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Strategic and Tactical Planning OSH 2025

Creating Value through Occupational Health and Safety



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1. OUR STRATEGIC FRAMEWORK FOR OHS MANAGEMENT

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**Safety must be a core value
for all of us**



Leading to create the best safety outcomes

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What do we want from our portfolio companies?



First, we want people to go home
at the end of each day.



Second, we want to make a profit in a sustainable way,
look after our stakeholders, and create a value-driven culture

Why is safety so important to us?

We have a moral imperative

- The fact is: we care about safety because we care about our employees

“If you take care of your employees they will take care of your customers and your business will take care of itself.”

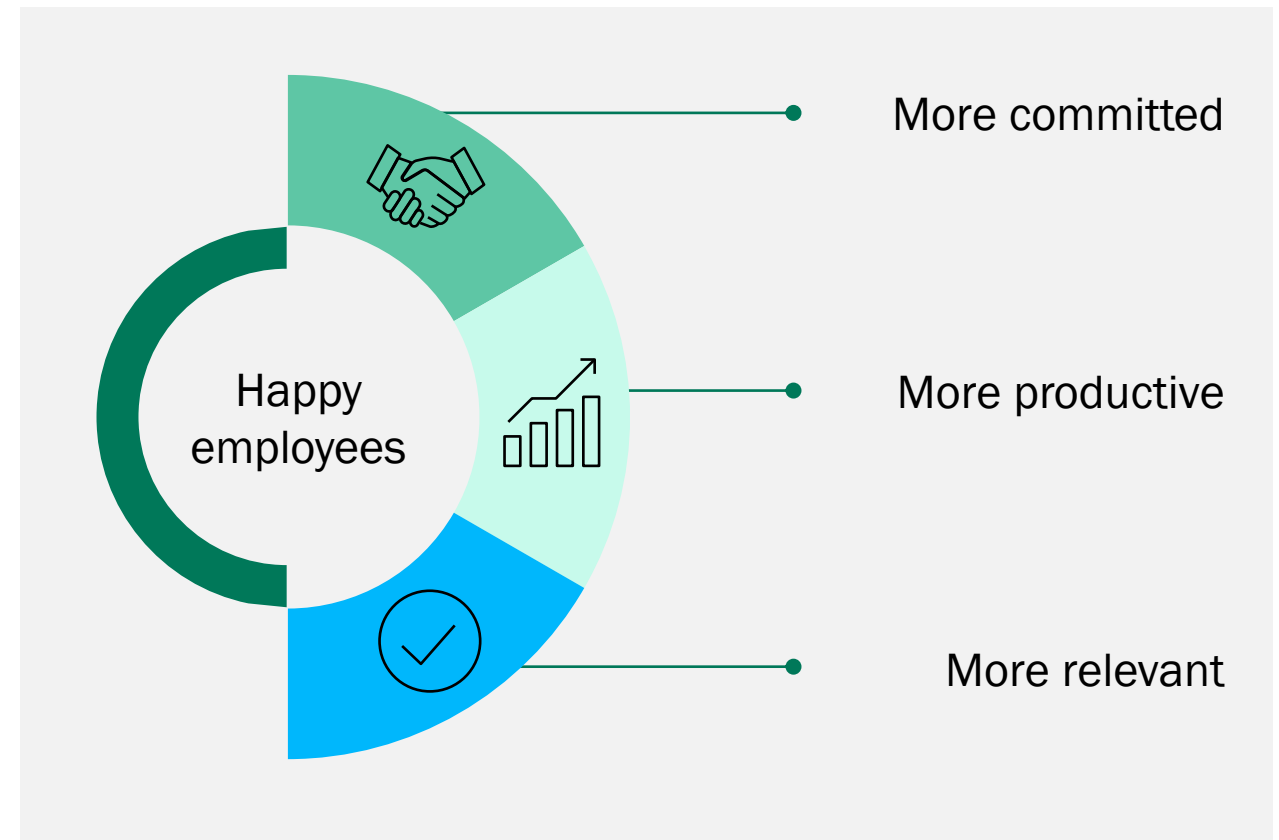
J.W. “Bill” Marriott



And what about the commercial reality?

Importantly, our moral imperative and the commercial reality are completely aligned

- Safe employees are happier and more productive
- Investing in our people and our assets is at the heart of what we do



If safety is so important, how do we develop the best safety culture?

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“

Safety is not the absence of threat, It is the presence of **connection.**”

Dr. Gabor Mate



Connect with your teams about our shared ‘Safety why’

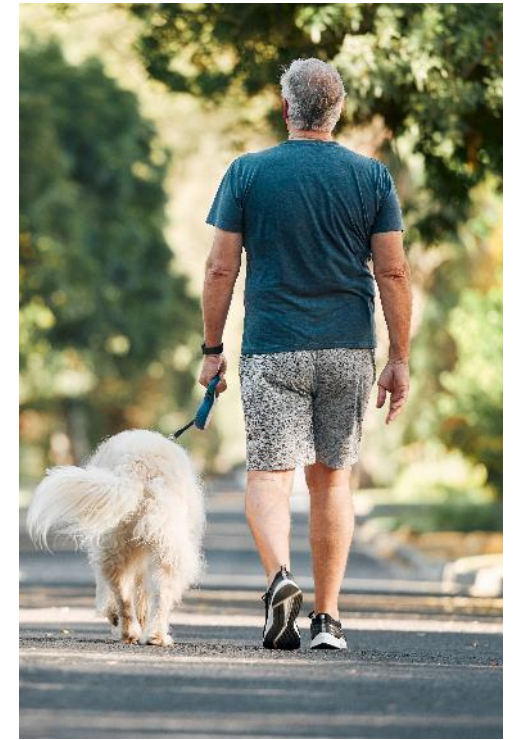
Be explicit about your passion, but be calm and measured

Encourage conversations and reporting, no matter the circumstances or the consequence

So what is our shared 'Safety Why'?

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For me, it's ensuring our people can go home and spend time doing whatever it is that makes them happy



Our VISION at OHS

Odinsa GP



It is important that you understand the vision because we are all working together to make it a reality, and your role and responsibilities are key to achieving this.

Vision:

At Odinsa and Concessions, we consider occupational health and safety to be **an essential value for sustainability and people's well-being**. By 2027, we aim to have established a culture of interdependent safety, in which everyone acts with awareness and **shared commitment**.



En Odinsa y concesiones
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Our ability to manage occupational safety and health (OSH) will create value for our concessions, based on a people-centred strategy that leverages operational excellence.

Our common purpose is to **care for life** and build environments that are free from serious or fatal accidents. In these environments, every employee feels protected, valued and active in our culture of care.



