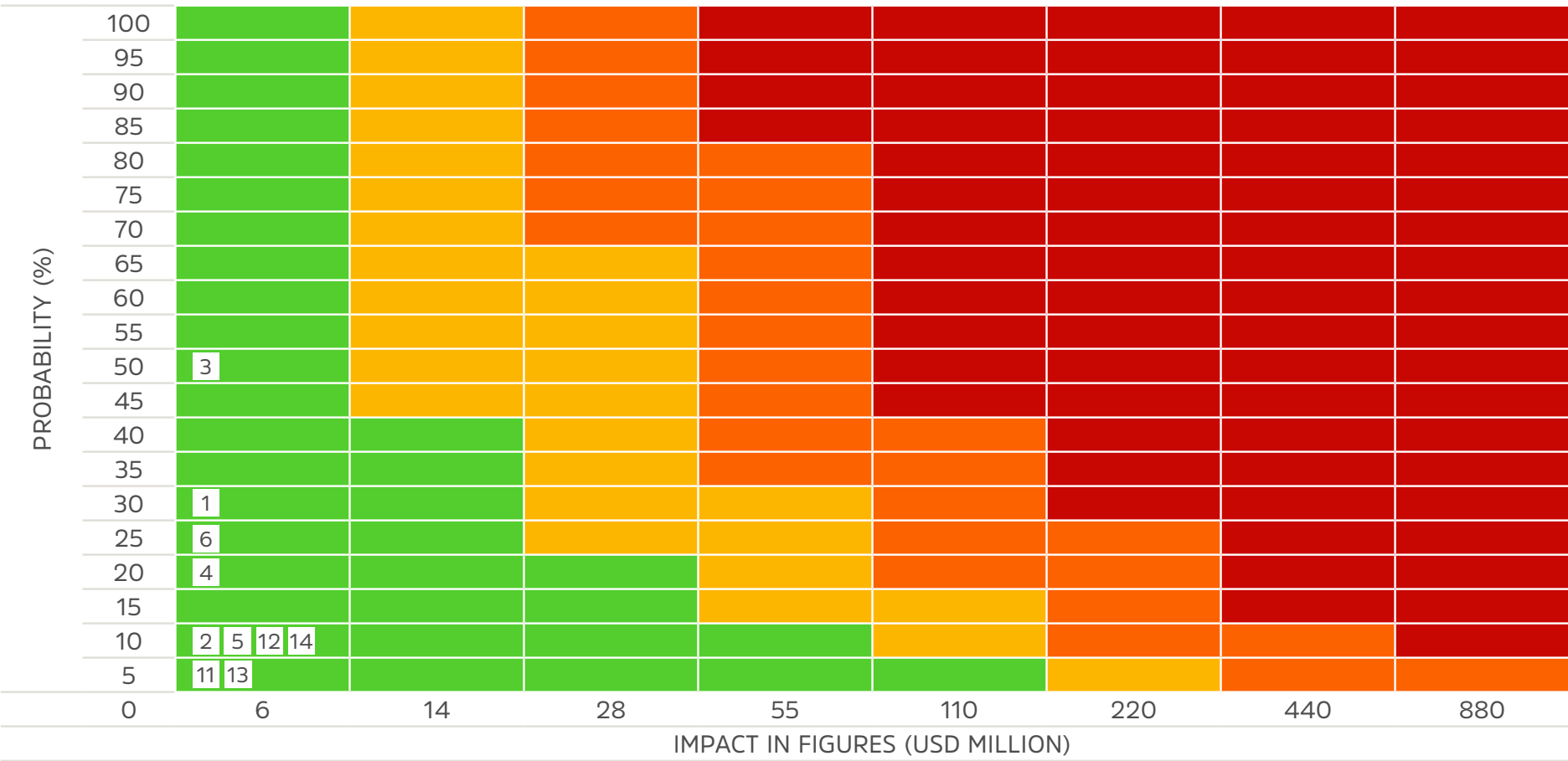
- Active supplier registration in the platform defined by the company
- Be prequalified as supplier
- Achieve a score equal to or higher than 90% in the self-evaluation of the minimum occupational health and safety standards in the supplier registration system
- Not being included in OFAC and UN lists
- Performance evaluation scoring more than 60 points to invite bids and 80 points minimum to award bids

- Not being rated 0 points for violations of the Code of Ethics and Conduct in ISA during the last 5 years

In the categories with the greatest business impact and market criticality, in accordance with the strategic procurement matrix, 5 additional points are awarded in the evaluation of bids for meeting the diversity and inclusion requirement.

