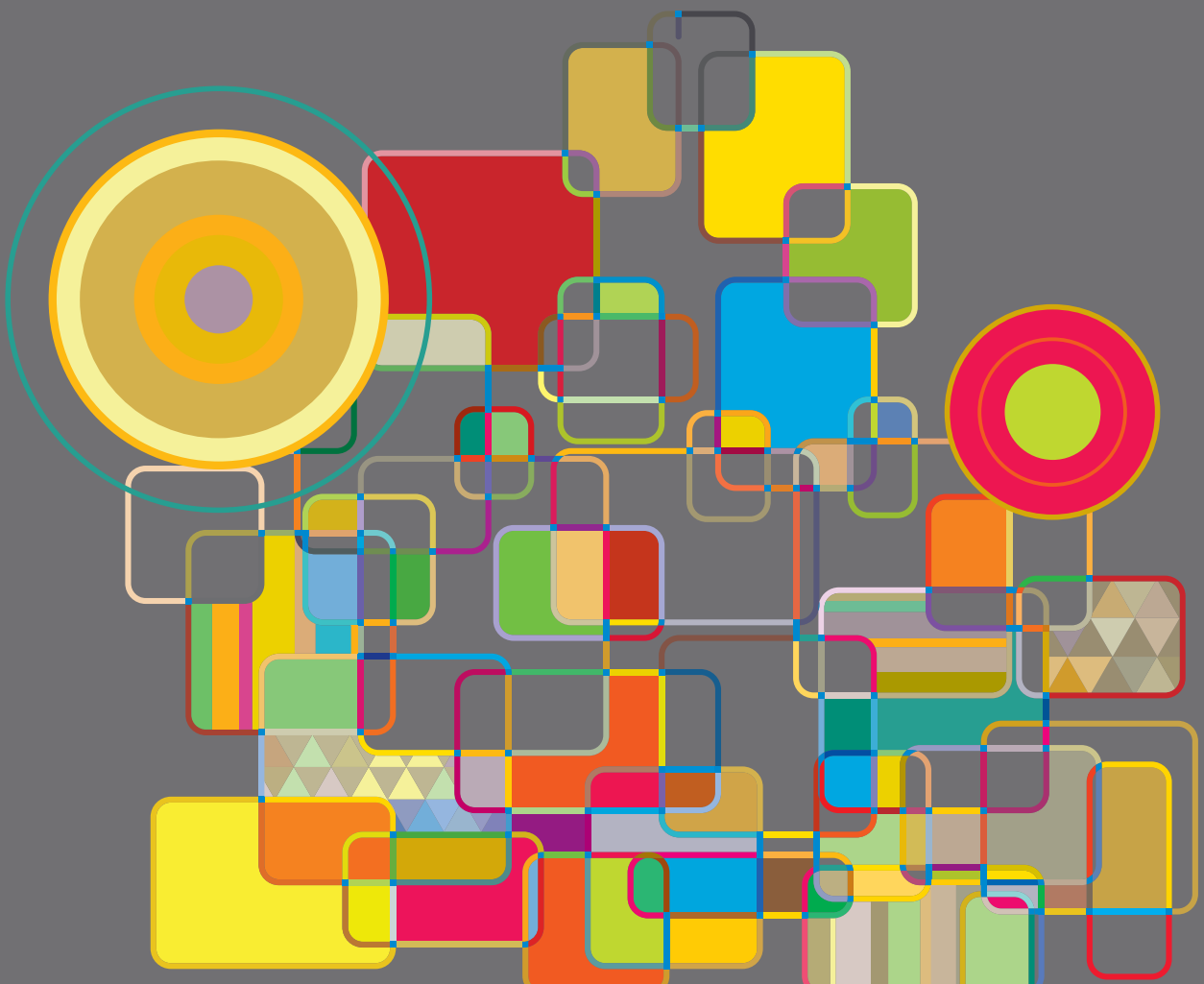
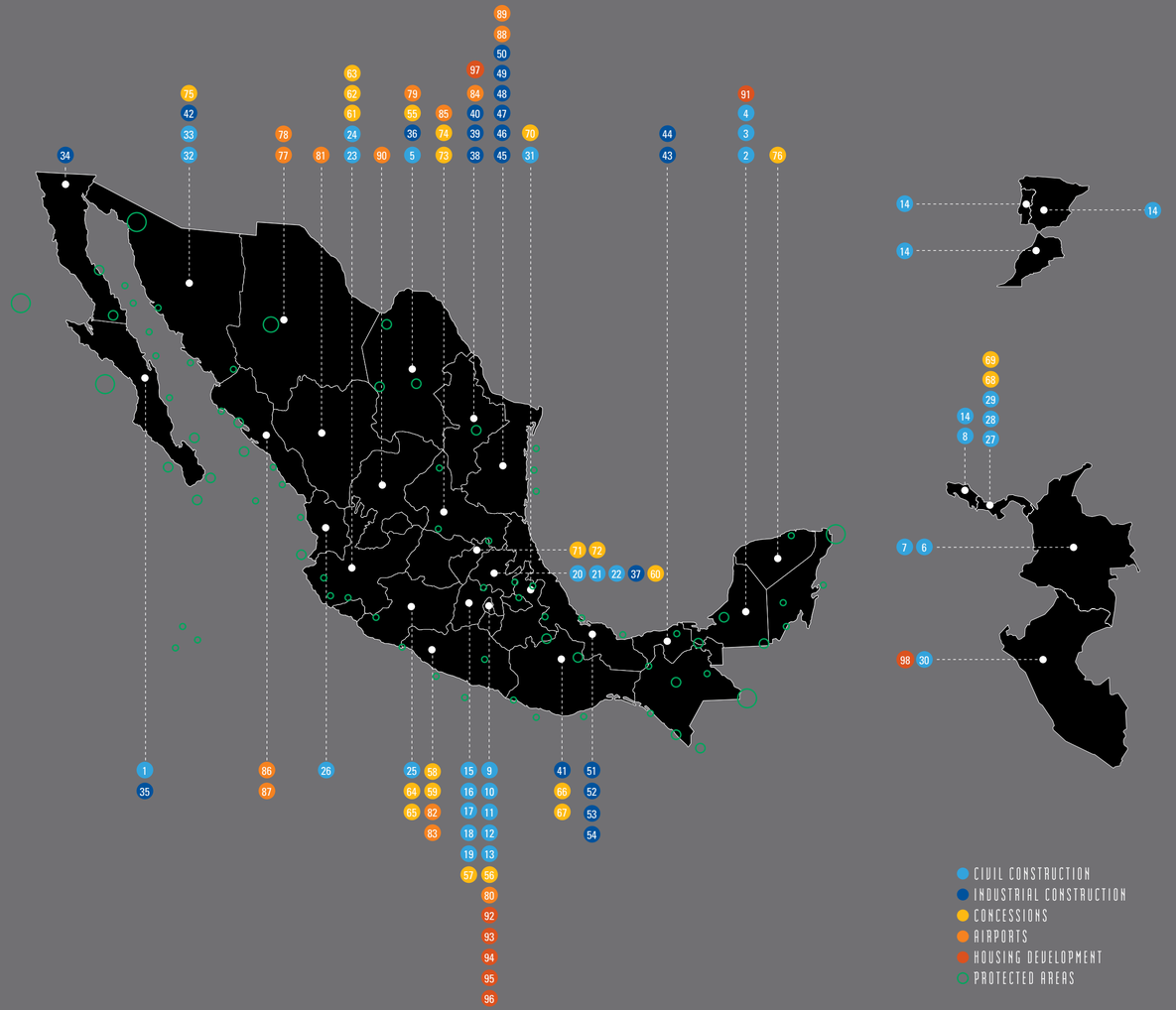
ICA

We create

DETAILED SUSTAINABILITY REPORT 2012





2.5
3.6

CONSTRUCTION

Baja California Sur
1 Los Cabos International Convention Center

Campeche
2 Chicbul - Ciudad del Carmen aqueduct
3 Marina Atasta shore protection
4 Boqueron del Palmar bypass

Coahuila
5 Saltillo General Hospital

Colombia
6 Caño Limón pipeline maintenance
7 Northern Interceptor Tunnel, Río Medellín