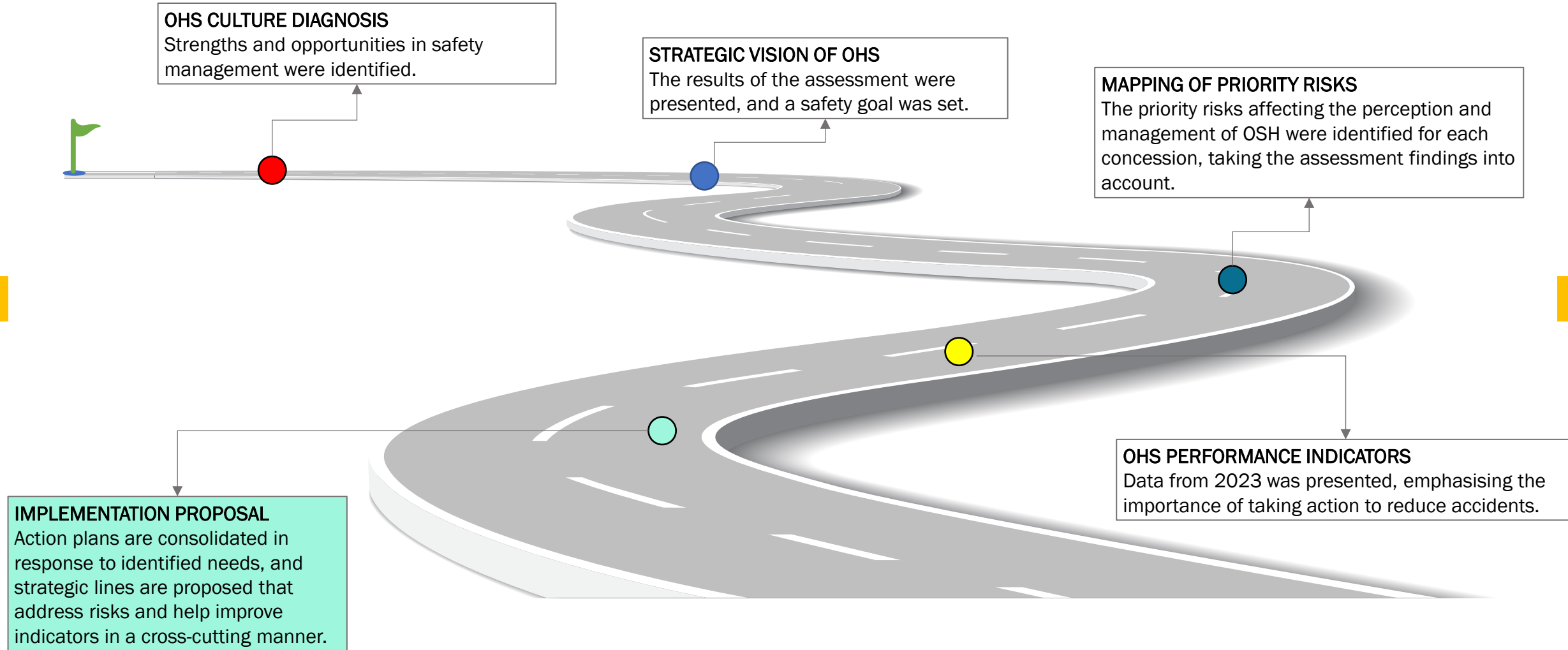


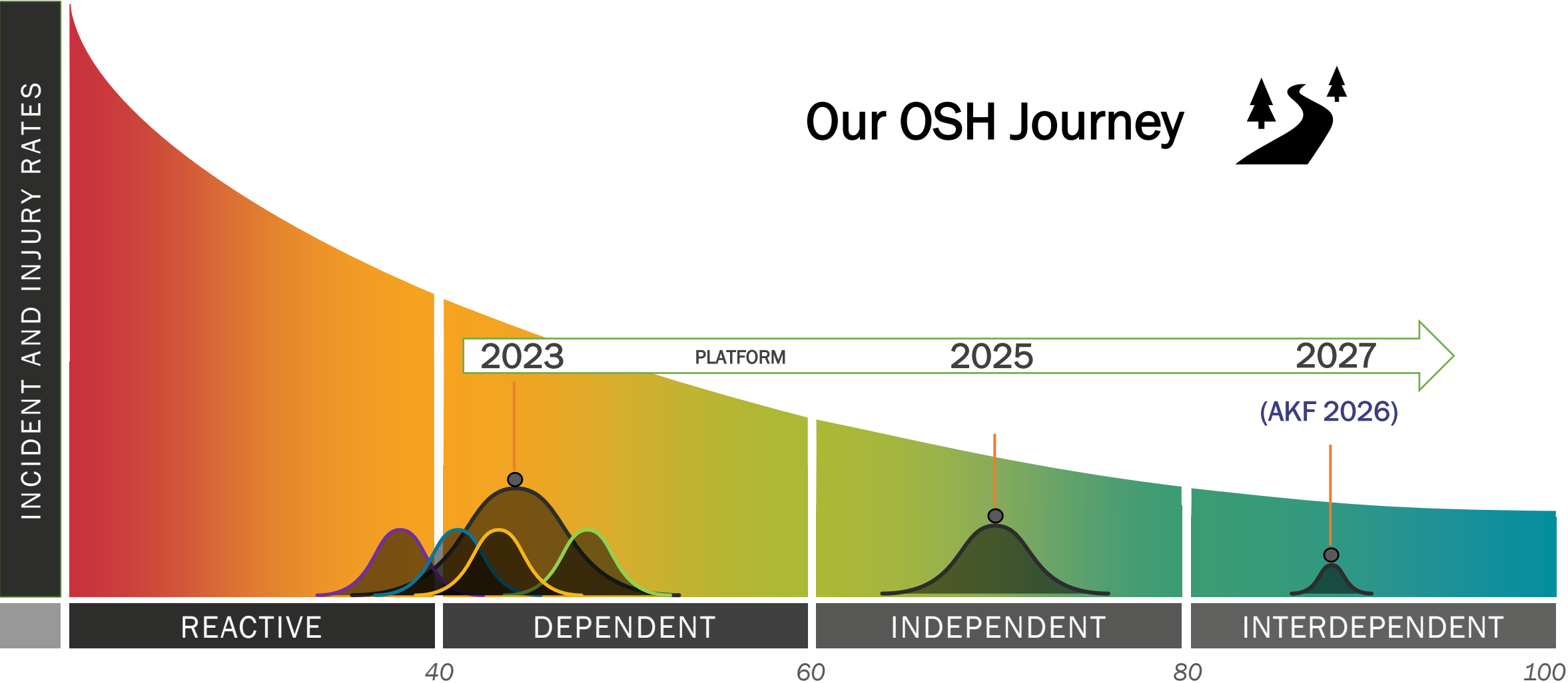
2. OUR ROADMAP: STRATEGIC AND TACTICAL OHS PLAN 2025

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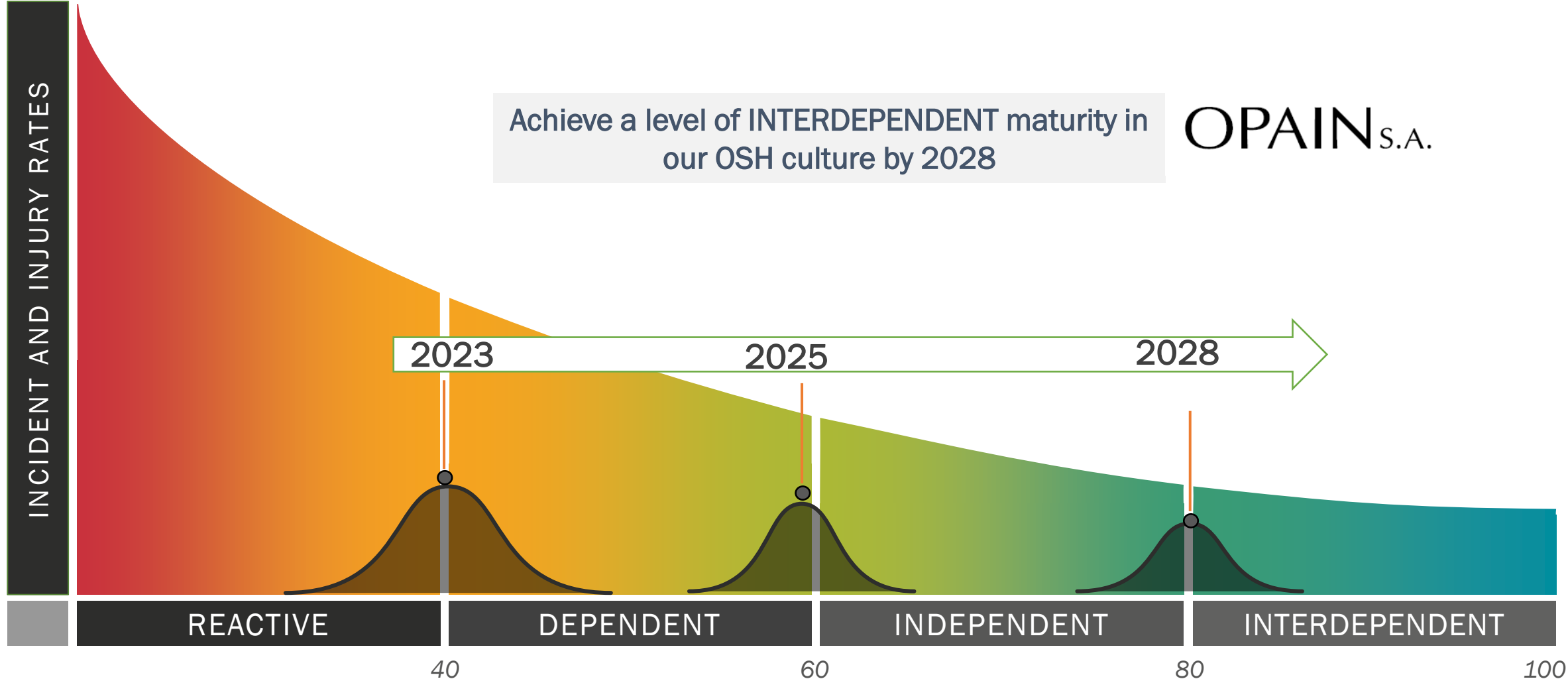
Our Journey of Cultural Transformation in OHS

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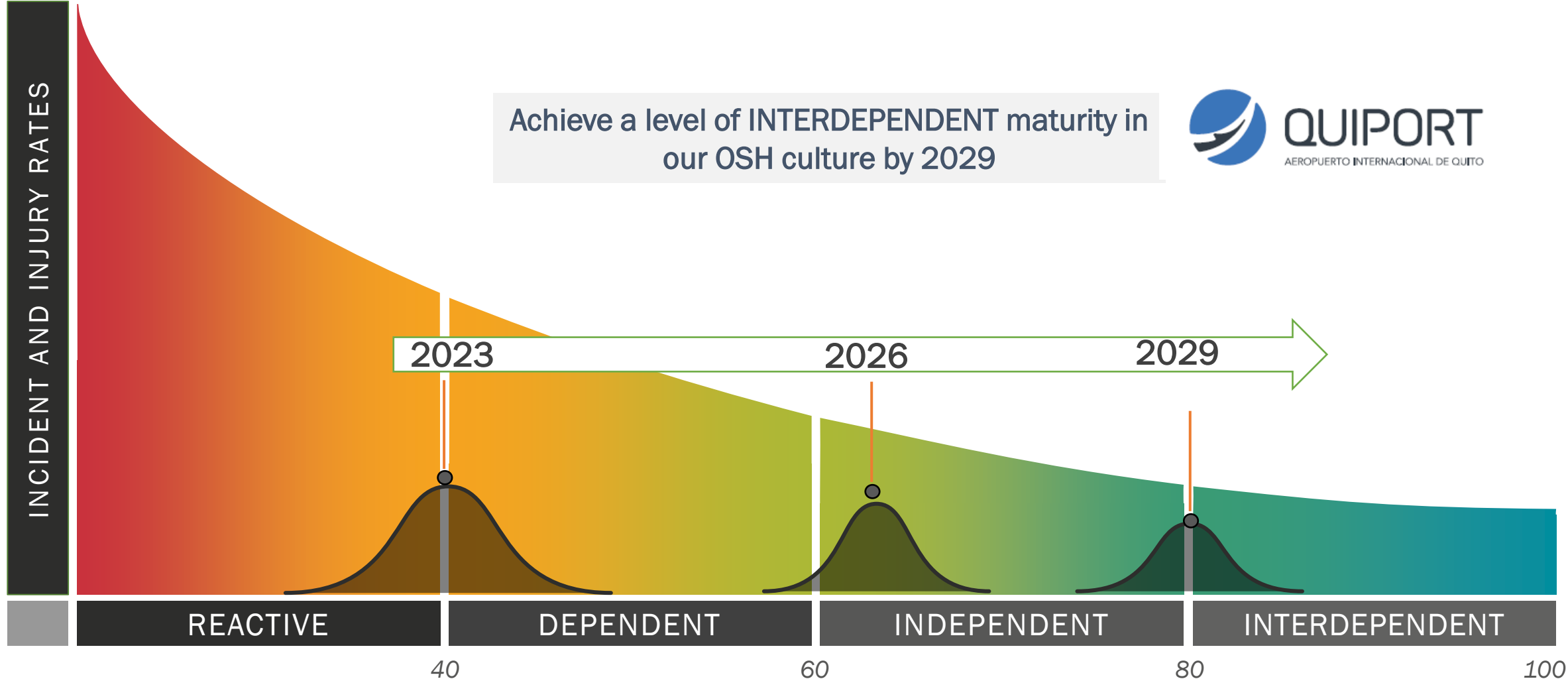




Strategic Vision for OSH



Strategic Vision for OSH



- Strengthening the Culture of Safety and Health at Work

OHS Climate

SHORT TERM: **CRITICAL RISK CONTAINMENT**

Protect our people, assets and
reputation **NOW**.
Prioritise OSH risk management and
raise awareness of risks to inform
decision-making.