RISKS

Currently, 10 risks have been identified in the procurement process, all of them classified as low impact



7. Supplier selection

The organization has established a prequalification model that:

Significantly raises the entry standards for suppliers and partners

Integrates environmental, social, and governance dimensions in a balanced manner

Prioritizes companies with demonstrable, traceable, and systematic capabilities

The process goes beyond assessing compliance alone; it evaluates **how companies manage, measure, and continuously improve their ESG performance.**

The ESG matrix transforms prequalification into an **extended governance mechanism**, where sustainability shifts from being an additional criterion to becoming a **structural requirement for participation in the value chain.**

Gap closure plan

The due diligence ESG matrix : Sustainability form			
	Low	Med	High
System for receiving and addressing complaints and claims			
The company have a documented statement, guideline, or policy on ethical			
Measures to prevent fraud and money laundering			
Mechanisms in place to prevent or address conflicts of organization-wide			
Risk Management mechanism to guarantee the safety and security of company's assets and personnel			
Salaries of personnel equal to or above the limits established in labor regulations			
Practices in place to prevent child labor			
Practices in place to prevent forced labor			
Local labor for projects or activities			
Mechanisms in place to disclose bribery or extortion			
Equal opportunities for all employees, without any discrimination			
The company have a union or other form of association for employees			
Work climate programs or studies			
Safe and healthy working conditions for all its employees			
Environmental management policy/management system			
Fines or sanctioned for non-compliance with environmental obligations			
Greenhouse gas emissions			
Programs in place for the efficient use of natural resources			
Waste reuse and recycling programs			
Occupational Health and Safety Management System/program			
Occupational Health and Safety objectives and policies			
Levels of absenteeism and work accidents			

Risk exposure



7. Supplier selection

Preference for higher ESG performance

In our supplier selection processes, we give preference to those with stronger ESG performance.

As part of our prequalification process, suppliers must achieve a minimum score of 60 points to be invited to participate in tenders, and 80 points to be eligible for contract award.

This score is based on the evaluation of ESG criteria through our 29-item sustainability questionnaire, which covers environmental, social, and governance aspects.

Additionally, in the most impactful and critical categories, we award an extra 5 points in bid evaluations to suppliers who meet diversity and inclusion requirements. In cases of violation of the Code of Ethics and Conduct, the supplier receives a score of 0 points and is automatically excluded.



8. COMPREHENSIVE RISK MANAGEMENT

Risk types and categories

They allow risks to be associated with common issues and are applicable to all companies. Both the typology and the categories make it possible to conduct specific analyses and to produce executive reports and correlations.