Costa Rica
8 Atlantic Petroleum Terminal expansion

Mexico City
9 Mexico City Airport runway rehabilitation
10 General Manuel Gea González Hospital
11 Nacional Cancer Institute Hospital
12 CENEVAL headquarters
13 Mexico City Metro Line 12

Spain, Portugal, Morocco, Central America
14 Rodio Kronsa

Mexico State
15 Rio de la Compañia Tunnel
16 Eastern Discharge Tunnel
17 La Caldera pumping station
18 Cefereso No. 4 maintenance
19 Toluca Airport maintenance

Hidalgo
20 El Yathé reservoir dam
21 Mexico City - Pachuca highway
22 Casaflex production plant

Jalisco
23 La Yesca hydroelectric project
24 Los Panales reservoir dam

Michoacán
25 Morelia General Hospital

Nayarit
26 Tepic bypass

Panama
27 Corredor Norte highway
28 Avenida Domingo Díaz
29 Panama Canal, PAC-4

Peru
30 San Martín Contratistas Generales

Puebla
31 Puebla highway interchange

Sonora
32 Navojoa - Ciudad Obregón highway
33 Sonora State highway maintenance

Baja California
34 Tanks for the Mexicali power plant

Baja California Sur
35 El Boleo copper mine

Coahuila
36 AHMSA steel and plate line

Hidalgo
37 Tula Refinery

Nuevo León
38 Cadereyta clean fuels plant
39 Cadereyta refinery repairs
40 Tractebel

Oaxaca
41 Salina Cruz clean fuels plant

Sonora
42 Cananea SX/EW III plant

Tabasco
43 Dos Bocas II dewatering plant
44 Ethane Recovery, Ciudad Pemex

Tamaulipas
45 Litoral T offshore platform
46 Ayatsil C offshore platform
47 Madero clean fuels plant
48 Tsimin - B offshore oil platform
49 Madero Refinery rehabilitation
50 Reynosa Refinery rehabilitation

Veracruz
51 Chicontepec II oil field project
52 Poza Rica cryogenic plant I
53 Minatitlán clean fuels plant
54 Etileno XXI petrochemical complex

INFRASTRUCTURE OPERATIONS AND OTHER INVESTMENTS

Coahuila
55 Ciudad Acuña water treatment plant

Mexico City
56 Autovía Urbana Sur highway

Mexico State
57 Río de los Remedios highway

Guerrero
58 Acapulco tunnel
59 Acapulco Scenic Bypass*

Hidalgo
60 Atotonilco water treatment plant

Jalisco
61 Agua Prieta water treatment plant
62 RCO FARAC I highways
63 SPC Jalisco

Michoacán
64 La Piedad bypass
65 Lazaro Cardenas TEC II container terminal

Oaxaca
66 Barranca Larga- Ventanilla highway
67 Mitla - Tehuantepec highway

Panama
68 Corredor Sur highway (operation only)
69 Corredor Norte Highwway (operation only)

Puebla- Veracruz
70 Nuevo Necaxa - Tihuatlán highway

Querétaro
71 Aqueduct II Queretaro
72 Palmillas - Apaseo El Grande*

San Luis Potosí
73 Río Verde - Ciudad Valles highway
74 El Realito aqueduct

Sonora
75 SPC Sonora

Yucatán
76 Playa del Carmen expansion - Mayab highway

Chihuahua
77 Ciudad Juárez Airport
78 Chihuahua Airport

Coahuila
79 Torreón Airport

Mexico City
80 NH Terminal 2 Hotel, Mexico City International Airport

Durango
81 Durango Airport

Guerrero
82 Acapulco Airport
83 Zihuatanejo Airport

Nuevo León
84 Monterrey Airport

San Luis Potosí
85 San Luis Potosí Airport

Sinaloa
86 Culiacán Airport
87 Mazatlán Airport

Tamaulipas
88 Reynosa Airport
89 Tampico Airport

Zacatecas
90 Zacatecas Airport

Campeche
91 Aak- Bal

Mexico City
92 Reserva Escondida
93 Rosedal 3107
94 Espacio Condesa
95 Marina Nacional 385
96 Reforma 27

Nuevo León
97 Javer (Headquarters)[2]

Peru
98 Los Portales

[1] **Awarded 2012; Concession agreement pending.*
[2] *The transaction is expected to close in 2013.*

Contents

We are ICA

2.1 ICA was established in 1947 as Ingenieros Civiles Asociados, S.A. de **2.4** C.V. to provide construction services for public sector infrastructure **2.6** projects in Mexico. Today we are a publicly traded company *(sociedad anónima bursátil de capital variable)* incorporated as Empresas ICA, S.A.B de C.V. (hereinafter referred to variously as "ICA" and/or the "Company"). Our headquarters are located at Blvd. Manuel Avila Camacho 36, Col. Lomas de Chapultepec, Miguel Hidalgo, 11000 Mexico City, Mexico.

2.2 In July 2012, ICA completed 65 years of service in the Mexican construction industry. During this time we have earned the trust of our clients by providing innovative and comprehensive solutions to meet their infrastructure needs. The projects we build are critical to the functioning of the economy and improving quality of life: underground transportation systems, highways and bridges, airports, hydroelectric projects, combined cycle power plants, offshore oil rigs, hospitals, hotels and resorts, aqueducts and deep drainage projects, refineries, processing plants for natural gas and petrochemicals, mining facilities, universities, convention centers, sports stadiums and residential developments, to name a few.

Aside from Mexico, ICA operates in Colombia, Peru, Panama, Portugal, **2.5** Spain and Costa Rica, making it one of the most important infrastructure companies in Latin America.

Mission

We offer innovative solutions to address the most complex infrastructure and construction challenges in Mexico and the world. We are known for our integrity, passion for quality and our focus on environmental conservation. This is how we add value to our shareholders, our people and the communities where we work.

Vision

To contribute to the development of Mexico and the world with solutions to complex infrastructure challenges.

Message from the Chairman of the Board

1.1 Without question, 2012 was an important year in the history of ICA, as
1.2 we celebrate 65 years of actively contributing to the development of infrastructure, industry, transportation routes and virtually everything in which the growth of our country is reflected.

Few companies have contributed so fundamentally to the transformation of a country as ICA has in Mexico. Through the efforts of all our people, today we are the leading construction firm in the country and one of the most important in Latin America, as well as one of the leading operators of toll roads, water infrastructure and airports in Mexico.

Throughout this successful history we have built strong leadership not only in our industry, but in the business sector overall. Such leadership is accompanied by a growing responsibility to all our stakeholders: shareholders, employees, clients, suppliers, communities, government institutions, and society in general.

In this regard, and in line with trends adopted by leading companies worldwide, several years ago ICA made an unwavering commitment: to collaborate in building a better country and a better planet through the sustainable management of our business, for the benefit of present and future generations.

Today we can proudly say that ICA is a sustainable company. We can affirm that every project in which we participate is permeated with that spirit of sustainability. And most importantly, we can be confident that every person in this great Company has taken on this commitment.

We know that our actions and decisions influence the course not only of ICA, but also of the lives of millions of people; as such, we have made sustainability an integral part of our corporate culture, and we see our responsibility as striving to integrate our stakeholders within that.

We have implemented best practices in corporate governance to ensure efficient and complete oversight of the business; as part of its duties, the Board of Directors assesses strategic issues with a sustainability lens, and defines policies that align with international standards in this regard. The Finance, Planning and Sustainability Committee is responsible for monitoring, standardizing and defining actions and strategies to be adopted on these issues, while ICA ensures ethical management at all levels of the Organization by updating, improving and disseminating its Code of Ethics and Business Conduct.

We build productive relationships with our clients and suppliers based on respect, communication, transparency and integrity. We work shoulder to shoulder together on the comprehensive, efficient and innovative execution of our projects, under the basic premise that their success is ours too.

We recognize the environmental and social impact of our operations where we develop. In this regard, we seek to minimize our environmental footprint through the rational use of natural resources and energy, water and building materials, and through our forestation, reforestation and biodiversity conservation efforts.