OHS Culture

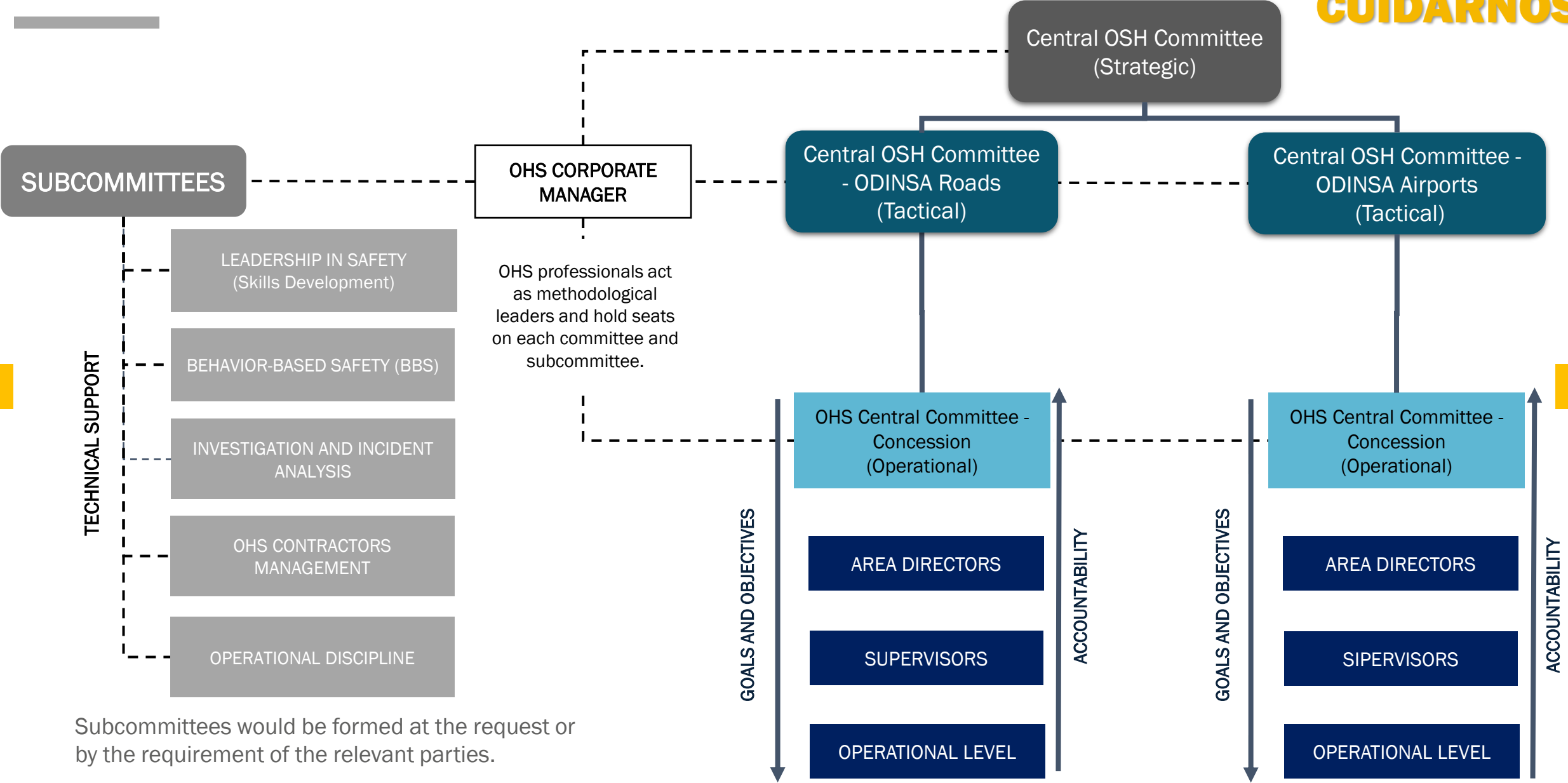
MEDIUM / LARGE TERM EVOLUTION OF THE OHS CULTURE

Incorporation of best practices in
OSH:
7 Strategic Lines of Action
Operational Excellence:
World-Class and Sustainable Results

3. OUR OHS GOVERNANCE MODEL

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Ohs Governance Model



Structure of the OSH Governance Model

Central OSH Committee (Strategic)

Central OSH Committee Tactical – (Roads & Airports)

Operating Committee for Each Concession



Purpose of the OSH Governance Structure

All leaders in an organization must work together to manage safety and health (OSH) issues using a system called the OSH Governance Model. Its goal is to encourage a methodical, combined, and cooperative safety management strategy that engages all levels of the organization. This approach helps the organization reach its desired level of OSH performance. It does this in the following ways:

- It is essential to demonstrate a commitment to management through visible actions.
- It is essential to proactively generate safety improvement objectives.
- It is essential to create maximum employee involvement.(Direct and Contractors)



Objective

The ODINSA GP Strategic Safety Committee will spearhead the Corporation's efforts to establish and maintain an injury-free workplace and achieve world-class safety performance by:

- Establishing and renewing a Corporate Occupational Health and Safety Policy.
- Establishing safety principles to provide organizational guidance.
- Providing strategic direction for safety management, including initiatives, metrics, and ambitious goals.
- Making safety and health a core business value and integrating it into the way we do business.
- Developing leaders who have the will, energy, and ability to lead safety management processes.
- Providing the resources necessary to carry out important improvement and renewal initiatives to achieve objectives.
- Providing alignment with safety goals and objectives.

Take the lead in translating the company's strategic direction into effective and sustainable processes and actions by:

- Implementing, monitoring, maintaining, and continuously improving the business unit's safety processes (i.e., incident investigation, safety observations, rules and procedures, activities and participation, and performance management, etc.).
- Increasing the awareness and involvement of all employees in safety matters through active participation in safety improvement.
- Promoting the development of a culture that maintains safety as a fundamental value.

Leads the concession/consortium's efforts to achieve strategic safety goals and objectives in accordance with ODINSA GP's strategic guidelines. Through::

- Implementing, operating in accordance with, and maintaining all elements of the Safety Governance Structure.
- Making continuous efforts to increase security awareness by educating and involving all employees and contractors in administrative and operational areas in improving security.
- Conducting continuous assessments of proactive and reactive security performance indicators with plans to overcome problems and create continuous improvement.

Structure of the OSH Governance Model

	Central OSH Committee (Strategic)	Central OSH Committee Tactical – (Roads & Airports)	Operating Committee for Each Concession	Subcommittees
Members	Highest level, consisting of the members of the platform's Investment Committee, the Executive Directors of the businesses, and the OHS Manager.	Executive Director of the Business, the Managers of each asset (Concessions and Consortiums), and the OHS Manager.	Concession manager, OSH leader, concession leaders with responsibility for occupational health and safety risks (including contract leaders) , and leaders of the consortium(s)* providing services to the concession.	OHS Manager, and other members determined by the Tactical Committees
Leader	CEO or Chairman of the Board of Directors	Executive Director for Roads and Airports	Concession Manager	Leader designated by the Tactical Committee
Frequency	Quarterly *An extraordinary committee meeting will be convened when required.	Monthly	Monthly * Weekly during the containment phase	By Request
Functions	1. Lead the creation of a culture of safety across all platform assets.	1. Propose the Business OSH Assurance Program for roads and airports.	1. Be familiar with the company's OSH Assurance Plan and work continuously on its implementation, providing ongoing feedback to the Tactical Committee on the status of implementation and operation.	Work teams created to design and propose solutions to specific OSH management challenges.
	2. Define the overall strategy for continuous improvement in OSH performance.	2. Make sure the OSH policies in the platform's assets are correct. They must show that they are in line with the rules and are good enough.	2. Make sure that the concession/consortium's policies and programs match the business's challenges and goals, objectives, and strategies..	
	3. Provide guidelines on the allocation of financial, human, and technological resources required to achieve the objectives.	3. Take the strategies and make changes that make them work in practice, based on what you know about the business.	3. Make sure that BOWTIE and OSH Risk Matrix, Accident Statistics and Characterization, Investigation Reports, Behavioral Observations, Inspection and Drill Reports, and Performance Evaluations (in general, all available tools) are all in place.	


