

Comprehensive Risk Management at ISA and Its companies



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At ISA and its companies, comprehensive risk management **supports strategic decisions**, is transversal and of great importance for the organization, since it aims to **protect and preserve the integrity of resources and the achievement of objectives**.

ISA is committed in a responsible, transparent and ethical manner to manage risks and opportunities in order to **create value for its stakeholders, maintain its competitive advantage and contribute to the development of the communities where it has operations**.



Governance

The ISA Board of Directors and Board Committee are aware of the risks and actively participate in their management.

Scope of action for comprehensive risk management

Junta Directiva ISA

Comité de Auditoría y Riesgos



Perfil de riesgos ISA
y sus empresas



Chief Risk and Compliance Officer



[View resume](#)



Mapa de riesgos
de empresa

4 Junta directiva empresas

3 Comité de Junta

2 Comité de Gerencia

1 Dirección/gerencia

Mapa de riesgos
de ISA

3 Comité de Presidencia

2 Vicepresidencia

1 Directores

The **Audit and Risk Committee**, is composed of five (5) members of the Board of Directors and is in charge of giving general guidelines regarding the general risk vision, overseeing its implementation and effectiveness, and is responsible for the functions defined in Agreement No. 139 Audit and Risk Committee Rules of Procedure)

[See Board Committees](#)



The main guidelines approved by the Audit and Risk Committee are as follows:

- Prioritization criteria (financial, reputational dimension and risk disclosures)
- Comprehensive risk management policy
- General procedure for comprehensive risk management

The **Chief Risk and Compliance Officer** establishes guidelines that apply to all ISA companies considering the guidelines of the **Audit and Risk Committee**, through guidelines and lines of action necessary to manage risks. See: [Comprehensive Risk Management Policy](#).

Governance

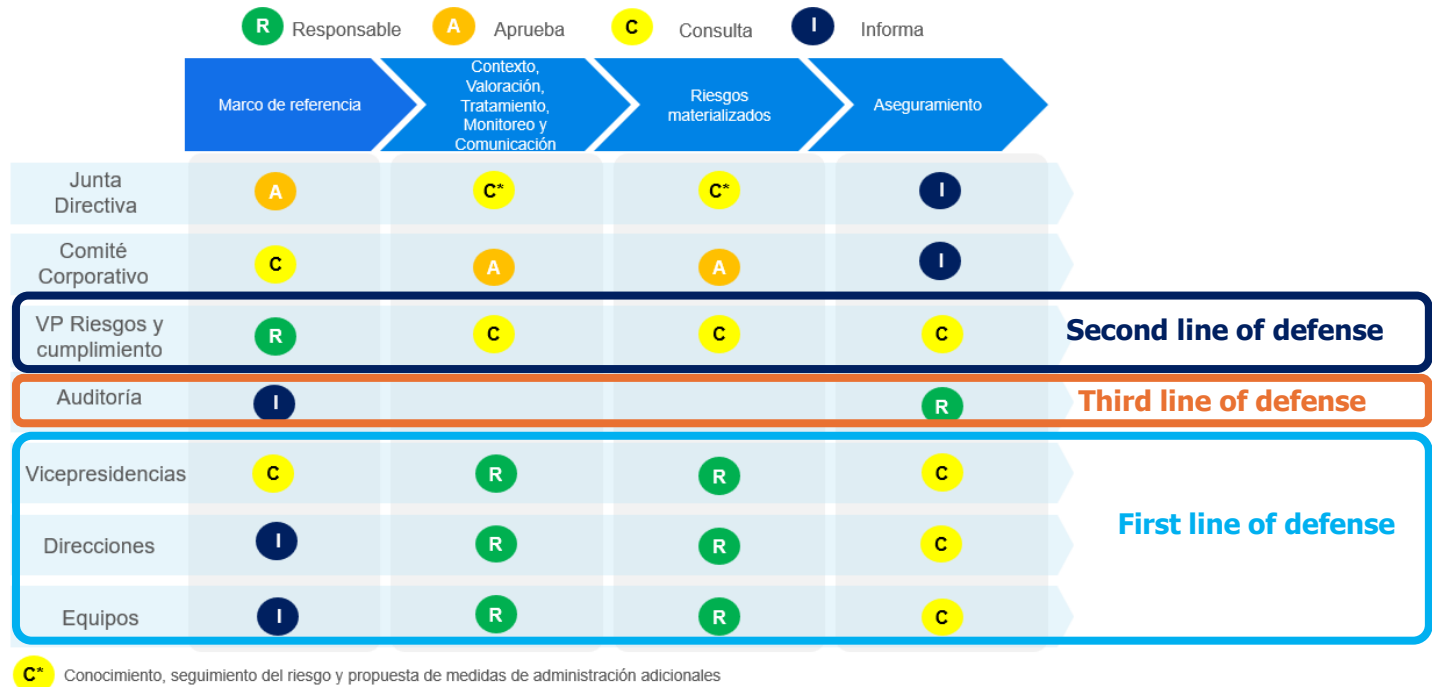
Risk management is based on the **Three Lines** of Defense model, which enables processes and an organizational structure that promotes risk management **at all levels** and, consequently, **the achievement of strategic objectives**.