We also see the communities around our work sites as valuable allies of our operation, thus we promote social programs in accordance with the needs of each region.

In our approach to human capital management, our employees are the Company's most important investment, an investment which we protect every day by providing safe working conditions, training at all levels and opportunities for professional and personal growth.

The value we generate for our shareholders is reflected in our solid financial results, including strong growth in Adjusted EBITDA, which increased 12% over the last year.

ICA's strong operating and financial results, and the sustainability achievements that are detailed throughout this report, encourage and challenge us to move forward more dynamically in order to improve our performance. I have full confidence that sustainable business is good business, hence, in the coming years we will increase our quality standards, continue to work with integrity, strengthen our approach to service, manage resources efficiently and make innovation part of our DNA, in order to keep creating value for our stakeholders, the environment and society as a whole.

Ing. Bernardo Quintana

CHAIRMAN OF THE BOARD OF DIRECTORS

EMPRESAS ICA, S.A.B. DE C.V.

Message from the CEO

Thanks to the effort, commitment and innovative spirit of all who have worked at this Company, past and present, ICA has been able to provide expertise and quality across its 65 years in contributing to creating much of the most important and representative infrastructure of modern Mexico.

In recent years, ICA has undergone a change at all levels to make it a more competitive company. Beyond the most important – and obvious – improvements in the way we operate, grow and manage, the most important transformation has been, ultimately, in our corporate culture: every person at ICA has taken on the role of change agent, and this has resulted in a rejuvenated company, open and highly flexible to meet market needs.

While each ICA employee has a specific job and different daily objectives, we are all united by the Mission and Vision of the Company, as well as our shared values, which we subscribe to as individuals and as a company:

- Quality: we achieve excellence in everything we do.
- Integrity: we are ethical, fair and respectful.
- Service: we work together to anticipate needs and exceed expectations.
- Efficiency: we do not waste time, talent or resources.
- Innovation: we always go one step further.

This renewed focus is naturally reflected in our vision of sustainability. Just as ICA has always been distinguished for making the most effective and innovative options available to its clients for the implementation of their infrastructure projects, the Company has similarly assumed the responsibility to plan, develop and put into practice efficient solutions for the challenges posed on the road to sustainability.

As such, we have taken on the task of ensuring that our environmental, social, labor, ethics and human rights practices are as notable as our operating and financial performance. It is our conviction that in today's world this is the right path and one which gives us greater certainty for the future.

ICA specializes in the construction and operation of infrastructure, an industry that cannot be understood without strong environmental and social components. This underscores the importance of ensuring that sustainability is indeed an integral part of our corporate culture, and not only that, but also to share this vision with all our stakeholders.

As part of this process, we have found that being a sustainable company has real advantages: the standards to which we hold ourselves have made our operation more efficient; beyond the environmental benefits, optimizing resource consumption results in tangible economic benefits; the bonds have been strengthened with clients, suppliers and communities; workplace accidents have decreased; and our employees feel more connected to and proud of the company they work for.

This Sustainability Report demonstrates our commitment to operate under this framework, documents our performance and makes public

our short-, medium- and long-term goals. For the third consecutive year, we are submitting the report with Global Reporting Initiative (GRI) guidelines and indicators, which facilitates the comparison of 2012 results with those of previous years.

As a responsible corporate citizen, we are equally aware of the role we play as change agents. To that end we are a signatory to the Global Compact of the United Nations and actively participate in the Commission on Private Sector Research for Sustainable Development (known by its Spanish acronym CESPEDES), of the Business Coordinating Council (CCE).

2.8 Our financial results reflect these achievements. Revenue increased 17% to Ps. 47,542 million. Adjusted EBITDA grew 12% to Ps. 6,964 million with an adjusted EBITDA margin of 14.6 percent.

Like these financial figures, our performance during the year is a reflection of this new way of operating. Never before as in 2012 have we inaugurated as many important projects for our company and our nation, such as La Yesca, the second highest dam of its kind in the world; the San Marcos Bridge, one of the highest on the planet; and the Poza Rica cryogenic plant, which will bring energy savings and environmental benefits to our country, among many others. Never before as in 2012 was the phrase so true that at ICA, We create.
In line with the above, our social, environmental and corporate governance was also of note:

- Our relationships with the communities neighboring our projects were constructive, contributing to the continuity of our operations.
- In line with our human resources strategy, over 760,000 man-hours of training were provided to our employees in 2012.
- Our consumption indicators showed an overall trend toward improvement.
- To ensure ethical management throughout the Company, we continue to disseminate our Code of Ethics and Business Conduct, as well as to promote our values through the new Code of Ethics for Suppliers, Subcontractors and Business Partners.

This strong performance is proof that despite our 65 years, we are a young company, full of strength, and with long-term vision and objectives; all of us here are committed to ensuring that won't stop. With this same commitment we are redoubling efforts to continue building together a prosperous and generous future. A sustainable future.

Ing. Alonso Quintana
CHIEF EXECUTIVE OFFICER
EMPRESAS ICA, S.A.B. DE C.V.

Corporate structure

2.2 2.3 2.7 ICA has two core, complementary businesses: construction and management of a portfolio of long-term infrastructure concessions and other investments, organized in five major business units.

Construction

Civil Construction

We carry out large-scale infrastructure construction projects. These include dams and hydroelectric projects; highways, tunnels, and bridges; drainage systems, aqueducts, and water treatment plants; structures including stadiums, hospitals, and airports; and rail and subway systems. Our specialized construction subsidiaries give us additional expertise in geotechnology, subsoil engineering and prefabricated component manufacturing.

Industrial Construction

Through ICA Fluor, a joint venture between ICA and Fluor Corporation, we carry out the engineering, procurement, construction, management and operation (EPCM) of complex industrial facilities, including oil and gas processing plants, LNG plants, steel mills, mining facilities and other manufacturing plants. With more than 1,000 design engineers, we have one of the largest design engineering groups in Mexico.

Infrastructure operations and other investments

Concessions

ICA Infrastructure develops and operates long-term concessions and public-private partnerships (PPP) for highways, water projects, ports and public services. We are the largest highway operator in Mexico, with more than 1,700 km of roads under management. We had a portfolio of 20 concessions at the end of 2012: 11 operational, 7 under construction, and 2 pending finalization of contracts.

Airports

We operate 13 airports through our publicly-listed subsidiary OMA. The airports include Monterrey, Mexico's industrial capital, and key regional cities in the north and central areas of the country. We also operate a hotel in Terminal 2 of Mexico City's International Airport, provide other commercial services, and develop the real estate in and around our airports.

Housing Development

We develop high-end and affordable housing developments in Mexico and Peru, and also invest in tourism developments and other real estate projects in these markets. Most of these projects are developed through our strategic alliances with Javer (in Mexico) and Grupo Raffo (in Peru).

Share structure

- 79%* of the shares trade in the Mexican market.
- 9%* of the shares are represented in the form of ADRs (American Depositary Receipts).
- 12%* of the shares are held by officers, directors and employees, through the management trust, treasury and ICA Foundation.

* Approximate

ICA is listed on the Mexican Stock Exchange (BMV) and on the New York Stock Exchange (NYSE) since 1992.

At December 31, 2012, ICA had total liabilities of $88,026 million pesos, shareholders' equity of $20,662 million pesos and total capitalization of $108,688 million pesos.

ICA made no announcements in 2012 that had any impact on the share structure. **2.9**

For more details on this and other matters, please refer to the Company's 2012 annual report at www.ica.com.mx.

**All information presented is as at December 31, 2012 unless otherwise stated.

Awards and recognitions

2.10 In 2012 ICA and its employees received numerous recognitions, a testament to the commitment, effort and dedication we bring to our work every day.