Structure of the OSH Governance Model



Functions

Central OSH Committee (Strategic)	Central OSH Committee Tactical – (Roads & Airports)	Operating Committee for Each Concession
4. Approve the budgets or resources requested by the Tactical Committees.	4. Create structures, processes, and systems to manage OSH in a consistent way.	4. Monitor the management of area leaders regarding the safety performance of their contractors.
5. Set goals for how well OSH will perform in the future.	5. Create and activate Thematic Subcommittees as needed. When required, request budget or resource approval from the Strategic Committee. * Subcommittees may cover one or both businesses, depending on the topic, and under the coordination of the OHS Manager.	5. Coordinate operational actions to resolve identified security gaps.
6. Lead the process of accountability and monitoring of OSH performance for road and airport businesses, including the dimensions (resources, processes, and programs: proactive indicators; and results: reactive indicators). Monitor leadership rituals, including the closure of investigations, behavioral observations, and others that define the safety governance structure.	6. Lead the accountability process and monitor OSH performance for concessions in the respective businesses, including dimensions (resources, processes, and programs: proactive indicators; and results: reactive indicators). Monitor leadership rituals, including the closure of investigations, behavioral observations, and others that define the OHS governance structure.	6. Lead the accountability and monitoring process for OSH performance in the concession or consortium. This includes the following dimensions: resources, processes, programs, proactive indicators, and results (reactive indicators). This includes monitoring various programs aimed at improving OSH, such as: Communications, Compensation and Incentives, Incident Investigation, Reports, Behavioral Observations, Disciplinary Actions, etc.
7. Be a change agent and show your presence in the field through safety leadership routines such as behavior observations, safety walks, reconnaissance, and regular safety communication.	7. Discuss and propose annual performance targets for each asset and for the business.	7. Coordinate the implementation of initiatives and actions from the Tactical and Strategic Committees and their subcommittees.

Structure of the OSH Governance Model



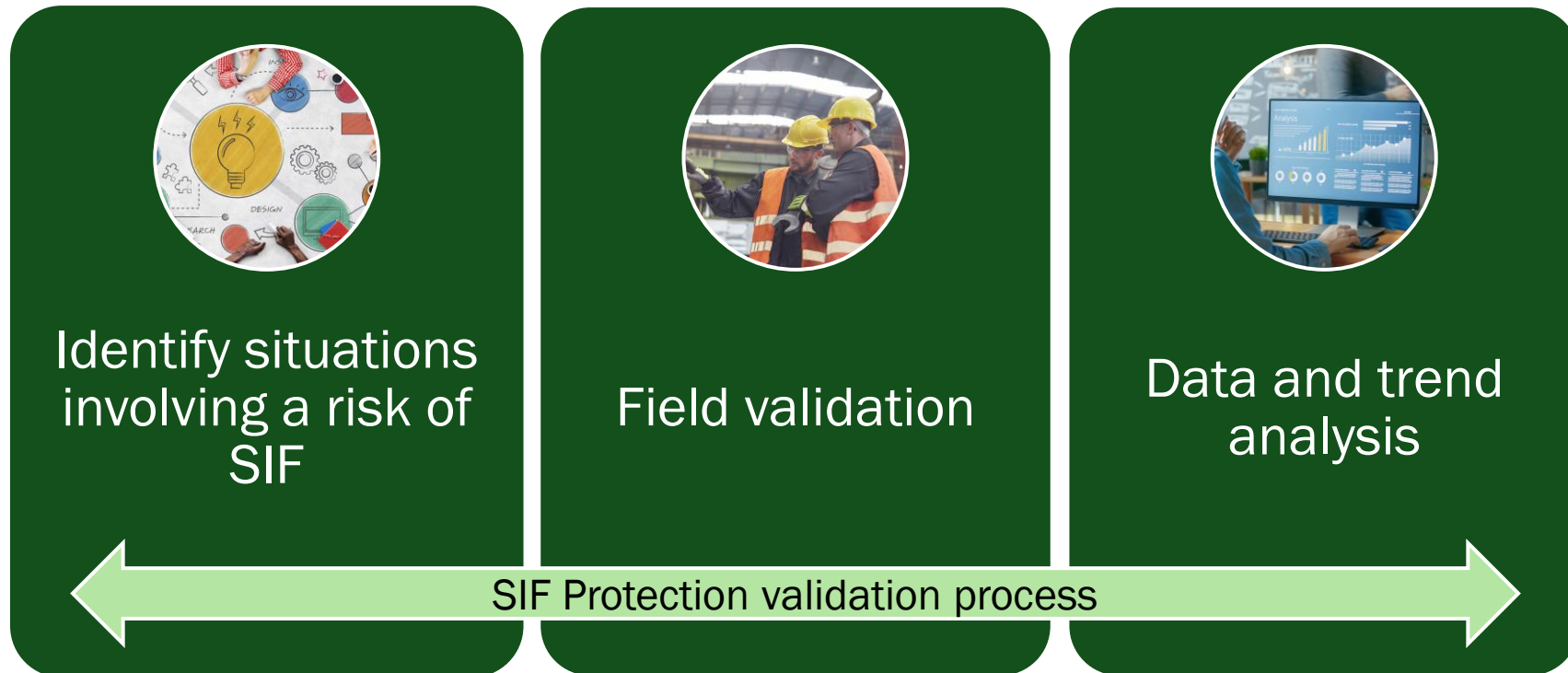
Functions

Central OSH Committee (Strategic)	Central OSH Committee Tactical – (Roads & Airports)	Operating Committee for Each Concession
8. Approval of the OSH Assurance Program for businesses.	8. Review reports of accidents, high-potential incidents, and/or near misses. Discuss the causes of these incidents and the effectiveness of the corrective actions taken. Issue recommendations to improve performance.	8. Propose the annual OSH budget, as well as the necessary human and technological resources.
	9. Identify cross-cutting occupational safety and health (OSH) risks so they can be incorporated into comprehensive management in each concession and, when necessary, at the level of Thematic Subcommittees.	9. Submit a performance report to the board of directors of each concession and present the OSH strategy annually, including the main risks, programs, and results achieved.
	10. Find solutions to conflicts or misalignments with other asset partners regarding OSH initiatives..	10. Conduct regular field visits and make observations.
	11. Design a cross-cutting incentive and reward program.	11. Ensure the existence and effectiveness of the emergency plan relevant to the main operational risks. Prioritize standardizing typical emergency plans.
	12. Conduct regular field visits and make observations.	
	13. Oversee the existence of emergency plans, the execution of drills, and the compilation of lessons learned.	
	14. Design an OSH communications plan, including any necessary campaigns. This should cover identity (name), messages, and life-saving rules, among other things.	

4. PHASE 1. OHS CLIMATE: Critical Risk Containment

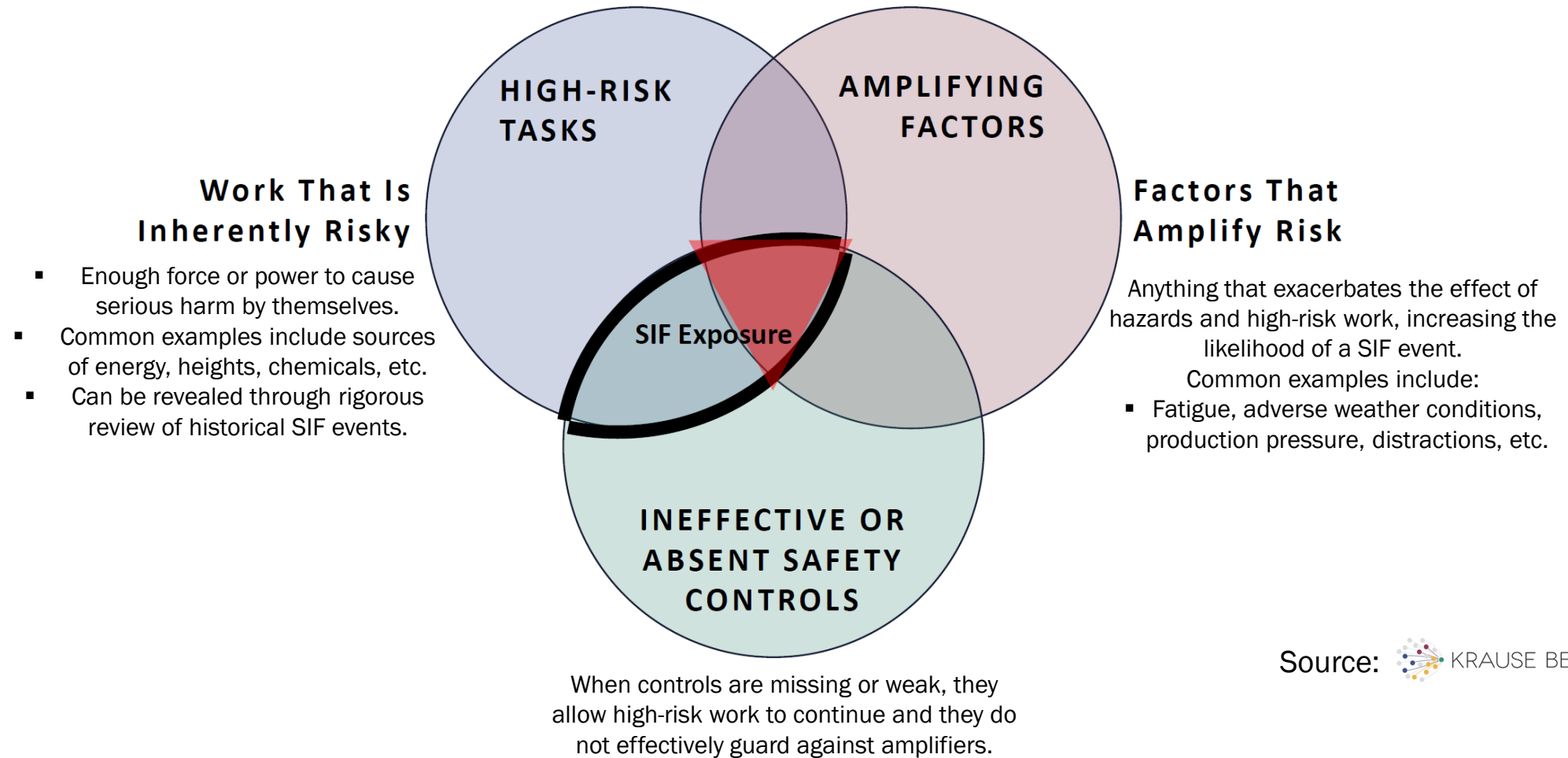
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What percentage of the time are my employees fully protected when working in hazardous situations SIF*?



*Serious Injuries or Fatalities

What does exposure to SIF events look like?



