

# Comprehensive Risk Management at ISA and Its companies



# Risk management culture

## Risk Management Training: Audit and Risk Committee

ISA provides regular training on risk management for non-executive directors through a specialized program designed for the Board Committee, specifically the Audit and Risk Committee. This program serves as a strategic guide to strengthen its capabilities in planning, understanding, and comprehensively managing risks at ISA and its companies.

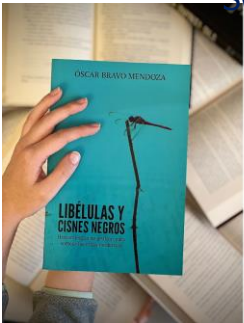
The content addresses key topics related to risk prevention and management, ensuring alignment between the risk management model, corporate strategy, and the business environment. The program is structured as a series of four modules, which must be completed every two years.

- Structure of the training program modules:**
- Risk Management Framework (Module 1)
  - Opportunity Management (Module 2)
  - Risk Management (Module 3)
  - Business Continuity and Crisis Management (Module 4)

- Expected outcomes of the program:**
- Understand the different types of risks and how to manage them appropriately.
  - Clarify the role of each stakeholder in risk management.
  - Master the risk management framework and its application within the organization.
  - Incorporate best practices through the analysis of real-world cases and hands-on workshops.

| Board of Directors – A&R Committee                                     | 2025                                 | 2026                                                            | 2027                                                  |
|------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------|
| A&R Committee 2025                                                     | <b>Attended</b> (Module 1,2,3 and 4) | N/A                                                             | N/A                                                   |
| Juan Emilio Posada Echeverri (Nominated by: EPM) 2026                  | <b>Attended</b> (Module 1,2,3 and 4) | Module 1, 2 and 3<br><b>(scheduled</b> second semester of 2026) | Module 4<br><b>(scheduled</b> first semester of 2027) |
| Mónica de Greiff Lindo (Nominated by: Ecopetrol S.A.) 2026             |                                      |                                                                 |                                                       |
| Germán Arce Zapata (Nominated by: Pension and Severance Funds) 2026    |                                      |                                                                 |                                                       |
| Astrid Martínez Ortiz (Nominated by: Pension and Severance Funds) 2026 |                                      |                                                                 |                                                       |
| Álvaro Torres Macías<br>(Nominated by: Ecopetrol S.A.) 2026            |                                      |                                                                 |                                                       |

Training Session 2025, led by **Oscar Bravo**, which covered **modules 1, 2 and 3**, with an emphasis on the different types of risks based on their nature, as part of the educational material from the book "Libélulas y cisnes negros" (Dragonflies and Black Swans.)



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obravo@onal.edu.co  
<https://scholar.google.com/citations?user=ctkxv1fdo5AA&hl=es>

# Risk management culture

## Training of employees of ISA and its companies

ISA and its companies work permanently on strengthening the risk culture in a transversal manner in order to promote the incorporation of risk concepts and methodologies in all processes. Annually, a training plan is carried out on different topics for employees of ISA and its companies.

During 2025, the plan included the following topics:





**MR.&MRS. RISK**

**Challenges** with both theoretical and practical components: **9**

**Number of participants** ISA and its companies: **188**



**Number of attendees**

**50**



**Total hours**

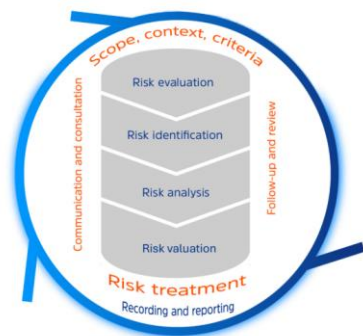
**10**

# Risk management culture

## Risk communication and training campaign

We have advanced in the maturity of our comprehensive risk management model and governance.

**ISA process cycle**  
**Coverage** in risk management in  
**ISA processes**



2025 Coverage of 100% of the ISA parent  
Macroprocesses

**Digital adoption** at all levels of  
management in the **risk**  
**management information**  
**tool.**



There was an increase of 418 active users on Metricstream, bringing the total number of interactions across the tool's various modules to 333,379 for the year.

**We contribute to** growth, **lead the**  
analysis of **risks in bids of ISA** and its  
companies



Energy Transmission 15



Roads 1

An aerial photograph of a vast, dense tropical rainforest. A winding river flows through the center of the forest, its surface reflecting the sky. Mist or low clouds are draped over the forest floor, particularly in the valleys and around the river. The sky is a clear, vibrant blue with a few wispy clouds near the horizon. The overall scene is serene and majestic.

isa

CONEXIONES QUE INSPIRAN