Granting institution	Recipient	Reason
Indiana Tech University	Bernardo Quintana Isaac	Honorary Doctorate in Global Leadership.
Cementos Mexicanos (CEMEX)	La Yesca Hydroelectric Project	First place in the CEMEX Building Awards Competition 2012.
Ministry of Labor and Social Welfare, Federal Government of Mexico (STPS)	Paseo de las Torres, VivelCA, S.A. de C.V	VivelCA "Safe Company", based on compliance with regulations in level 1 of the STPS Workplace Safety and Health Self-Management Program.
Hewlett Packard Mexico	La Yesca Hydroelectric Project	Permanent partner in the HP Planet Partners Return & Recycle Program.
Federal Agency for Environmental Protection (PROFEPA)	CFE and La Yesca Hydroelectric Project	Clean Industry Certificate, derived from the Voluntary Environmental Audit.
National Chamber of Consulting Firms, Mexico	La Yesca Hydroelectric Project	Congratulations to Empresas ICA, S.A.B. C.V. for the inauguration of the "Ing. Alfredo Elias Ayub" La Yesca Hydroelectric Plant. What stands out again is that Mexican engineering soundly resolved the technical and construction problems that arose, proving once more that it stands with the best in the world. The effort and commitment of ICA helped goals and project execution times to be met.
Ministry of Tourism	OMA, San Luis Potosí	First national airport to successfully implement the Quality Upgrade Program, which consists of adopting best practices for both employees and the company itself.
Airport Service Quality Award 2011	OMA, Mazatlán Airport	Best Regional Airport in Latin America and the Caribbean.
Great Place to Work Institute of Mexico	OMA	100 Best Companies to Work For in Mexico.
Ministry of Labor and Social Welfare	OMA Torreón Airport	Recognition in Health and Safety for encouraging companies to implement and operate health and safety management systems in the workplace, based on national and international standards, and for meeting the requirements for Level III in the Safe Company program.
Project Finance International	ICA, Realito Aqueduct and Agua Prieta Wastewater Treatment Plant	Latin American Water Deal of the Year 2011.
Project Finance International	ICA Social Infrastructure Projects, Federal Social Rehabilitation Centers	Latin American Project Bond Deal of the Year 2011.

Project Finance International	ICA	Developer of the Year.
Latin Finance	ICA, Social projects	20-year bond for financing social projects.
Mexican Center for Philanthropy (CEMEFI)	ICA	Socially Responsible Company 2012.
Qualifying Committee of the Latin American Award for Corporate Social Responsibility (FIIC)	ICA	FIIC Latin American Award for Corporate Social Responsibility for 2012-2014, as one of the most important companies in Latin America in this field.
National Institute for Adult Education (INEA)	ICA	For the third consecutive year ICA received the recognition: Commitment to the future of Mexico.
	ICA, Prefabricados y Transportes, S.A de C.V. (PRET), Autovía Urbana Sur	Educational Gap Program 2012.
	ICA, Autovía Urbana Sur	Company committed to the education of its workers.
	ICA, Pápagos social projects	Company committed to the education of its workers.
	ICA, Marina 385	Company committed to the education of its workers.
	ICA, La Yesca Hydroelectric Project	Recognition for helping reduce the educational gap for dam workers at La Yesca.
2012 International Annual Report Competition Awards	ICA	Non – English A.R. (Annual Report): Sustainability Report. Non – English A.R. (Annual Report): Construction & Building. Photography: Sustainability Report. Interior Design: Construction & Building.
Mexican Association of Organizational Communicators (AMCO)	ICA	First place in the Employee Communications category, for the ONE x ONE Engagement Survey. Merit Recognition Electronic and Digital Communication category, for the Website.
Reforma	ICA	The eighth most admired company in the country.
Palacio de Minería International Book Fair	ICA Foundation	For participation in the XXXIII edition of the Palacio de Minería International Book Fair.

Corporate Governance

Highest Governance Body

4.1 4.3 As at April 16, 2013, the Board of Directors of Empresas ICA, S.A.B. de C.V. is composed as follows: twelve Directors, seven of which are independent under the Securities Market Law.

CHAIRMAN OF THE BOARD

Bernardo Quintana

DIRECTORS

José Luis Guerrero Álvarez
Alonso Quintana Kawage
Diego Quintana Kawage
Fernando Flores y Pérez (1)(2)
Elsa Beatriz García Bojorges (1)(2)(3)
Salvador Alva Gómez (1)(2)
Margarita Hugues Vélez (1)(2)
Ricardo Gutiérrez Muñoz (1)(2)
Carlos Guzmán Bofill (1)(2)
Carlos Fernández González (1)(2)
Eduardo Revilla Martínez

(1) Independent Directors in accordance with the definition in Rule 10A-3 of the Securities Exchange Act of 1934 as amended.
(2) Independent directors in accordance with the definition of Mexican Securities Market Law.
(3) Audit committee financial expert, in accordance with the requirement of Section 407 of the Sarbanes-Oxley Act of 2002.

4.2 4.7 The Board of Directors is the highest governance body and its members are approved based on their experience and training by the Shareholders. The Chairman of the Board does not hold an executive position.

In carrying out its functions, the Board of Directors evaluates sustainability issues related to the management and operation of the Company.

4.9 4.10 Furthermore, by determination of a questionnaire, the Board of Directors appraises its own performance and adherence to best practice standards of publicly traded companies.

Effective April 16, 2013, the Shareholders approved changes to strengthen the company's corporate governance, increasing the flexibility of its Board of Directors by reducing its size and enhancing the separation between the Board and management. These changes are in line with international best practices in corporate governance. Board size decreased from seventeen to twelve directors, including only two members of the current management team; seven are independent directors. Similarly, Shareholders approved the Board of Directors' proposal for the constitution of three special committees to support this collective body.

Corporate Practices Committee

CHAIRMAN

Fernando Flores y Pérez
(Appointed by the Shareholders' Meeting of April 16, 2013)

DIRECTORS

Margarita Hugues Vélez
Salvador Alva Gómez

Focused on carrying out the duties of corporate practices in matters of succession, nomination, compensation, evaluation and policy proposals, with the ability to lead the design and structure of the Company's corporate governance system, in compliance with applicable laws, corporate best practices and the standards and policies approved by the Board of Directors.

Finance, Planning and Sustainability Committee

CHAIRMAN

Fernando Flores y Pérez

(Appointed by the Shareholders' Meeting of April 16, 2013)

DIRECTORS

Salvador Alva Gómez
Carlos Fernández González
Ricardo Gutiérrez Muñoz
Carlos Guzmán Bofill

4.9 Addresses matters relating to finance, strategic planning, risk management and sustainability in compliance with applicable laws, corporate best practices and the standards and policies adopted by the Board of Directors.

With respect to issues of sustainability, the Finance, Planning and Sustainability Committee is responsible for monitoring compliance with our policies, international sustainability standards and our own Code of Ethics and Business Conduct (the "Code of Ethics"). Additionally, it identifies the risks facing the Company in this regard.

Audit Committee

The Audit Committee is comprised of three independent members of the Board of Directors.

CHAIRMAN

Elsa Beatriz García Bojorges

(Ratified by the Shareholders' Meeting of April 16, 2013)

DIRECTORS

Margarita Hugues Vélez
Fernando Flores y Pérez

The Audit Committee is responsible for the duties set forth in Section II of Article 42 and other applicable provisions of the Securities Market Law; among these is to review and evaluate the independent auditor and to report to the Board of Directors on the Company's internal audits and the quality or deficiency of its internal control mechanisms.

4.4 The shareholders and employees of the Company have the following mechanisms to communicate with the highest governance body:

AUDIENCE	MECHANISMS
Shareholders	(i) Shareholders Meeting; (ii) investor relations office; (iii) conferences, (iv) meetings with financial analysts, shareholders, investors, banks, rating agencies and other financial market participants.
Employees	(i) Business unit and/or area information activities; (ii) hotline; (iii) direct access to the General Counsel's office via email; (iv) escalating concerns up through the hierarchy.

4.5 Our internal regulations dictate that compensation be granted to key executives of the Company only if they meet the conditions of their performance. Additionally, remuneration of the members of the Board of Directors is approved by the Shareholders in accordance with the proposals considered by the Corporate Practices Committee.

4.6 To avoid conflicts of interest in the highest governance body, independent directors sign a statement of independence, while non-independent directors complete a quarterly questionnaire in which they declare any conflict of interest and any transaction with related parties of which they are aware. In order to carry out these transactions, and depending on their amount, authorization must be obtained from the Chief Executive Officer, the Corporate Practices Committee or the Board of Directors.