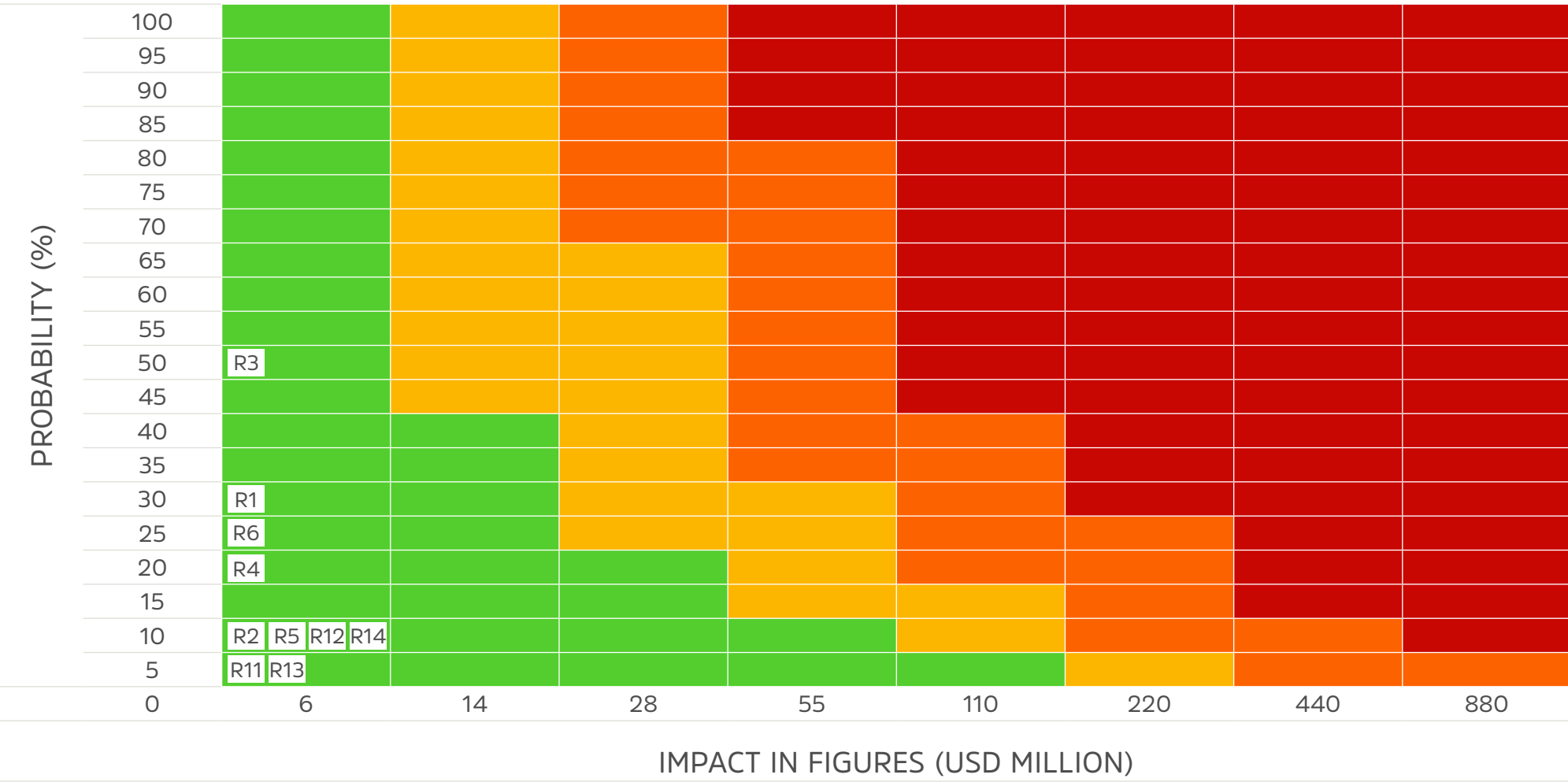
For the placement of the risks, an association is made with the relevant causes of the risks, rather than with the consequences.

Economic	Operational	Compliance	Socio-Environmental
	- Business operation - Design and construction - Supply chain - Cybersecurity and information technologies - Human capital and labor relations - Occupational Safety and Health		

Supply Chain Risk Definition

It is the identification, analysis and mitigation of situations that may affect business continuity due to the interruption of the supply of goods and services.

Procurement Risk Matrix



8. COMPREHENSIVE RISK MANAGEMENT

Risk types and categories

STRATEGIC RISK	RISK DEFINITION	CONSEQUENCE	CAUSES	MITIGATION ACTIONS
Disruptions in the supply chain due to force majeure that affect business	It is the identification, analysis and mitigation of situations that may affect business continuity due to the interruption of the supply of goods and services	Delays in projects, problems in operations, fines for non-compliance in projects	War, emergency, accident, fire, earthquake, flood, storm, industrial strike, pandemic, or any other obstacle	Own actions according to the nature of each category, permanent monitoring of critical goods and services, portfolio of relief measures for suppliers, etc. Documented Contingency Plan

A process is implemented to identify and mitigate risks in the Supply Chain.

