

OSH STRATEGIC AND TACTICAL PLANNING 2026

Creating value* from Occupational Safety and Health

**True Value: Not solely measured by income, but by the real boost to business growth. — Alejandro Salazar*

WE CHOOSE TO CARE

Our OSH Vision

In Odinsa and our concessions,

We Choose to Care

because we believe that occupational safety and health is much more than an obligation: it is an essential value that drives sustainability, wellbeing, and operational excellence. We put people at the center of our strategy, recognizing that caring for them is the foundation of everything we build, generating value through genuine care and trust.

By 2027

, we will have consolidated an interdependent safety culture, where each person takes care of themselves, others, and the environment, with awareness, commitment, and a collective sense of duty.

We are inspired by a common purpose:

protecting life

. We build environments without serious or fatal accidents, where every employee feels safe, valued, and an active part of a culture that chooses to care, every single day, in every decision.

Odinsa Culture: Generation O Pillars & Behaviors

Always Learning

I declare myself a student. I assume responsibility.

Behaviors: Humble,
Curious

We Are the Best Option

I work impeccably. I am competent and profitable.

Behaviors: Adaptable,
Digital, Ethical

We Advance in Balance

I care for my physical, mental, and emotional balance. I build trust.

Behaviors: Punctual,
Respectful

We Leave a Mark

I always maintain a service-oriented attitude. I work today facing the future.

Behaviors: Committed,
Autonomous, Efficient

Principles of our OSH Management

Strategic Objectives of OSH Management

LAGGING INDICATORS

Manage operational safety across all our road and airport concessions to achieve by 2025 a Lost Time Injury Frequency Rate (LTIFR) equal to or less than:

1.23

ODINSA ROADS

0.64

ODINSA AIRPORTS

LEADING INDICATORS

Develop capabilities in all concessions to manage safety, health, and wellbeing through proactive management, aiming to achieve by 2025 a Proactive OSH Performance indicator equal to or greater than:

95%

ROADS AND AIRPORTS

Strategic Lines for OSH Culture

1. Safety Critical Risk + SIF/Catastrophic Risks

Ensure the execution of operational controls in the field for high-risk tasks with Serious Injury and Fatality (SIF) potential. Reduce vulnerability to extreme events through deep scenario analysis and strengthened response capabilities.

2. Comprehensive Wellbeing: Physical + Mental Health

Generate strategies to promote healthy lifestyles through environments conducive to physical and mental health.

3. Safety Governance + Just Culture

Ensure the deployment of the safety governance model across all concessions and Odinsa GP. Implement individual and collective recognitions and sanctions for OSH performance.

4. Smart OSH + Digital Enablement

Develop initiatives for the digital enablement of OSH processes through digitalization and the application of AI in OSH.

5. OSH Leadership Skills Development

Develop safety leadership competencies across all concessions through coaching or mentoring for leaders.

6. Behavioral Observations & Risk Awareness

Deploy the behavioral observation program to prevent injuries by improving safety observation and communication skills, promoting open conversations about safety, and generating collective awareness.

7. Incident & Accident Investigation & Analysis

Strengthen the investigation of serious or HiPo (High Potential) events and the management of SIF precursors, generating lessons learned for

8. Contractor Safety Management

Strengthen contractor OSH management throughout the entire pre-contractual, contractual, and post-contractual lifecycle.

Transversal Strategic Initiatives 2026 (Tactical Planning)

Derived from our strategic summit, the following transversal initiatives dictate our tactical approach:

Domain	Key Tactical Actions for 2026
Contractor Management	Evaluate OSH capacity pre-contractually. Standardize follow-ups and action plans. Implement clear metrics and recognition for contractors without stigmatization. Integrate Contractor Management into the core strategy.
Critical Risk Management	Implement 100% of Critical Risk Checklists (MORC). Focus management visits on SIF risks. Prioritize quality over quantity in safety boards. Share lessons learned broadly. Assure resources for operational controls.
Safety Governance & Leadership	Create specific OSH manuals for team leaders. Execute a 60-hour advanced leadership course. Establish operational committees in the field. Roll out objective cascades for process leaders. Adopt a unified Leadership Model.
Behavioral Observation	Foster independent reporting by frontline leaders. Implement cross-observations between concessions. Execute a proactive audit program targeting SIF risks. Predict incident trends proactively.
Just Culture & Investigation	Integrate "Just Culture" principles—do not judge or blame during investigations. Understand that error is not violation. Update standards, empower contractors in the process, and validate field implementations of lessons learned.
Smart OSH (Digitalization)	Leverage Data Mining for predictive analysis. Ensure robust interaction with OSH tools. Share best practices platform-wide. Communicate digital transformation results clearly to all stakeholders.

