



# Comprehensive risk management ISA and its companies

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Energía  
Vida  
Transición

# Comprehensive risk management - ISA and its companies

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**.



The ISA Board of Directors and Chair 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. 28 [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 and reputational dimension, and risk declarations)
- 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**.



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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:

	R Responsable	A Aprueba	C Comunica	I Informa	
	Marco de referencia	Contexto, Valoración, Tratamiento, Monitoreo y Comunicación	Análisis Expost	Aseguramiento	
Junta Directiva	A	C*	C*	I	
Comité Corporativo	C	A	A	I	
VP Riesgos y cumplimiento	R	C	C	C	<b>Second line of defense</b>
Auditoría	I			R	<b>Third line of defense</b>
VP	C	R	R	C	<b>First line of defense</b>
Direcciones	I	R	R	C	
Equipos	I	R	R	C	

C\* Conocimiento, seguimiento del riesgo y propuesta de medidas de administración adicionales



### First line of defense

 <b>Jaime Falquez Ortiga</b> Vicepresidente de Finanzas Corporativas	 <b>Sonia Margarita Abuchar</b> Vicepresidenta Jurídica	 <b>Natalia Pineda Betancur</b> Interim Chief Road Concessions Officer	 <b>Sebastián Castañeda Arbeláez</b> Vicepresidente Crecimiento y Desarrollo de Negocios	 <b>Olga Patricia Castaño</b> Vicepresidenta de Estrategia Corporativa
 <b>Olga Lucía López Marín</b> Vicepresidenta Tecnología de la Información	 <b>Karen Nataly Medina Moreno</b> Vicepresidenta Talento Organizacional	 <b>Gabriel Melguizo</b> Vicepresidente Transmisión de Energía	 <b>Juliana Suso Jaramillo</b> Vicepresidenta Relaciones Institucionales	

### Second line of defense

 <b>Hugo Nicolas Genoni</b> Vicepresidente de Riesgos y Cumplimiento
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### Third line of defense

 <b>Carlos Ignacio Mesa</b> Vicepresidente de Auditoría Corporativa
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# 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 follow up** 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:

## Agenda de riesgos para el Comité Auditoría y Riesgos

	2024											
	Ene	Feb	Mar	Abr	May	Jun	Jul	Ago	Sep	Oct	Nov	Dic
• Informe trimestral de riesgos		✓		✓		✓		✓		✓		✓
• Revisión anual de los criterios de priorización								✓				
• Actualización mapa de emergentes		✓										
• Profundización en análisis de riesgos*		✓			✓			✓		✓		✓
• Reporte Continuidad del negocio						✓						
• Reporte del programa de cultura Gestión integral de riesgos	✓											

\* Otras temáticas a profundizar por solicitud de Comité de Auditoría y Riesgos

An aerial photograph of a vast, lush green forest. A winding river flows through the center of the forest, reflecting the sky. The landscape is hazy with mist or low clouds, particularly in the distance where rolling hills are visible under a clear blue sky with a few wispy clouds. The overall scene is serene and natural.

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CONEXIONES QUE INSPIRAN