The context of the analyzed situation is established; potential risks are identified, analyzed, and evaluated in depth; and actions are defined to mitigate risks that may affect human resources, information, reputation and finances, as well as business continuity.

As an analysis tool, risk evaluation matrices and resource severity scales are defined and reviewed jointly and periodically by the corporate procurement team.

Prevention and protection measures are constantly reviewed in order to mitigate risks. In the event that risks materialize, corrective actions are taken to eliminate the root causes and prevent their recurrence.



9. Supplier monitoring

Prequalification of suppliers




Sustainability form

Minimum criteria verified for preselection

- Legal capacity
- Financial capacity
- Technical capacity
- Administrative capacity
- Operational capacity
- Management systems
- Other criteria applicable specifically to the category

Consolidated procurement plan

What?

Who?

ENABLERS

With what focus?

How?

SEGMENTATION MATRIX Business-specific categories

HI, hub digital de servicios
In charge of transversal purchases

Centralization level ↑		Centralized ISA is in charge
	Decentralized Each company is in charge	Assisted By each company with ISA's Support
	Value COP →	

They are managed by the procurement areas of ISA and its companies according to the distribution of the segmentation matrix.

STRATEGIC MATRIX

Categories according to criticality and complexity

Criticality and complexity ↑	Restrictive Availability	Critical Supplier relationship
	Routine Standardization and optimization of management	Relevant Purchasing capacity
	Expenditures →	

Key suppliers:

Suppliers of goods/services of categories of this quadrant, which represent the highest expenses as well as the greatest complexity of the market and criticality for the business.

1. Human skills

2. Corporate guidelines

3. Strategic management of suppliers
4. Logistics

5. Predictive models

6. Descriptive analysis

STRATEGIC PROCUREMENT SOURCING

- 1 Build a project
- 2 Understand the category
- 3 Design the strategy
- 4 Execute purchase
- 5 Manage contracts

- Lessons learned
- Best practices

GOVERNANCE, MANAGEMENT, AND CONTROL MECHANISMS

360-Degree Supplier Monitoring System

isa

Sistema de Monitoreo de Proveedores 360

Información General del Proveedor

Volver a Inicio

País
Colombia

Proveedor
Suppliers

Descripción de la empresa

Suppliers

The company manufactures and supplies optical fibers, fiber optic cables, copper telecom cables, structured data cables, and ADSL2+ modems. Sterlite Technologies also engages in the manufacture and supply of power transmission conductors, and aluminum and alloy rods. In addition, the company offers telecom integration and managed services. Sterlite Technologies Limited was formerly known as Sterlite Optical Technologies Limited and changed its name in 2007 and is based in Dadra & Nagar Haveli.

Información de la empresa:

SAP

Suppliers

Productos Principales:

Cable Optical Fibre, Optical Fibre, Copper Telecom Cable, Broadband Access Networks, Power Transmission Equipment

Actividades Principales:

TMT(10)
Tecnología(10.3)
Fabricación de hardware informático(10.3.2)
Semiconductor and other electronic component manufacturing(10.3.2.2)
Fabricación de Conectores Electrónicos(334417)

Subsidiarias:

Suppliers

Accionistas:

Suppliers

isa

ENERGIA

País

Todas

Proveedor

Supplier

Pontuação Geral

A

1.36

Risco Baixo

Desempenho

SST

Financeiro

Legal/Compliance

Certidões

ESG

Riscos Indiretos

Verificar a capacidade do fornecedor

Ação

HTHIY

100%

Noticias

Operacional

30%

95.11

Última avaliação: 29/04/2025

SAP

SST

0%

Nota SST:

Fornecedor de Bens - Critério não avaliado

Portal SST

Financeiro

35%

Análise de Risco Financeiro 12/08/2024

0 3 6

Proseguir Negociação

Análise de Crédito 12/03/2025

0 567 1000

Risco baixo a médio de crédito

SAP - 06/06/2024

Contratos

Gasto/ Receita

1%

Legal/Compliance

Due Dilligence

5%

Aprovado

15%

Processos Trabalhistas

0 0.00 mil.