OSH Governance Model

Our governance model operates at three levels to ensure accountability and continuous improvement:

- Strategic Level:**
Central Safety Committee (Corporate). Sets the vision, goals, and strategic direction.
- Tactical Level:**
Road Central Safety Committee & Airport Central Safety Committee. Translates strategy into actionable roadmaps and tracks major KPIs.
- Operational Level:**
Concession Central Safety Committee, Directorates, Departments, and Operational staff. Executes controls, manages daily risks, and reports upward.

Technical Support Structure:

The OSH Management branch supports these committees via sub-committees dedicated to: Safety Leadership, Behavioral Observation, Incident Investigation, Contractor Safety Management, and Operational Discipline.

OSH Management System Model

PLAN Legal & Regulatory Review Objectives & Programs Roles & Authority	DO Hazard ID & Risk Analysis People & Contractor Mgt Operations & Change	CHECK Incident Management Emergency Management Audits & OSH KPIs	ACT Continuous Improvement Mgt Safety Governance Accountability & Just Culture
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Contractor Management Standard

Our Contractor Management process is underpinned by three core principles to ensure full alignment with ODINSA's OSH standards.

1. Selection & Procurement • OSH component evaluated in Bidder scoring variables. • Review of accident rate certificates and past performance evaluations. • Assessment of the robustness and compliance of the bidder's OSH Management System. • Evaluation of critical risk management capabilities.	2. Engagement & Onboarding • OSH Kick-off meeting and signing of the OSH commitment. • Detailed OSH specifications and inductions. • Contract drafting including specific penalty/recognition clauses. • Identification of SIF risk critical scenarios and BowTie development.	3. Monitoring & Reporting • Ongoing OSH evaluations and monitoring (MORC performance). • OSH Accountability reports (REMPAC). • Compliance tracking for OSH training programs by role and function. • Final OSH evaluation upon contract completion.
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Penalty Clauses for OSH Non-Compliance

To enforce our "We Choose to Care" culture, strict Service Level Agreements (SLAs) regarding safety are embedded in contractor agreements.

SLA #1: Management of Critical Risks (FPS - MORC Checklists)

If the quarterly average score of the Management of Operational Risk Controls (MORC) checklists falls to **<= 85%**

, a

0.5% non-payment penalty

is applied to the quarter's billing.

*Evaluated monthly by the auditing OSH team via random sampling (Military Standard 105-D). The quarterly average is $(m1+m2+m3)/3$.

SLA #2: Fatalities or High-Consequence Accidents

The occurrence of a fatal accident or a High-Consequence work-related injury results in a

0.5% non-payment penalty on the total contract value

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*High-Consequence Work-Related Injury (per GRI 403:2018): An injury that results in a fatality or from which the worker cannot recover, or is not expected to recover fully to pre-injury health status within 6 months. Excludes cases of Force Majeure (unforeseeable and irresistible events, like natural disasters).

Subcontractor Management

Subcontracting is authorized *only* for highly specialized activities or those requiring special equipment that the main contractor lacks. Subcontracting must be fully justified and approved by the Concession.

PSIF (Precursors to Serious Injuries and Fatalities) Methodology

We proactively manage critical risks using the PSIF methodology to prevent catastrophic events.

1. Context & Information Analysis

Define objective, scope, and review internal/external documentation. Analyze historical data (Incidents, HiPos, Near Misses) and risk matrices.

2. Fatality Prevention Standards (FPS)

Apply Life-Saving Rules and MORC Checklists. Focus on the 11 inherently dangerous tasks (e.g., Working at Heights, Confined Spaces, LOTO, Lifting, Heavy Machinery, Excavations).

3. Scenario Identification

Identify and prioritize specific risk scenarios by subject matter and phase of construction.

4. BowTie Analysis

Conduct detailed event analysis mapping causes, preventive controls, the top event, mitigating controls, and consequences.

5. Verification & Performance Review

Field verification of FPS compliance using MORC checklists. Dynamic barrier analysis is performed, and results are presented in operational and tactical committees for critical review, resource allocation, and Just Culture application.

Safe Work Permit (SWP) System

The SWP System strengthens line management's OSH responsibility, ensuring leaders define measures for safe working conditions prior to executing high-risk tasks.