Source:  KRAUSE BELL GROUP

The two most common barriers to improvement:

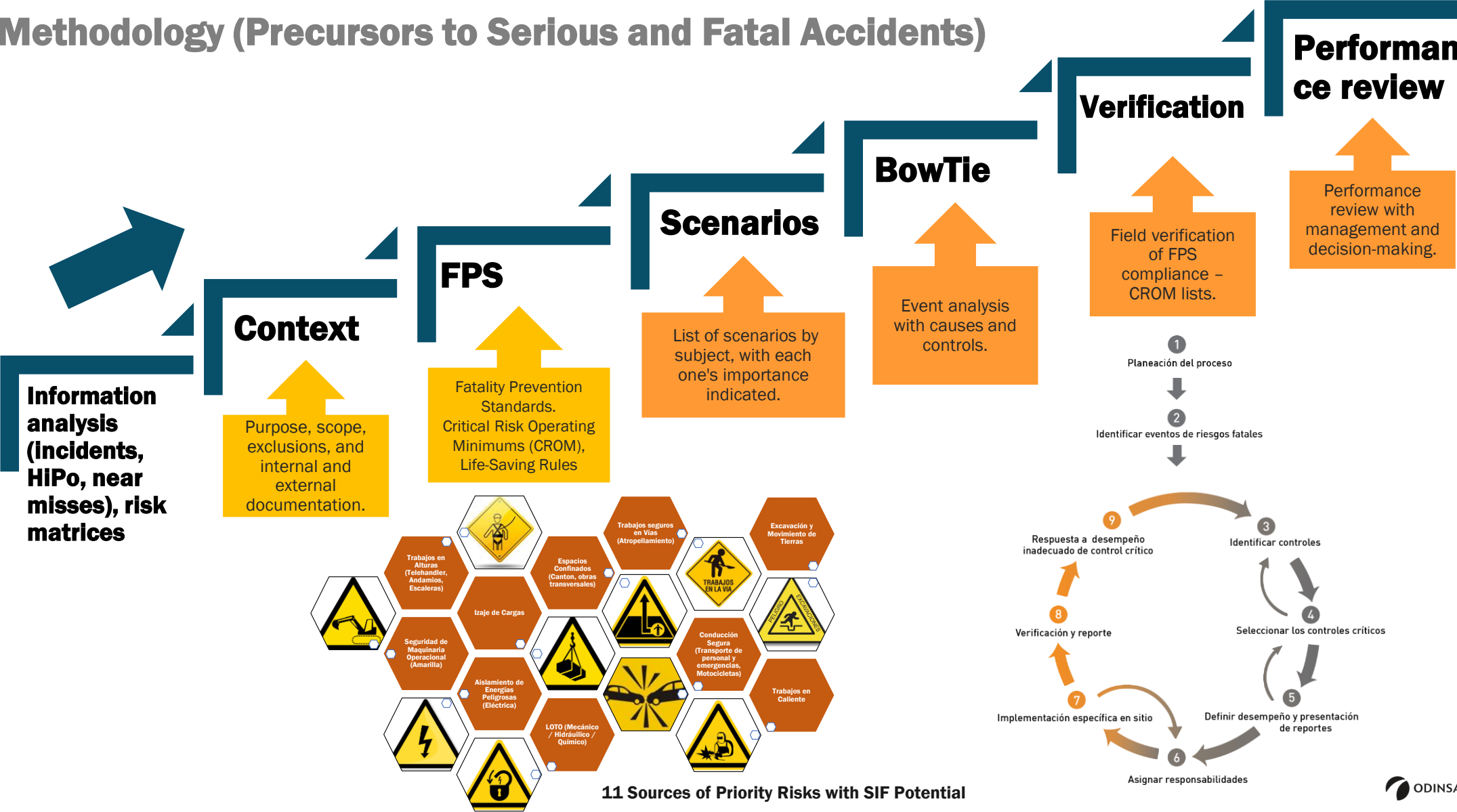


Source:  KRAUSE BELL GROUP

Systematic Critical Risk Management Process

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PSIF Methodology (Precursors to Serious and Fatal Accidents)





5. PHASE 2. OHS CULTURE: Strengthening the OHS culture

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ODINSA CULTURE:

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OUR PRINCIPLES FOR MANAGING OHS

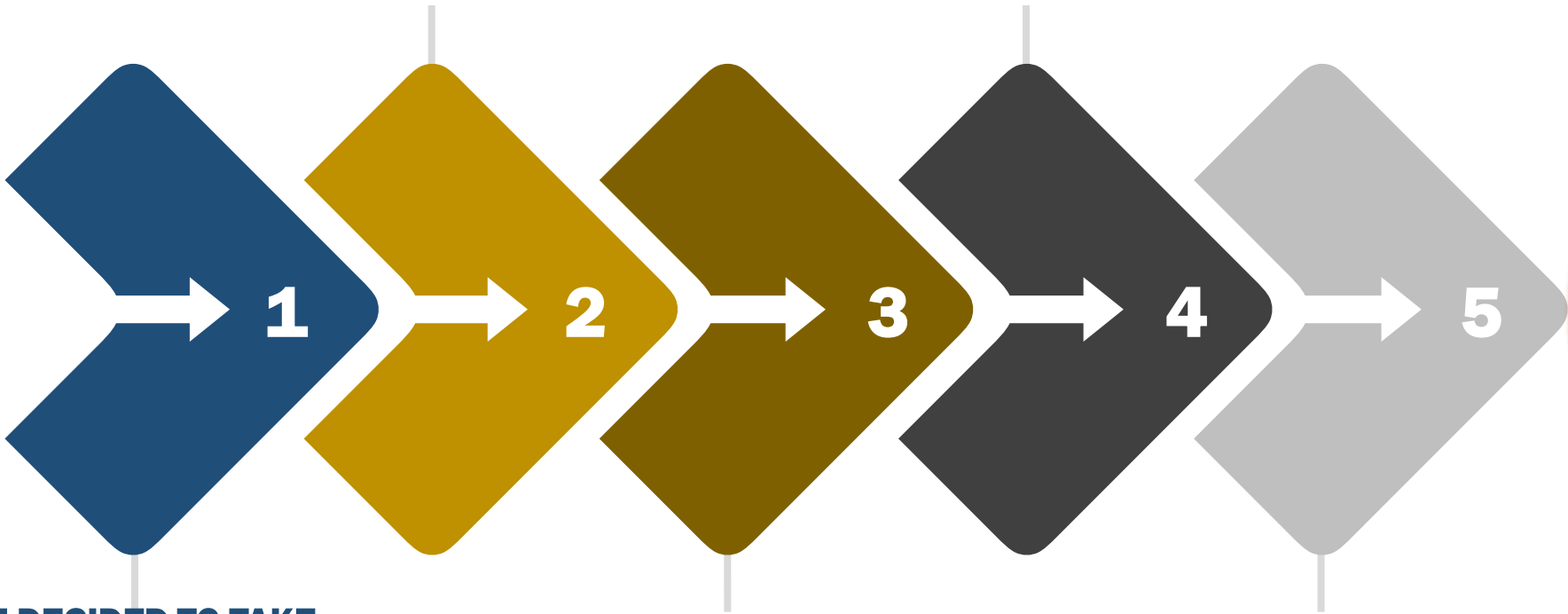
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PROACTIVE MANAGEMENT

We can prevent every accident, and
nobody dies at work!

WE CREATE VALUE: ESG

Safety and health are profitable



WE DECIDED TO TAKE CARE OF OURSELVES

WE DECIDED TO TAKE CARE OF OURSELVES! As part of our company values, we're all about promoting safety, health, and well-being for all our employees!

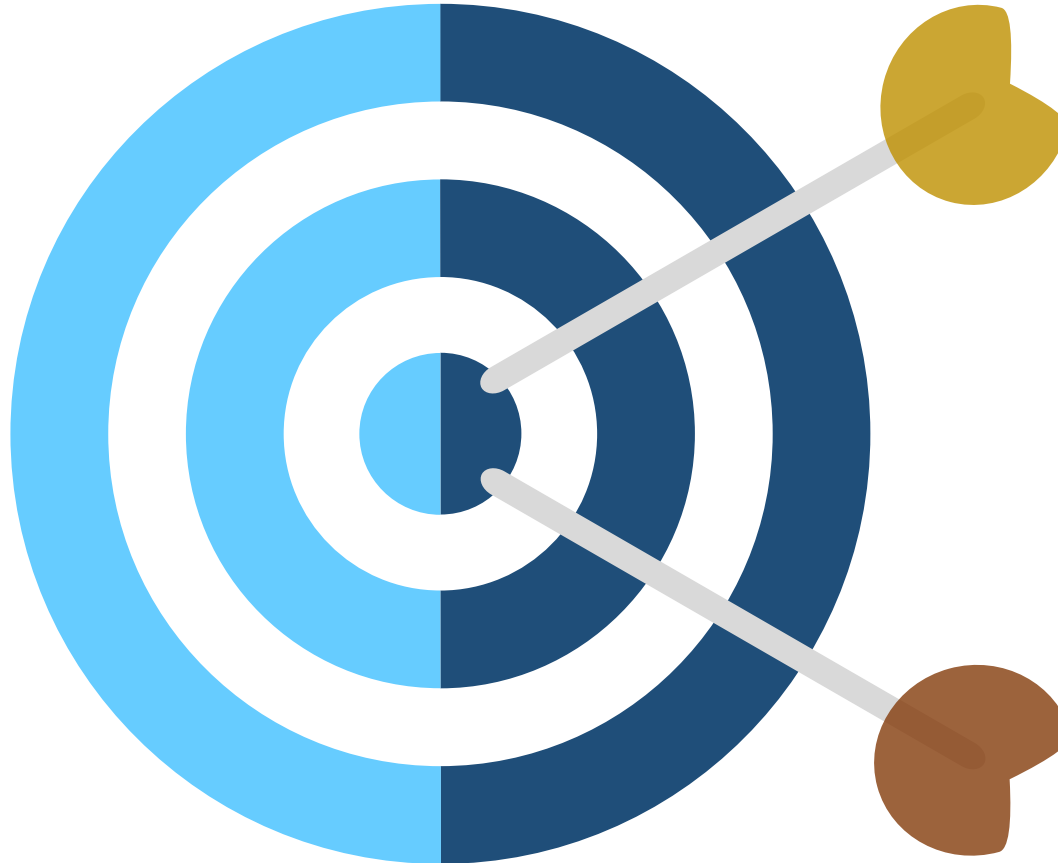
CONSCIOUS LEADERSHIP

Safety and health require leadership

HEALTH AND WELL-BEING

Work is a social determinant of health, so it should enhance our health, not damage it





LAGGING INDICATORS

MANAGE OCCUPATIONAL HEALTH AND SAFETY IN ALL OUR ROAD AND AIRPORT CONCESSIONS TO ACHIEVE A LOST TIME INJURY FREQUENCY RATE (LTIFR) OF **1.23** OR LESS IN ODINSA ROADS AND **0.64** IN ODINSA AIRPORTS BY 2025.