Risco

Notificações Extrajudiciais

1

de Notificações

Documentação

31/12/2023

10%

Dívida Ativa na União

CND FGTS

Recicla Federal

REGULAR

REGULAR

REGULAR

Lista Siga

CNDI

Portal de transparência - CNP

REGULAR

REGULAR

REGULAR

PAR Serviços 12/03/2025

ESG

5%

Resultado Questionário:

92

% Respostas Afirmativas

RF1 - 22/03/2024

Sinais Indiretos

Queixas da comunidade

Falta de pagamento a fornecedores locais

Equipamentos deteriorado

0

ENVIAR NOVO REPORTE

Formulário

This monitoring allows the Company to obtain information about:

- Company Information
- Main Products
- Core Activities
- Shareholders
- Subsidiaries

360-Degree Supplier Monitoring System

The tool enables the monitoring of performance and risk assessment in the following areas:

- Operational
- OHS (Occupational Health and Safety), Financial
- Contracts
- Legal/Compliance
- ESG
- Documentation
- News
- Customer Feedback (PQRs)



Categoría		Proyecto		FORNECEDORES						
Todas		Todas		Todas						
Fornecedor	Operacional	Financiero	Legal	Segurança	Documentação	Ética	ESG	Score Consolidado	Resultado	Risco
Suppliers	1.0	1.0	1.0	1.0	1.0	1.0	1.5	1.0	A	Risco Baixo
	1.0	1.0	1.5	1.0	1.0	1.0	2.1	1.2	A	Risco Baixo
	1.0	1.5	1.0	1.0	1.0	1.0	2.2	1.2	A	Risco Baixo
	1.0	1.5	1.0	1.0	1.0	1.0	2.0	1.3	A	Risco Baixo
	1.0	1.5	1.0	1.0	1.0	1.0	2.0	1.3	A	Risco Baixo
	1.0	2.0	1.0	1.0	1.0	1.0	1.2	1.4	A	Risco Baixo
	1.0	2.0	1.0	1.0	1.0	1.0	1.4	1.4	A	Risco Baixo
	1.0	2.0	1.0	1.0	1.0	1.0	1.4	1.4	A	Risco Baixo
	1.0	2.0	1.0	1.0	1.0	1.0	1.1	1.4	A	Risco Baixo
	1.0	2.0	1.0	1.0	2.0	1.0	1.0	1.5	A	Risco Baixo
	2.0	1.5	1.5	1.0	1.0	1.0	1.6	1.5	A	Risco Baixo
	1.0	2.5	1.0	1.0	1.0	1.0	1.1	1.5	A	Risco Baixo
	1.0	2.5	1.0	1.0	1.0	1.0	1.6	1.6	A	Risco Baixo
	2.0	1.5	1.5	1.0	1.0	1.0	2.4	1.6	A	Risco Baixo
	1.0	2.5	1.0	1.0	1.0	1.0	2.3	1.6	A	Risco Baixo
	2.0	1.5	1.5	1.0	1.0	1.0	2.3	1.6	A	Risco Baixo
	1.0	2.5	1.0	1.0	1.5	1.0	1.4	1.6	A	Risco Baixo
	1.0	2.5	1.5	1.0	1.0	1.0	2.3	1.7	BB	Risco Moderado
	1.0	2.5	1.5	1.0	1.5	1.0	2.0	1.7	BB	Risco Moderado
	2.0	2.0	1.5	2.0	1.0	1.0	1.6	1.8	BB	Risco Moderado
	2.0	2.0	1.0	1.0	1.0	1.0	1.6	2.0	BB	Risco Moderado
	1.0	2.0	1.0	1.0	1.0	1.0	1.1	2.1	BB	Risco Moderado
	1.0	2.5	1.0	1.0	1.5	1.0	2.4	2.1	BB	Risco Moderado
	2.0	2.5	1.0	1.0	1.0	1.0	1.4	2.2	BB	Risco Moderado

The 360° monitoring approach enables the Company to assess the supplier’s performance across all ESG dimensions. This comprehensive view facilitates effective oversight and the identification of improvement areas, aligning supplier performance with current expectations and informing future performance evaluations.