Ethics and compliance

Code of Ethics

4.8 The Code of Ethics and Business Conduct applies to all employees of the Company and is available for review on our website: www.ica.com.mx

SO2 **SO3** During 2012 training was provided for approximately 400 senior executives, directors and managers of ICA regarding combating corruption and promoting the Code of Ethics. An anti-corruption program was also provided for technical and administrative personnel in the Company's offices, projects and business units. Over 3,000 technical and administrative employees have been trained in ICA's policies and procedures on this matter.

SO4 In 2012 the ICA hotline received a total of 323 complaints, of which 46 (14%) were related to acts of corruption; of those, two (0.6%) proceeded and four (1.2%) are under investigation, while the remaining 40 did not advance. Of the eight cases in process at the end of 2011, one proceeded. In all of these cases, the personnel involved were dismissed from the Company. The 47% increase in the number of complaints over 2011 speaks to the growing confidence our stakeholders have in this tool.

There were no complaints about workplace discrimination or violations of indigenous rights. **HR4** **HR9**

Hotline: 001 877 495 33 15
Available 24 hours x 365 days a year
for all our stakeholders.

ICA does not make financial or in-kind contributions to political parties or similar institutions, nor has it been the subject of legal actions related to monopolistic or anti-competitive practices. We have not been subject to significant penalties or fines for non-compliance with laws and regulations. **SO6** **SO7** **SO8**

Risk management and internal audit

4.11 The Risk Committee is comprised of vice presidents, general managers from various areas of the Company and the General Counsel; its primary objective is to strengthen the risk management culture throughout the Organization.

ICA is exposed to four types of risk: operational, compliance, strategic and financial. Beyond those that must be managed on an ongoing basis, in 2012 the Risk Committee identified ten risks considered to be strategic, that is, those that affect the entire Company, and specified control actions for each of them.

The Risk Committee is responsible for developing the performance management model for all projects; mitigating risk through a proper planning process; and promoting engineering that generates efficiencies and optimizes the critical path, among other actions.

Each year, every business unit is examined by Internal Audit and every project undergoes a risk analysis with automated tools that allow a universal methodology to be implemented, which facilitates the comparison, control and monitoring of positive or negative events that may have an impact on our projects.

These tools include risk catalogs with technical, financial, social and environmental categories that help measure their impact on scope, time and cost.

ICA is a sponsor of the Engineering & Construction Risk Institute (ECRI), an international forum on risk management focused exclusively on the engineering and construction industry. ECRI encourages the exchange of ideas among professionals on issues related to risk management, and ICA's head of risk serves as the Regional Director for the Board of Directors of this organization. To date, we have incorporated international best practices from this institution into our risk management procedures.

The Company uses a unique risk management methodology and also relies on the "ICA Risk" tool which incorporates the fundamentals and rules of the Project Management Institute (PMI) and the necessary internal control measures. In 2012 over 1,000 risks were identified and managed in more than 50 different projects.

There are several stages in the analysis of risk and different levels of risk in each project; to ensure comprehensive management, evaluation work is multidisciplinary and includes technical expertise from the departments of Tenders; Engineering; Quality Assurance, Safety and Environment (ACSMA); Legal and case by case specialists.

To verify proper risk management, the ACSMA and Internal Audit departments perform periodic reviews. The Risk Committee holds "Lessons Learned" sessions during the implementation and operation of projects, which promotes an open, cooperative and mutually enriching culture.

ICA's strategy of identifying environmental, social and corporate governance (ESG) risk is essential to meeting the expectations of all our stakeholders. For that reason we conduct risk identification, preven-

tion, planning and assessment at different stages of our projects, with the aim of providing security, supporting good decision-making and contributing to the achievement of our strategic objectives.

The Internal Audit Department, in addition to its compliance review role, seeks to be a strategic advisor that adds value to the areas under audit. To that end, automated Continuous Audit tools are implemented through which it is possible to apply tests and monitor a greater number of transactions on a timelier basis.

The tools allow rapid query access to the Company's databases in order to sort, filter, combine and analyze different data and present it on electronic dashboards, so that information is available to help identify what is happening, what could happen and what actions should be taken. Thus, key information for decision making is made available to management and different areas of the Company.

Currently, we are already working with databases from the areas of Expenses, Labor, Equipment and Procurement. Processes from the various areas of ICA are expected to continue being incorporated into the *Tableau* system.

CASE STUDY: GOVERNANCE, RISK AND COMPLIANCE

Proper management of corporate governance is more important than ever. At ICA we do this through GRC (Governance, Risk and Compliance). These three elements support each other to improve the efficiency of the Company's processes: through Governance, authority and responsibilities are assigned; Risk identifies, evaluates and manages anything that may jeopardize the achievement of objectives; and lastly, Compliance validates adherence to standards and guidelines.

In 2012 we conducted an assessment of GRC practices at ICA to determine their level of maturity and identify the actions required to bring them to optimal management. This project consisted of three stages: Planning, Understanding of the current situation (research), and Design of the desired future state.

Components	Current state	Industry	Future state
Governance			
Risk management			
Integrated capabilities			
Business performance			

Basic · Developing · Established · Advanced · Leader

General Evaluation

The GRC assessment indicated a maturity below the desired level, so a decision was made to implement an action plan that would help incorporate best corporate governance practices and thereby achieve an optimal maturity level.

The objectives pursued in this action plan are:

- Integrate, coordinate and align risk functions.
- Implement sustainable and proactive practices.
- Establish appropriate strategies, responsibilities, methods and technology.
- Improve business productivity.

The plan impacts the Civil Construction and Infrastructure businesses of Empresas ICA, where opportunities for improvement were found in relation to:

- Organizational structure.
- Risk identification and evaluation.
- Risk response and monitoring.
- Risk tolerance and analysis.
- Mandate - alignment and coordination.
- Mandate - coverage and scope.
- People - skills and resources.
- Methods - planning and focus.

Initiatives and Overall Progress of the Project

To address the identified opportunities for improvement, the action plan includes seven key initiatives that began to be implemented during 2012.

Initiative	Current weighted progress
1. Definition of the risk structure	**7%**
2. Optimization of processes and controls	**55%**
3. Change management	**7%**
4. Comprehensive risk assessment	**13%**
5. GRC policies	**2%**
6. Requirements definition for risk software	**5%**
7. Software deployment	**0%**

Key business risks were identified from these initiatives, resulting in guidance documents such as the Empresas ICA Risk Matrix, the ICA Risk Universe and GRC Policies and Guidelines.

The future challenge

The startup of the GRC initiatives has given us the needed impetus to continue our efforts to achieve better Corporate Governance. In the future we will monitor identified risks appropriately and take the necessary control measures, such as the incorporation of ICA's GRC Module into the enterprise resource planning (ERP) system and the establishment of mechanisms to monitor operational risks through Risk Management.

The face multiple challenges as an organization during this GRC maturity period, ranging from maintaining a labor environment that promotes trust, integrity and responsibility, to demonstrating conclusively that good practices in this area add value to our business.

Sustainability management and vision

Sustainability management

As a leader in its industry, ICA seeks to be at the forefront of sustainability and to permeate this concept throughout the Organization.

Sustainability management at ICA takes place through commissions or specialized areas: Environment; Quality; Human Capital; Communication; Safety and Health; Social Environment Management; Research, Development and Innovation; Risk and Internal Audit; and Procurement, Subcontracts and Equipment.

The commissions have representation from all business units and are chaired by members of senior management. They meet regularly to discuss any material issues, generate necessary guidelines for the operation and to review periodic progress and results, which are reported to the Sustainability Committee and in turn to the Finance, Planning and Sustainability Committee.

Sustainability vision

To be leaders in sustainability in the construction and infrastructure industry.

Sustainability mission

For ICA, sustainability means providing attractive returns to our shareholders and meeting the needs of our clients by adopting best corporate practices and conducting efficient and responsible business economically, socially and environmentally. Thus, our concept of sustainability is aligned with our Mission, Vision and corporate Values.