LEADING INDICATORS

DEVELOP CAPABILITIES IN ALL ROAD AND AIRPORT CONCESSIONS TO MANAGE SAFETY, HEALTH, AND WELL-BEING THROUGH PROACTIVE MANAGEMENT AND ACHIEVE A PROACTIVE OHS PERFORMANCE INDICATOR RESULT OF **90%** OR HIGHER ON ROADS AND AIRPORTS BY 2025.

"Safety is not the absence of accidents; safety is the presence of capacity. We don't improve safety by eliminating bad things, we make safety better by improving our systems, processes, planning, and operations."
The 5 Principles of Human Performance - Todd Conklin



OHS Programs: Strengthening Our OSH Culture

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OHS Programs: Strategic Lines OSH Culture

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SAFETY
CRITICAL RISK



DEPENDENT

What should we continue to do?

- Ensure the application of CROM lists in the performance of critical tasks – 11 FPS, ensuring the defined lines of defense.

INDEPENDENT

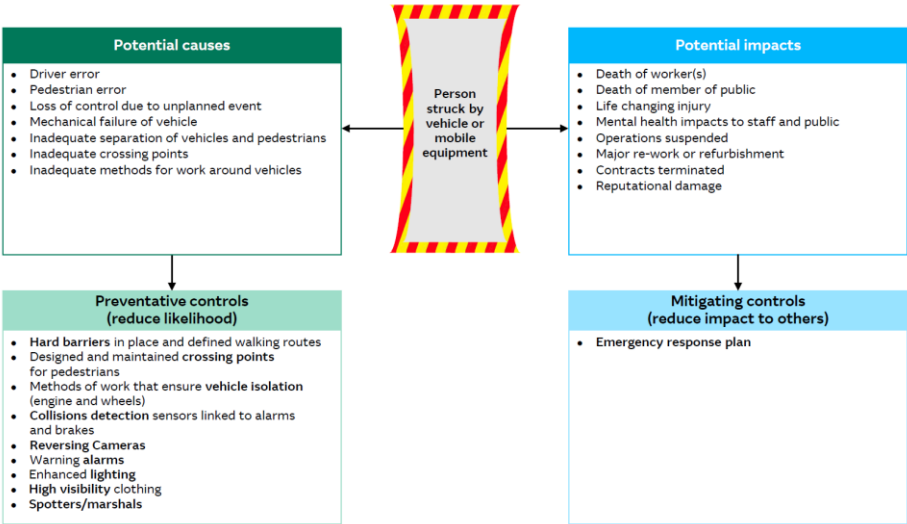
What should we begin to implement and/or strengthen?

- Define the most frequent scenarios related to FPS in each concession, develop bow-tie diagrams, and implement dynamic barrier analysis.

MACQUARIE

Safety Critical Risk

Verification Routines



DEVELOPMENT OF OHS LEADERSHIP SKILLS



DEPENDENT

What should we continue to do?

- Technical coaching and/or mentoring to help top-level leaders at Concesiones and Odinsa GP implement proactive practices.

INDEPENDENT

What should we begin to implement and/or strengthen?

- Add the **Proactive Performance Indicators** (leading indicators) to each concession's objective dashboard. **Individual Proactive Performance Dashboard** with all defined and prioritized practices.

BEHAVIORA-BASED SAFETY AND RISK AWARENESS



- Maintain the implementation of **Behavioral Observations**. Validate goals by level.
- Conduct periodic **critical analysis** of the data obtained from the BBS and **define actions** based on this data.

- Develop **training modules** on FPS and CROM for direct staff and contractors..
- Standardize and implement the practice of **Authority to Stop Work and Deviation Reporting**.

INVESTIGATION AND ANALYSIS OF INCIDENTS AND ACCIDENTS



- Manage **serious events and/or HIPOs**, as well as SIF precursors, to create learning opportunities for the entire platform.
- Update the **Accident and Incident Investigation Standard**.

- Strengthen the monitoring of corrective actions and their cross-cutting application in all concessions derived from HiPos events..
- Train and certify OSH leaders and technical leaders in IAI methodology.

OHS CONTRACTORS MANAGEMENT



DEPENDENT

What should we continue to do?

- Strengthen the **operational control process** (FPS-CROM) in OSH for prioritized contractor.
- Strengthen leadership in the Monthly Contractor Accident Prevention Meetings by senior management, **ensuring accountability in OHS among contractors.**

INDEPENDENT

What should we begin to implement and/or strengthen?

- Strengthen OSH management of contractors in the pre-contractual and post-contractual phases (procurement - operations)
- Implementation and measurement (control panel) of **proactive practices for prioritized contractors.**

OHS GOVERNMENT



- Maintain and improve the functioning of the **Governing Committees: Operational, Tactical, and Strategic.**
- Make sure that **everyone is involved and talking about the changes** to the cultural transformation process in OSH

- Use the **Assessment of Alignment** for each concession and the OSH Management Model practices.
- Approve Odinsa GP's OSH Management Model and **develop standards for each of the Model's practices** in working groups with Concessions.

JUST CULTURE



- Standardize the **Just Culture procedure**. This process should include a list of behaviors that should be accepted and valued, as well as behaviors that should be punished.

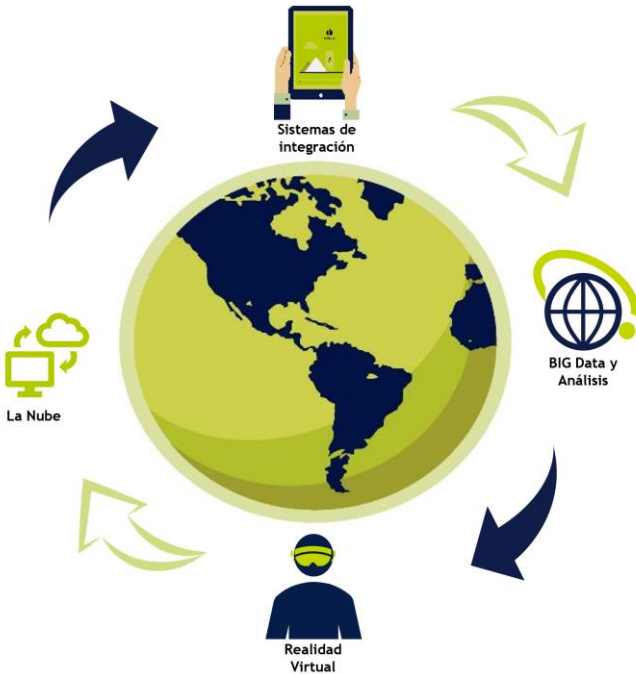
- Design and implement a **Just Culture recognition plan.**
- Proactive investigations into “what we are doing well” with a focus on **organizational and human factors.**

INDEPENDENT

What should we begin to implement and/or strengthen?

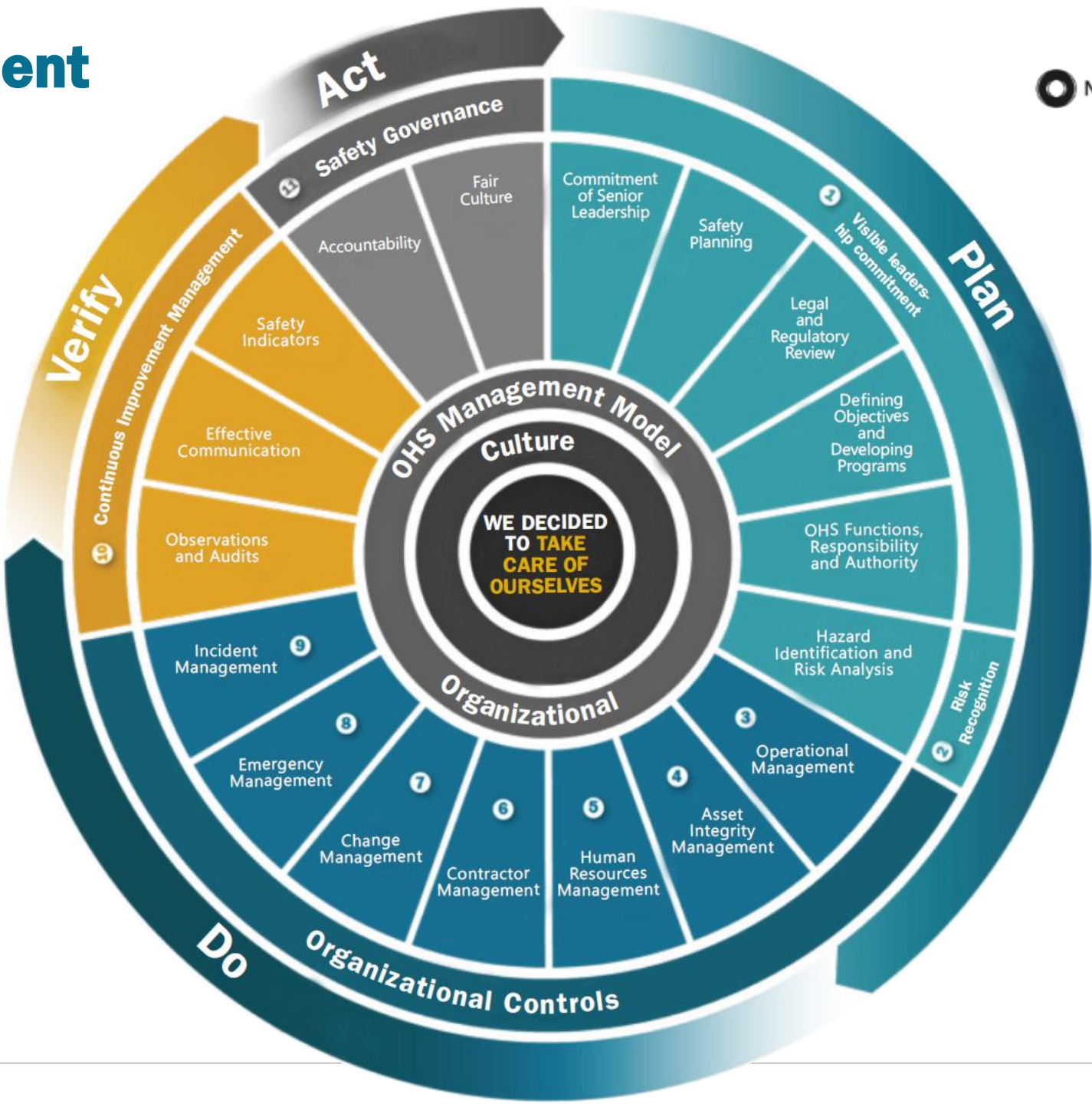
- Use technology to collect and analyze data in real time. This will help to make decisions about OSH.