Examples of ESG dimensions include:

Environmental: energy consumption, greenhouse gas emissions, waste management, water usage, and environmental compliance.

Social: labor practices, workplace safety, diversity and inclusion, community engagement, and human rights.

Governance: business ethics, anti-corruption policies, transparency, regulatory compliance, and board structure.

10. ESG benchmark against peers

We are energy that gives life to the transition

ISA Suppliers Meeting 2025
November 14

We're going to recognize your ESG best practices!

This year, we'll award your outstanding practices in one of the following categories:

- Human Wealth and Inclusive Local Workforce
- Local Purchasing and Territorial Development
- Occupational Health and Safety
- Environmental Management and Circularity
- Third-Party Cybersecurity

[Click here to learn more about each one](#)

How will we do it?

- 1 Nominate [your best practice here](#)
- 2 You will be assigned a space at the event to present it alongside the other applicants
- 3 At the end, event attendees will vote for the best practice, and it will be awarded

You can nominate until November 4th
We're counting on you!

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Outstanding practices are chosen at the annual supplier event



Suppliers act as sponsors of the practice with those suppliers who want to strengthen their management.



The best practices for the year 2025 are shown below.

Every two years, during the Supplier Meeting, the best performance practices are selected. Below, you can explore some of the winning practices.

The next Supplier Meeting will take place in November 2025.





Supplier connected to life

Recognizes suppliers that, beyond legal compliance in occupational health and safety, implement innovative and differentiated actions demonstrating an exceptional commitment to protecting life across all operations.

Supplier connected to diversity, equity, and inclusion

Recognizes suppliers that integrate diversity, equity, and inclusion as a core principle of their business management, contributing to strategic objectives while generating a positive impact on society

Supplier connected to the environment

Recognizes suppliers that demonstrate commitments and progress toward operating in harmony with the environment. Beyond legal compliance, they create environmental value for their surroundings and stakeholders.

Supplier connected to transparency

Recognizes suppliers that demonstrate strong ethical and transparency practices, supported by mechanisms to prevent fraud, corruption, and bribery, while fostering trust, accountability, and reputation.

Supplier connected to innovation

Recognizes suppliers that incorporate and/or develop differentiated solutions in response to evolving challenges, through initiatives, practices, or programs driven by technology, process improvement, and continuous growth.

Supplier – Inspiring Connections

Recognizes suppliers that apply and are selected as finalists in at least three (3) of the five (5) award categories. This distinction highlights suppliers that demonstrate a comprehensive and transparent approach, with differentiated actions in protecting life, promoting inclusion, maintaining environmental balance, and delivering innovative solutions to adapt to an evolving business environment.

ESG Best Practices Winners

J.E. Jaimes Ingenieros
10,972 seguidores
4 días · 🌐

Nos complace anunciar un importante reconocimiento para nuestra empresa.

En el Encuentro con Proveedores de nuestro cliente @ISAIntercolombia durante la socialización y premiación de buenas prácticas, fuimos distinguidos por la "Implementación de Prácticas ASG (Ambiental, social y de Gobernanza) destacadas" gracias a nuestro programa "Crediendo con J.E."

Esta iniciativa fue diseñada para impulsar el crecimiento profesional de nuestros colaboradores, reconociendo e impulsando sus habilidades, compromiso y crecimiento dentro de J.E. Jaimes Ingenieros. 🌱

¡Estamos muy orgullosos y felices por este reconocimiento, que reafirma nuestro compromiso con la excelencia y el desarrollo de nuestro talento humano! 🙌



CARLOS ZAPATA · 2º
Renewable Energy | Business Development Manager | ...
1 día · 🌐

Estamos muy honrados de compartir que, el pasado viernes, en el Evento de Proveedores 2025 de ISA Interconexión Eléctrica S.A. E.S.P., Siemens Energy fue reconocido en la categoría Implementación de Mejores ... más



OPTIMA INGENIERIA
5,044 seguidores
4 horas · 🌐

⚡ ¡Estamos celebrando un logro que nos llena de orgullo y esperanza! ⚡
En el Evento de Proveedores 2025 de **ISA Interconexión Eléctrica S.A. E.S.P.**, **OPTIMA INGENIERIA** Ingeniería fue reconocida en la categoría ... más



2 más

KEEP ON SORTING

¿What is it about?