Sustainability Management

Board of Directors Finance, Planning and Sustainability Committee

- Corporate Governance
- Market

Executive Officers and Executive Committee Sustainability Division

- Strategy
- Policies
- Organization

Sustainability Committee Commissions / Initiatives / Activities

- Objectives
- Goals
- Common activities

ORGANIZATIONAL CULTURE

Chair: Chief Executive Officer

- Executive Committee
- BU Directors
- CFO
- Human Capital
- Internal Audit / Risk
- Legal
- IT

Operating within business units and projects

- Goals by unit
- Activities by project
- Initiatives

BUSINESS UNITS

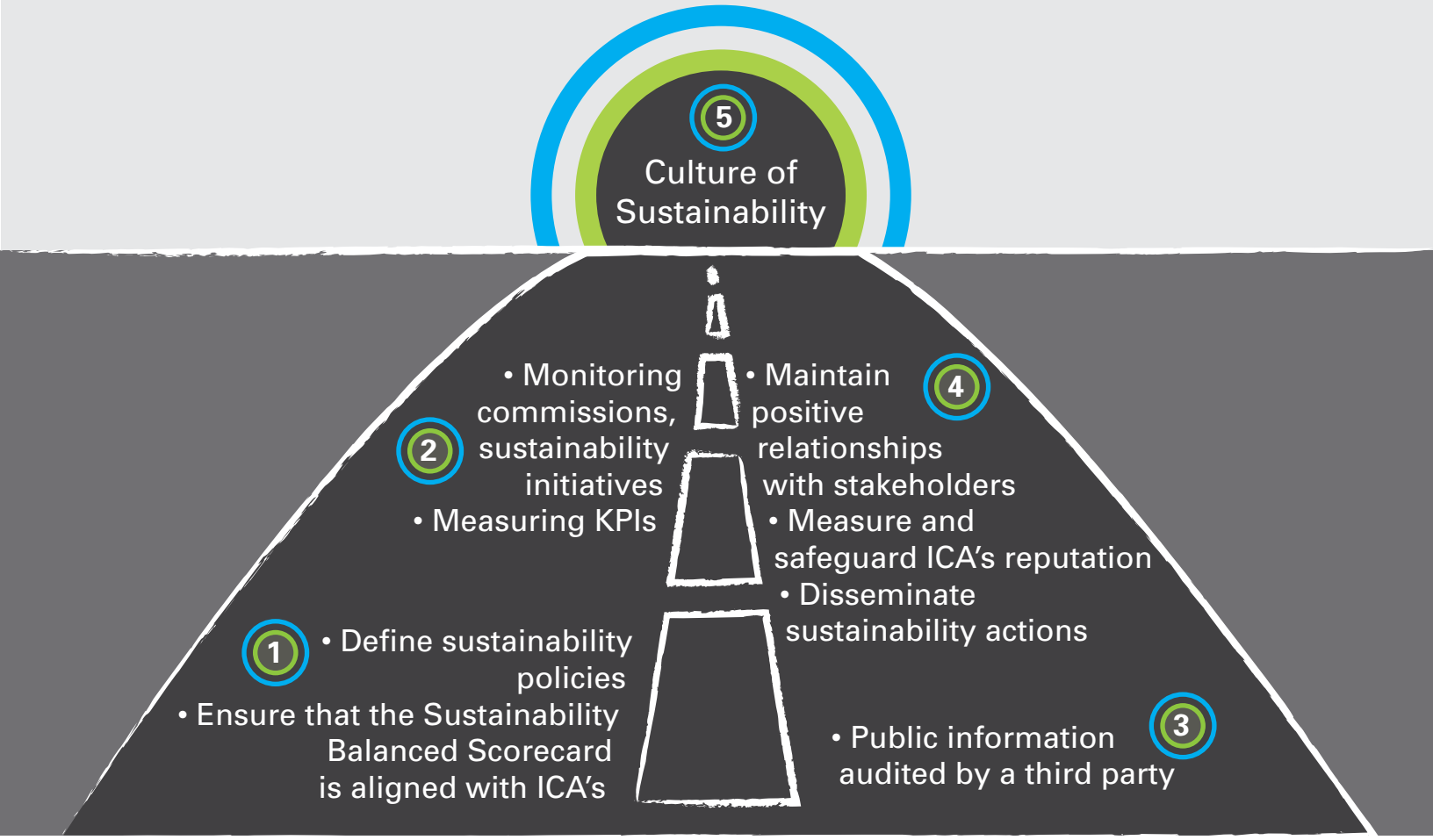
Directors

- Human Resources
- Internal Audit / Risk
- Administration
- ACSMA
- Internal Communication
- IT

PROJECTS

Managers

- Personnel officer
- Project control
- Administrative officer
- ACSMA
- Construction manager



4.9 The Finance, Planning and Sustainability Committee analyzes and monitors our performance so that it meets the sustainability mission of the Company.

The Sustainability Policy on matters of corporate, social and environmental governance is mandatory for all employees of ICA and its subsidiaries and controlled or affiliated companies. It is available for review at www.ica.com.mx.

After a strategic planning process, in 2011 we defined our sustainability objectives. Following is a table where we present the short- and medium-term sustainability objectives and their level of progress, with a view towards achieving our vision and mission in this area.

Very low | Low | Medium | High | Completed

4.16

Sustainability / Corporate

Activities	Level of short-term progress	Evidence	Activities	Level of medium-term progress	Evidence
Implement and strengthen the stakeholder relationship strategy.		• Pgs. 4-7, 25-27.			
Expand the scope of the Hotline in international projects.		• The Hotline is operating in Mexico and Panama; its dissemination will be carried out in Peru, Costa Rica and Colombia.			
Processes for compliance with sustainability indicators.		• Initiated a project with a third party specialist to facilitate the consolidation and traceability of the information requested from ICA's various areas and sustainability commissions for the preparation of the Sustainability Report.	Strengthen the culture of sustainability in favor of profitability.		• Sustainability Reports in 2010, 2011 and 2012. • Member of the Mexican Stock Exchange's Sustainability Index (IPC Sustentable). • Signatory to the Global Compact of the United Nations and member of its board in Mexico. • Five years as a Socially Responsible Company. • Member of the board of the Commission on Private Sector Research for Sustainable Development (CESPEDES), of the Business Coordinating Council (CCE). • Chair and vice chair of the board of the Trust for Electricity Conservation (FIDE). • Signatory to the Partnering Against Corruption Initiative (PACI) of the World Economic Forum.
Training and development for suppliers and subcontractors.		• Pgs. 33-34.	Monitoring supplier and subcontractor processes.		• Pgs. 4-7.
Internal Audit of the Sustainability Report.		• As previously mentioned, a project has been initiated with a third party specialist to facilitate the consolidation and traceability of the information requested from ICA's various areas and sustainability commissions for the preparation of the Sustainability Report.	External audit of the Sustainability Report.		• Audit of the Sustainability Report by an independent third party.
Strengthen ethics and compliance programs.		• Pgs. 4-7, 14.	Expand the scope of the Code of Ethics to suppliers and subcontractors.		• Publication of the Code of Ethics for Suppliers, Subcontractors and Business Partners.

Very low | Low | Medium | High | Completed

Health and Safety

Activities	Level of short-term progress	Evidence	Activities	Level of medium-term progress	Evidence
Zero fatalities.		• Pg. 40.	Zero fatalities.		• Pg. 40
Lower the Company's frequency index to 1.80 in 2012.		• Pg. 40.	Lower the Company's frequency index to 1.30 in 2013.		
Implement safety and health regulations.		• In process of unifying a single set of safety and health regulations for all business units.	Strengthen and upgrade initiatives for safety and health.		• Aims to train the areas in charge of safety and health at projects and among subcontractors.
Implement cross audits on projects		• In 2012, 17 cross audits were conducted and such audits are currently in process of being implemented at several projects.	Develop policies on disciplinary measures.		• In process of creating a workplace safety and health policy that will be applicable to all business units.
Increase safety training at the level of workers.		• Pg. 36.	Contribute to the culture of safety and health in the construction industry.		• In process of creating tools to support employee awareness and the construction industry on matters of workplace safety and health.