DIGITIZATION -
SMART OHS



Make the organization better at making decisions.

OHS Management Model



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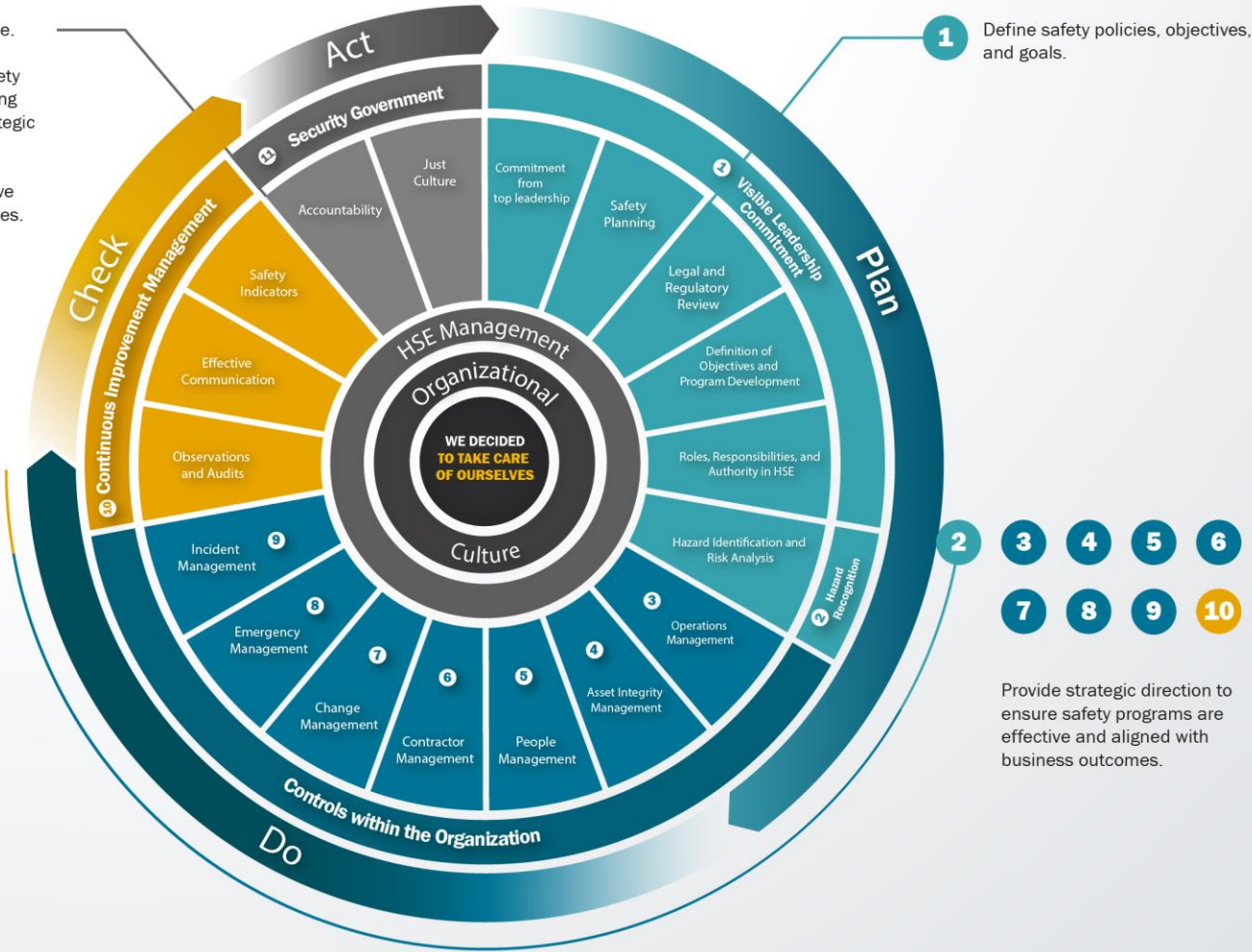
Roles and Responsibilities

How can your role contribute to a more conscious and committed safety culture that fosters mutual care?

Senior Leadership

As a member of the senior leadership team, your role is strategic, and you are responsible for defining occupational safety and health (OSH) policies, objectives, and goals, ensuring that safety is a core value of the organization. You play a key role in driving effective team results, providing guidance and direction, allocating resources, and fostering a culture that prioritizes care for life.

- 11 Lead the Safety Committee.
Hold accountability in Safety and analyze results, making decisions at both the strategic and tactical levels.
Define safety KPI (proactive and reactive) and incentives.



WE DECIDED
TO TAKE CARE OF OURSELVES

Roles and Responsibilities

How can your role contribute to a more conscious and committed safety culture that fosters mutual care?

Middle Management

As part of middle management, you are the bridge between strategic vision and operational execution. Your responsibility is to translate policies into concrete plans, ensure risk assessments, integrate controls into operations, and foster operational discipline within the teams.



**WE DECIDED
TO TAKE CARE OF OURSELVES**

- 11** Lead the Safety Committee.
Hold accountability in Safety, monitor key indicators, analyze results, and make decisions at the operational level (concession).

- 10** Perform critical analysis and trend reviews of safety routines, including Behavior Observations, Accident Investigations, Contractor Management, and Critical Risk Controls.

Actively provide and promote feedback.

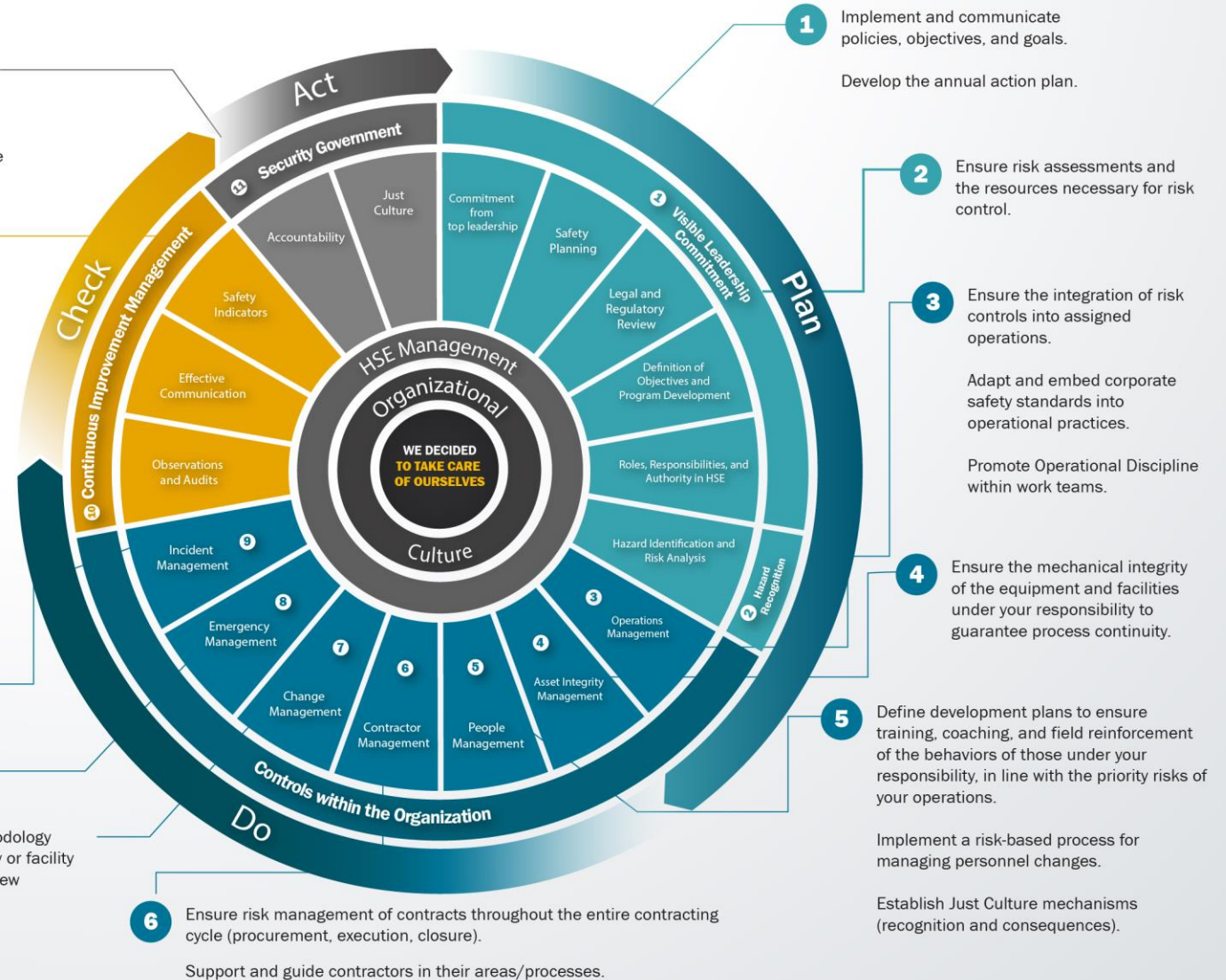
Develop effective safety communication plans.