Governance

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To ensure the proper operation of the **comprehensive risk management model in ISA** and its companies and to better **understand the management roles**, the following RACI (Responsible, Approves, Communicates and Informs) structure is defined, considering the **main management levels** of the key stakeholders:



First line of defense



Gabriel Melguizo Posada*
Presidencia (e) y Vicepresidencia Transmisión de Energía



Sonia Margarita Abuchar Alemán
Vicepresidencia Jurídica



Olga Patricia Castaño Díaz
Vicepresidencia de Estrategia



Jaime Falquez Ortiga
Vicepresidencia Financiera y Vicepresidencia (e) de Crecimiento y Desarrollo de Negocios



Ernesto Pardo Becerra
Vicepresidencia de Tecnología de Información



Natalia Pineda
Vicepresidencia Negocio Concesiones Viales



Juliana Suso Jaramillo
Vicepresidencia de Relaciones Institucionales



Karen Medina Moreno
Vicepresidencia de Talento Organizacional

Second line of defense



Hugo Nicolas Genoni
Vicepresidente de Riesgos y Cumplimiento

Third line of defense



Carlos Ignacio Mesa
Vicepresidente de Auditoría Corporativa

Governance

ISA's risk management is led by the **Chief Risk and Compliance Officer and is configured as an independent function**, making it possible to address risks throughout the organization and to **monitor and track** the main risks. In addition, it has the following follow-up and escalation schemes:

Escalation of risks

considering the roles of each of the organizational levels:



Follow-up

Reporting. ISA and its companies submit quarterly risk reports to their Boards of Directors/ Governing Bodies/ Governing Boards or Audit Committees. The activities and dates to be taken into account to ensure these reports are as follows:

The infographic titled "isa Focos de trabajo y principales entregables" outlines five key areas of focus and their corresponding deliverables:

- 1 MODELO DE RIESGO POR NEGOCIO**
 - Homologación de riesgos asociados por modelo de negocio
 - Reporte de riesgos y modelos predictivos, uso de KRIs y definición e implementación de metodología de alertas y señales de riesgos *** Trimestral ***
 - Actualización de riesgos de la estrategia 2040 *** Anual ***
 - Actualización criterios de priorización - alineación de apetito con la estrategia 2040 *** Anual ***
- 2 RIESGOS OFERTAS Y PROYECTOS**
 - Acompañamiento y ajuste metodológico proyectos y ofertas
 - Foco en grandes proyectos en Brasil, Perú, Chile, Panamá y Colombia - Backlog *** Dos veces por año ***
- 3 RIESGOS EMERGENTES / EXTERNOS**
 - Tendencias predominantes para los negocios de ISA y sus empresas y que pueden generar riesgos complejos, de origen externo *** Anual ***
- 4 CONTINUIDAD DEL NEGOCIO Y CRISIS**
 - Ejecución de ejercicios de continuidad del negocio *** Anual ***
 - Formación y cierre de brechas plan de continuidad del negocio
- 5 CULTURA DE RIESGOS Y TOMA DE DECISIONES**
 - Comité de riesgos por línea de negocio
 - Generación de herramientas para fortalecer la toma de decisiones basadas en riesgos y oportunidades

An aerial photograph of a vast tropical rainforest. A river winds through the center of the forest, its surface reflecting the sky. Mist or low clouds are draped over the forest floor, particularly in the middle ground, creating a sense of depth and atmosphere. The sky is a clear, vibrant blue with a few wispy clouds near the horizon. The overall color palette is dominated by various shades of green for the forest and blue for the sky and water.

isa

CONEXIONES QUE INSPIRAN