Phase	Actions Required
1. Request	Define activity, location, date/time. Jointly with the issuer, identify risks based on high-risk tasks. Conduct a preliminary site evaluation. Check for simultaneous operations nearby.
2. Issuance	Execute a Job Safety Analysis (JSA). Review critical controls using the MORC checklist. Draft the SWP detailing PPE/CPE and controls. Brief the team and obtain signatures. Final site verification by the issuer.
3. Execution	Pre-inspection of PPE/CPE and tools. Execute per SWP procedure. Stop work immediately if unidentified risks emerge. Provide continuous monitoring by assigned inspectors.
4. Closure	Upon completion, verify housekeeping and absence of residual risks. Issuer and executor sign off on the closure. Archive the SWP for future audits and continuous improvement tracking.

Stop Work Authority (SWA)

Commitment to Safety, Health, and Wellbeing:

We mandate the use of Stop Work Authority (SWA) whenever an activity presents a serious and imminent risk to personal integrity. We empower all direct and contractor employees to halt operations without fear of commercial repercussion.

- **1. STOP:** Halt work if a severe/imminent risk is identified.
- **2. NOTIFY:** Alert supervisors and team members. Ask: Why is it unsafe? What measures are needed?
- **3. INVESTIGATE:** Assess the hazard utilizing the SWA protocol.
- **4. CORRECT:** Implement necessary controls (e.g., Life-Saving Rules).
- **5. RESUME:** Restart work only when it is confirmed safe.
- **6. FOLLOW UP:** Ensure controls remain effective.
- **7. REPORT:** Log the event via the Deviation Report (DR) tool to share learnings.

Serious and Imminent Risk criteria:

A situation likely to materialize in the immediate future, causing serious harm. Requires three simultaneous conditions:

1. Certainty that harm will occur.
2. Severity of the harm.
3. Immediacy of the risk situation.

Personnel and Machinery Accreditation

Premise: Ensure all personnel receive adequate induction and are competent for high-risk work. All critical equipment must be evaluated to manufacturer/company standards.

Personnel Access Flow

1. **Entry Request:** Submitted with supporting documents.
2. **Verification:** Check education, experience, medical fitness.
3. **Induction:** Specific OSH and Critical Task training.
4. **Evaluation:** Final validation and authorization.
5. **Registration:** Entered into the PREVSIS platform.

*Heavy machinery operators require an additional field operation test prior to clearance.

Machinery Accreditation Flow

1. **Request:** Contractor submits heavy equipment entry request.
2. **Doc Review:** Verify manuals, certs, maintenance logs.
3. **Physical Inspection:** OSH/Technical area verifies field condition.
4. **Validation:** Final authorization and equipment tagging.
5. **Ongoing Control:** Periodic field checks to ensure condition is maintained.

Incident Management & Reporting Timelines

Incident Type	Reporting Timeframe	Investigation Max Time
Fatality / Serious Accident	Call ASAP + Emergency Steering Committee Meeting	10 calendar days
HiPo / Lost Time (DAFW)	Flash report within 24 hrs + Strategic Com. review	10 calendar days
Medical Treatment (MTC)	Report to Operational Committee	15 business days

Hierarchy of Controls for Corrective Actions

Do not choose a control method simply because it is fast and easy to implement. Always aim for the highest level of protection.



Emergency Response Plan (ERP)

Must Include:

- Emergency Contacts & MEDEVAC list
- Objectives, Roles & Responsibilities
- Site, facility, and equipment information
- Hazardous materials inventory
- Types and levels of emergency
- External communications/relations protocols
- Specific emergency response procedures (SOPs)

Key Scenarios Covered:

- Fire / Explosion / Gas Leak
- Medical Emergency / Fatality
- Environmental Spill
- Third-party emergency / Public Order
- Natural Disasters

Implementation:

Requires rigorous training, periodic review, tabletop exercises, field drills, and regular ERP audits.

OSH Performance Indicators

Lost Time Injury Frequency Rate (LTIFR)

$$\text{LTIFR} = (\text{Number of Lost Time Injuries} / \text{Total Hours Worked}) * 200,000$$

Accident Severity Rate (S)

$$S = (\text{Number of days lost and charged} / \text{Total Hours Worked}) * 200,000$$

Proactive Safety Performance Indicator (IDP)

The IDP aims for 100% compliance across proactive practices including: Stop Work Authority (SWA) usage, Deviation Reports (DR), Monthly REMPAC, Incident Investigation closures, and MORC PSIF deviation management.

Reporting Requirement:

Contractors must submit their monthly OSH performance report using Concession-defined templates within the first 5 calendar days of the following month. Failure to comply may result in contractor penalties.