Very low · Low · Medium · High · Completed

Social

Activities	Level of short-term progress	Evidence	Activities	Level of medium-term progress	Evidence
Conduct analysis of social risk in select projects.		• A socio- environmental analysis is currently underway at two toll roads in Oaxaca, Mitla – Tehuantepec and Barranca Larga – Ventanilla. The aim is to understand local and regional satisfiers for maintaining positive and stable relations throughout the process.	Mitigate social impacts at projects.		• All actions carried out by the Social Commission aim to mitigate the social impacts on the communities where we undertake our projects. • Pgs. 41-42.
Strengthen social responsibility programs.		• Pgs. 41-42.	Develop plans and measure impacts on community relations (before, during and after) at projects where ICA is involved.		• Socio-environmental analysis at the two toll roads under construction in Oaxaca: Mitla – Tehuantepec and Barranca Larga – Ventanilla.

Very low · Low · Medium · High · Completed

R&D+i

Activities	Level of short-term progress	Evidence	Activities	Level of medium-term progress	Evidence
Implement effective R&D+i programs.		• Pgs. 15, 33, 47.	Strengthen the culture focused on innovation, development and research.		• ICA is working to achieve a culture change in the workplace.
Strengthen relations with educational institutions.		• Pg. 42.	Share the knowledge.		• At ICA we try to impart knowledge through strategic alliances with various institutions. • *Acerca Una Escuela* Program pg. 42. • ICA's Sustainability Department has given a number of conferences on sustainability analysis at universities.

Very low | Low | Medium | High | Completed

Environment

Activities	Level of short-term progress	Evidence	Activities	Level of medium-term progress	Evidence
Initiate a process to measure the carbon footprint.		• Measuring the carbon footprint will begin in 2013.	Optimize energy and water consumption.		• Pgs. 45-48, 50.
Strengthen biodiversity protection and conservation programs.		• Pgs. 49-50.	Improve productivity in the use of materials.		• The Company's Procurement Department has already been unified at the corporate level, leveraging scale to purchase of materials. • Pgs. 44-45.
Analyze environmental business opportunities.		• Caso Nuevo Necaxa. • Pgs 58-61.	Develop environmental businesses.		• We partner with Pro Activa Medio Ambiente México, a company specialized in providing comprehensive environmental management services for water and waste that specifically respond to the needs of: - Partial and integrated water systems - Partial and integrated municipal solid waste systems

Stakeholders

4.14 4.15 ICA has direct and high impact relationships with six stakeholder groups: shareholders, clients, suppliers, employees, government, and institutions and communities. We identified these groups through a materiality analysis that included social, environmental and ethical issues relevant to our vision of sustainability.

4.16 It is our responsibility to keep stakeholders informed in a transparent, accountable and timely manner, and in line with the information needs of each group; we have several channels for communication and feedback:

Stakeholder group	Areas of interest	Communication channels
Shareholders	• Financial results. • Short-, medium- and long-term economic performance. • Business continuity and backlog. • Sustainability performance.	• Annual shareholders' meeting. • Investor relations office. • Quarterly reports. • Annual report. • Annual reports to the Mexican and New York Stock Exchanges. • Sustainability report. • Conference participation • Meetings with financial analysts, shareholders, investors, debt holders and banks.
Clients	• High quality projects and services. • Responsible and ethical business management. • Eco-efficiencies. • Innovation. • Avoidance of conflicts of interest. • Zero tolerance for corruption.	• Service requests. • Tenders / bids. • Contracts and work logs. • Direct meetings. • Satisfaction surveys (quality). • Sustainability report. • *Al Frente* magazine (quarterly). • Annual report. • Confidential hotline.

Suppliers	• Quality and distribution of materials purchased. • Fair contract terms. • Transparent supplier and subcontractor evaluation. • Competitive value chain. • Avoidance of conflicts of interest. • Zero tolerance for corruption.	• Service requests. • Evaluation. • Direct meetings. • Confidential hotline. • Training and follow-up meetings with key suppliers. • Website. • Supplier and subcontractor development. • Surveys and feedback. • Code of Ethics for Suppliers, Subcontractors and Business Partners.
Employees	• Human resources management. • Workplace safety. • Professional development. • Technical proposals. • Labor standards. • Human rights. • Institutionalization.	• Business unit or administrative area reporting and information activities. • Annual meeting for business unit managers. • Annual information meeting for all board members, officers and managers. • Confidential hotline (365 days a year). • "*ComunICA*" internal electronic bulletin board (twice a week). • *Al Frente* magazine (quarterly). • ICActiva (monthly posters). • Direct email access to the General Counsel's office. • Remote and project training. • Annual Report and Sustainability Report (print and electronic). • Surveys (commitment). • Employment initiatives through schools in conjunction with the Institute of Adult Education (INEA).
Communities	• ICA support for social causes. • Contracting local suppliers. • Job creation. • Efficient use of natural resources. • Social and financial investment. • Human rights. • Local environmental impact.	• Contact with local authorities. • Social initiatives through schools. • Service contracts with local companies and individuals. • Distribution of 1,500 sustainability summaries (print). • Annual Report and Sustainability Report available online. • Conference participation. • ICA Foundation as a means of communication with the scientific and cultural community.

Government and institutional relations	• Technical innovation and professional standards.
	• Talent recruitment and development.
	• Legal compliance.
		• Adherence to domestic and international legislation through:
		  • Associations.
		  • Publications.
		  • Lectures.
		  • Exhibits.
		  • Quarterly report.
		  • Annual Report.
		  • Sustainability Report.
		  • Sustainability summaries.
		  • ICA Foundation.

4.17 We respond to our stakeholders' key concerns, which reach us through a range of communication channels; the following table outlines our response to such concerns:

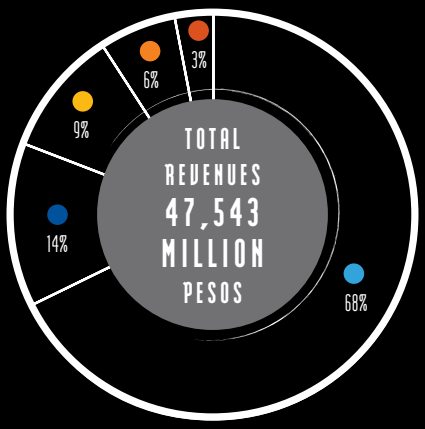
Key issues received through ICA's communications channels:	How they are resolved:
Offers for land sale/rental.	Forwarded to the appropriate business unit.
Offers for equipment rental/service.	Forwarded to the Equipment division.
Offers for employee training services.	Forwarded to the Human Capital area.
Multiple service offers.	Forwarded to the appropriate business unit.
Job applications.	Forwarded to the Human Capital area.
Complaints.	Depending on the type and classification of complaint, forwarded to the appropriate area or the General Counsel's office.
Questions from university students related to sustainability.	Immediate response from the Sustainability area.

4.13 ICA proactively participates in the following organizations and associations:

INSTITUTION OR ORGANIZATION	TYPE OF PARTICIPATION
Mexican Business Council on Foreign Trade, Investment and Technology (COMCE)	Members of the Board.
Business Coordinating Council (CCE)	Members of the Board.
The International Chamber of Commerce, Mexico Chapter	Member of the Board, Executive Committee and Vice Chairmanship.
Issuer Committee of the Mexican Stock Exchange	Member of the Board.
United Nations Global Compact	Signatory
PACI (Partnering Against Corruption Initiative) of the World Economic Forum	Signatory
National Autonomous University of Mexico (UNAM) –Biology institute.	Strategic alliance to promote a range of wildlife rescue programs at ICA's projects.
College of Civil Engineers of Mexico (CICM)	ICA staff are part of the Advisory Board and Board of Honor.
Trust for Electricity Conservation (FIDE)	Members of the Technical Committee; Chairmanship and Vice Chairmanship.
Engineering and Construction Risk Institute Inc. (ECRI)	Sponsor.
Mexican Chamber of the Construction Industry (CMIC)	Committee participation by our staff.

SO5 Part of our goal in participating in these organizations is to promote legal and public policy improvements for our industry.