This initiative promotes continuous improvement in the integrated management of solid waste through the implementation of strategies aligned with three key pillars: environmental, economic, and social, all oriented toward sustainability and corporate responsibility.

By sorting and classifying, we all win!

Why is it important for you?

- We contribute to reducing the amount of solid waste sent to landfills.
- We promote the reuse and recovery of construction waste by partnering with specialized companies that transform and valorize these materials.

Key results

- In 2024, 33% of solid waste generated on-site was recovered; as of 2025, this has reached 40%.
- Waste management for recyclable and special waste streams was strengthened, promoting reuse and contributing to environmental protection.
- Ongoing training programs were implemented to improve waste segregation and management practices, reaching 100% of personnel.



Implementation challenges

- Building a strong environmental culture among on-site personnel, promoting awareness of proper waste segregation and handling across all work fronts.
- Strengthening partnerships with local recycling and recovery companies to expand waste valorization opportunities and promote circular economy practices in project areas.

Occupational Health and Safety Culture

¿What is it about?

Workplace health and safety (OHS) is a strategic pillar of sustainability at HVM: it protects people, ensures legal compliance, reduces accident rates, enhances productivity, and optimizes costs, strengthening competitiveness and operational performance.

Why is it important for you?

Driven by senior management commitment, this initiative is cascaded to middle management and implemented through leadership training and regular team sessions. It aims to activate leadership in compliance with standards, foster participation, and enhance the timely identification of unsafe acts and conditions.



Key results

- Total incidents reduced: from 55 (2021) to 12 (2024) → -78%
- Zero-day incidents: from 12 (2021) to 1 (2024)
- Lost-time incidents: from 43 (2021) to 11 (2024) → -74%

Implementation challenges

- Design tailored OHS experiences adapted to HVM's diverse workforce
- Standardize the strategy across diverse projects
- Maintain employee engagement in continuous training, campaigns, and safe behavior observations

Seed Potential: Connecting Talent

¿What is it about?

AAtract young talent who feel that their skills have a real purpose within engineering and at ÓPTIMA, as a growing company that fosters knowledge aligned with the needs of the region's energy transition. This transformation requires professionals prepared to lead sustainable, innovative, and resilient projects. Our goal is to turn the experience of young talent into an inspiring, developmental journey aligned with the challenges of the future energy landscape.

Why is it important for you?

Inspiring young talent to engage with engineering and purpose is an investment in the future of the organization and the energy sector. The energy transition is not only a technical challenge but also an opportunity to generate social, economic, and environmental impact. When young professionals understand the “why” behind their work, they do more than perform tasks—they build a legacy, contributing to knowledge management, sustainability, and innovation. In this way, ÓPTIMA positions itself as a company that develops, inspires, and connects new generations to the vision of a cleaner and more efficient energy system.



Key results

- Strong employer brand
- High response rate in technical recruitment processes
- Low turnover rate: strong teams with motivation aligned to purpose.

Implementation challenges

- Implement and document knowledge management and change management programs
- Create a meaningful experience beyond training
- Measure and quantify emotional impact and contribution to sector development

Safety First, Always Safe

¿What is it about?

Comprehensive monthly campaigns focused on health and safety topics, aimed at strengthening a preventive culture. These initiatives directly contribute to a significant reduction in incidents and improve employees' risk perception, fostering a safer and more aware work environment.

Why is it important for you?

We reinforce a strong safety culture across workplaces, promote participation at all organizational levels, and increase preventive awareness.

Key results

- Reduction in incident rates during the fiscal year
- More than 500 employees reached through various campaigns, with an average of approximately 200 participants per month
- Integration of contractors and subcontractors into a unified safety culture, with over 90% participation across all operational sites
- Recognition of top-performing employees in each campaign



Implementation challenges

- Changing environmental and operational conditions
- Time constraints and pressure to meet project schedules
- Turnover among contractor personnel

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