- 9** Ensure a culture of trust for incident reporting.

Ensure the application of investigation and analysis methodologies to identify root causes and prevent recurrence.

- 8** Ensure resources for emergency preparedness and response.

- 7** Apply the risk management methodology before proceeding with technology or facility changes, or before starting up a new high-risk process or facility.



Roles and Responsibilities

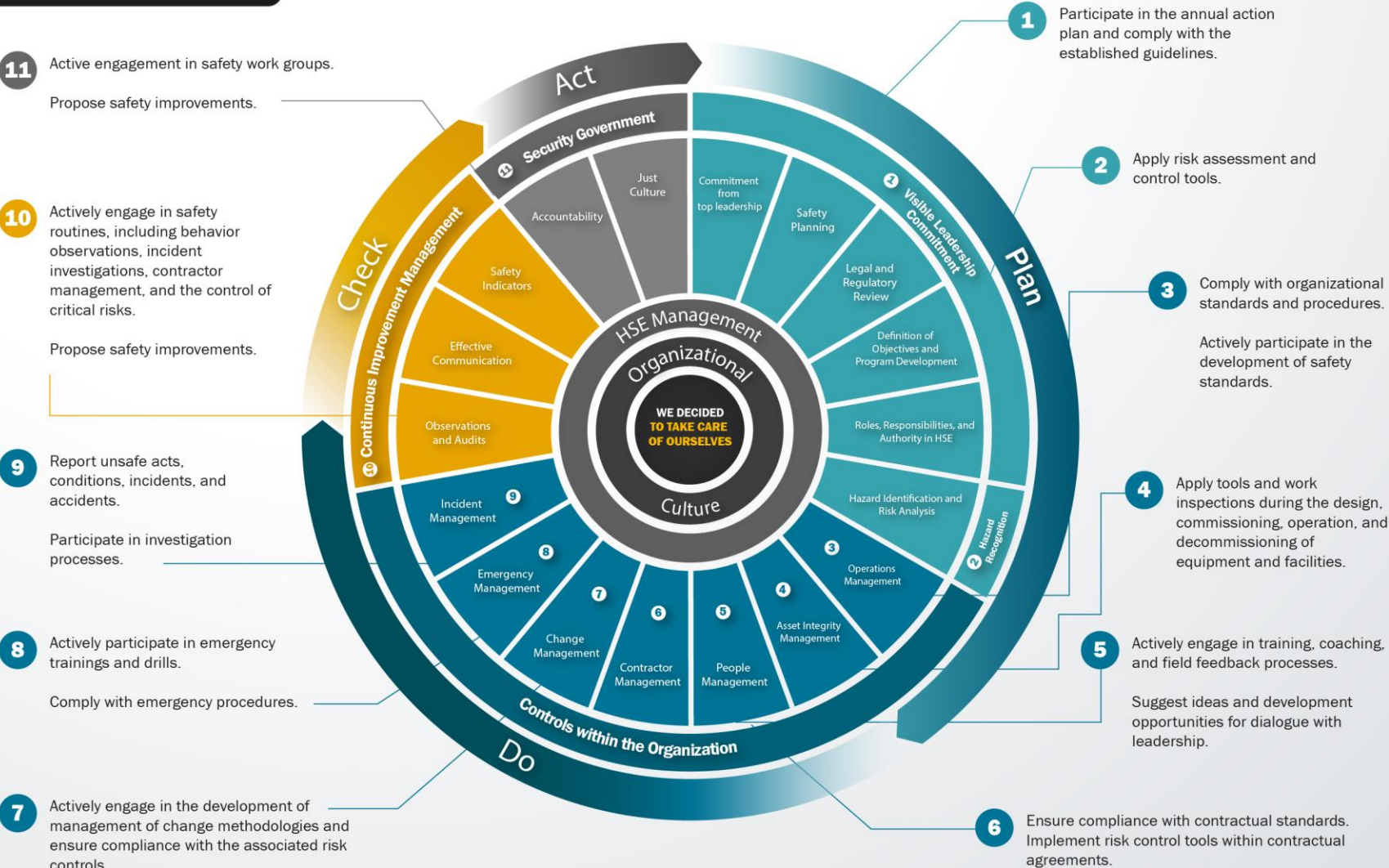
How can your role contribute to a more conscious and committed safety culture that fosters mutual care?

Employees

As an employee, you are an active part of our culture of care, acting with awareness and shared commitment by complying with standards, reporting risks, applying control tools, and proposing improvements. Every action you take strengthens the safety culture: **"WE DECIDED TO TAKE CARE OF OURSELVES"**



**WE DECIDED
TO TAKE CARE OF OURSELVES**

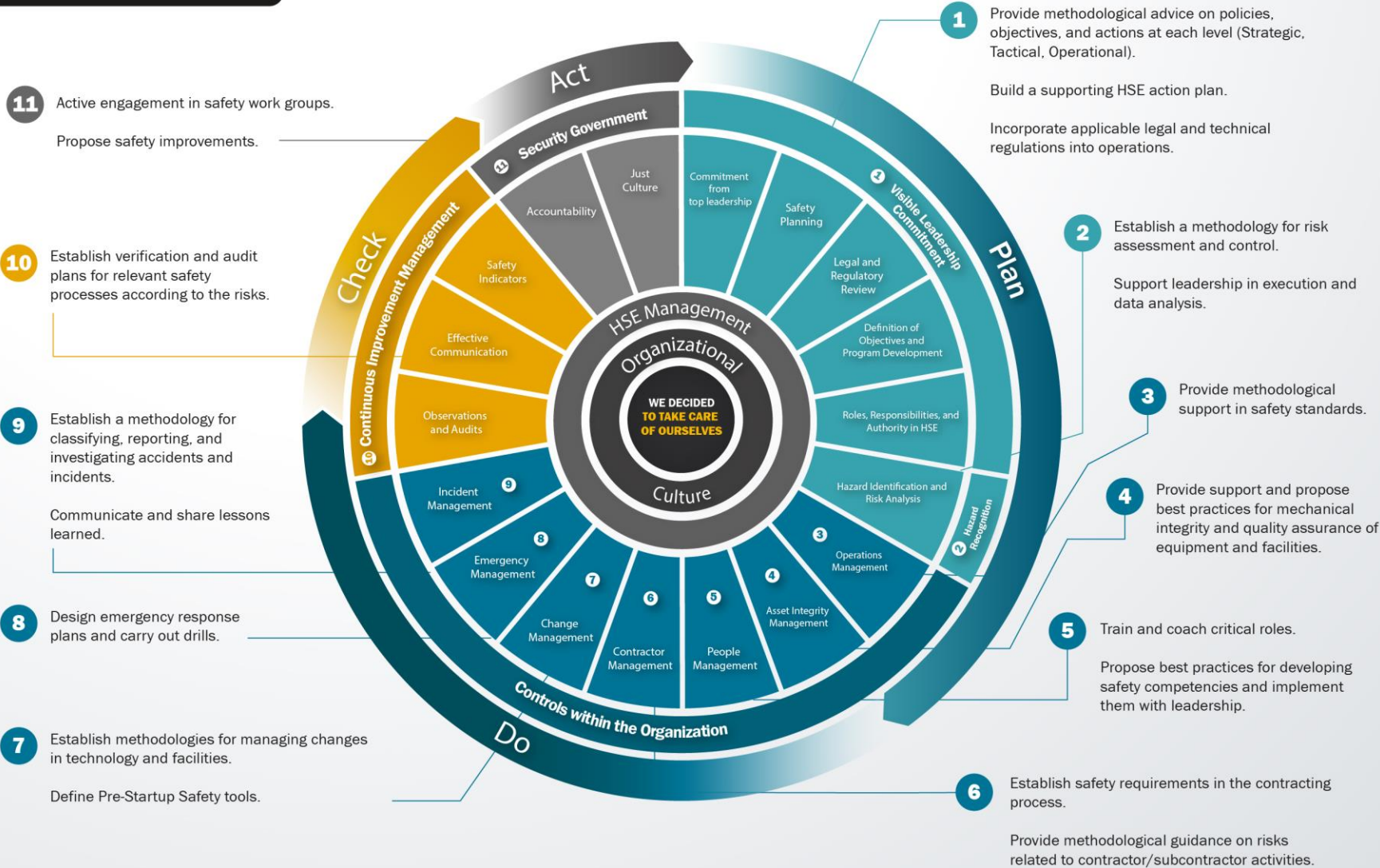


Roles and Responsibilities

How can your role contribute to a more conscious and committed safety culture that fosters mutual care?

HSE Team

As an HSE leader, you are the expert who ensures methodological soundness, develops standards, builds team capabilities, guides incident investigations, and audits processes to identify opportunities for improvement and ensure their closure. You are the guardian of continuous improvement and alignment with legal, corporate, and technical standards.



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Stefanía Arroyave
Colaboradora de la Concesión
Autopistas del Café