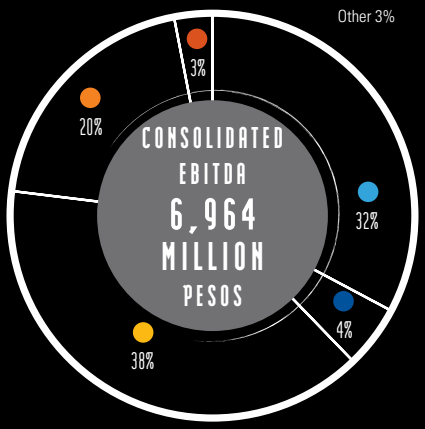
Economic performance



17% GROWTH 2011-2012

CIVIL CONSTRUCTION	32,597
INDUSTRIAL CONSTRUCTION	6,507
CONCESSIONS	4,408
AIRPORTS	3,098
HOUSING	1,492

millions of pesos



12% GROWTH 2011-2012

CIVIL CONSTRUCTIONL	2,250
INDUSTRIAL CONSTRUCTION	306
CONCESSIONS	2,632
AIRPORTS	1,368
HOUSING	224

millions of pesos

TOTAL REVENUES

10	32,008
11	40,481
12	47,543

OPERATING INCOME

10	1,955
11	3,474
12	3,681

EBITDA

10	4,176
11	6,217
12	6,964

EBITDA MARGIN

10	13.0%
11	15.4%
12	14.6%

EARNINGS PER SHARE (PS.)

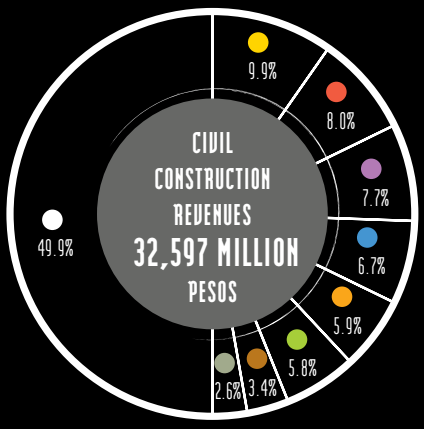
10	0.97
11	2.34
12	1.86

BACKLOG*

As of December 31

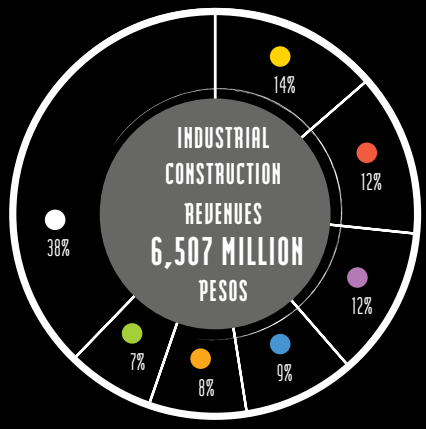
10	35,299
11	35,318
12	50,404

** Includes mining services as of 2012*



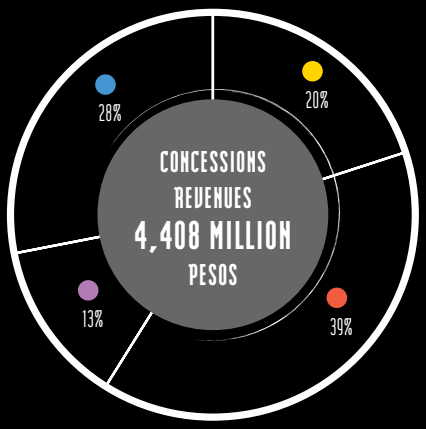
URBANA SUR HIGHWAY	3,222
SPC JALISCO	2,623
SPC SONORA	2,506
RIO DE LOS REMEDIOS ECATEPEC HIGHWAY	2,196
LA YESCA HYDROELECTRIC PROJECT	1,929
EASTERN DISCHARGE TUNNEL	1,892
MEXICO CITY METRO LINE 12	1,106
LOS CABOS INTERNATIONAL CONVENTION CENTER	850
OTHER	16,273

millions of pesos



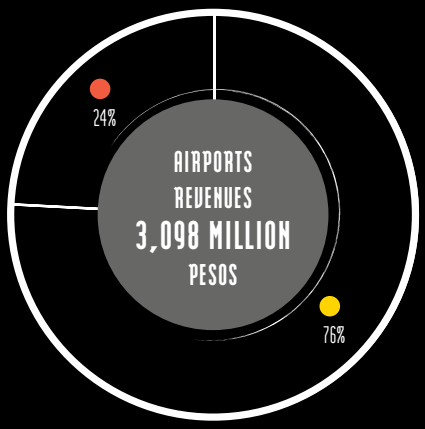
SALINA CRUZ CLEAN FUELS PLANT	929
AHMSA	834
MADERO CLEAN FUELS PLANT	751
MINATITLÁN CLEAN FUELS PLANT	611
CADEREYTA CLEAN FUELS PLANT	498
POZA RICA I CRYOGENIC PLANT	435
OTHER	2,449

millions of pesos



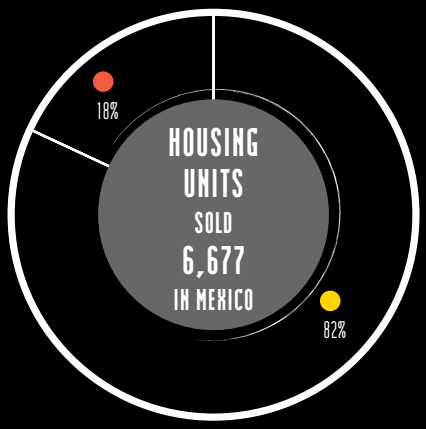
TOLLS	948
FINANCIAL	1,833
OPERATING SERVICES	608
CONSTRUCTION	1,351

millions of pesos



AERONAUTICAL	2,140
NON-AERONAUTICAL	680

millions of pesos



LOW INCOME	5,458
OTHER	1,219

units

Economic performance

EC1 Direct Economic Value Created and Distributed

	2012		2011	
	%	Millions (Pesos)	%	Millions (Pesos)
DIRECT ECONOMIC VALUE CREATED	100%	48,875	100%	43,300
a) Revenues	100%	48,875	100%	43,300
ECONOMIC VALUE DISTRIBUTED	96%	47,015	91%	39,289
b) Operating costs	69%	33,685	66%	28,615
c) Employee wages and benefits	16%	7,850	17%	7,280
d) Payments to suppliers of capital	10%	4,934	7%	2,927
e) Payments to government	1%	531	1%	453
f) Donations and other community investments	0%	15	0%	13
ECONOMIC VALUE RETAINED	4%	1,860	9%	4,010

EC9

Direct cost by input

Millions of pesos

	2012		2011	
TOTAL DIRECT COST	33,969	100%	31,193	100%
Labor	4,447	13%	5,748	18%
Raw materials and construction materials	9,737	29%	7,927	25%
Depreciation and amortization	740	2%	929	3%
Maintenance and repairs	778	2%	929	3%
Subcontractors and *maquilas*	11,373	33%	9,652	31%
Freight and transportation	782	2%	809	3%
Equipment rental	2,681	8%	2,430	8%
Insurance and bonding	17	0%	21	0%
Maintenance	778	2%	929	3%
FINANCING COSTS				
Financing expenses	2,323	7%	1,322	4%
Interest income	(275)	-1%	(32)	0%
Exchange rate fluctuation	(64)	0%	(152)	0%
Valuation effect on financial instruments	0	0%	1	0%
Commission and other expenses	143	0%	175	1%
Other direct costs	(476)	-1%	98	0%
DIRECT COST	32,984	97%	30,695	98%
Budgeted costs for housing	874	3%	480	2%
Financing expenses for housing	111	0%	17	0%
DIRECT HOUSING COSTS	985	3%	497	2%

Clients and suppliers

PR2 Company policy is that all ICA projects and facilities provide the best safety and hygiene conditions, promoting good housekeeping to avoid accidents among personnel, clients, suppliers, visitors and the general public.

PR3 In designing and developing its projects, ICA identifies and monitors the implementation of federal, state and municipal legislation; Official Mexican Standards on technical matters, environmental protection, health and safety; and our clients' basis of basis and predetermined standards.

In terms of quality, health, safety, environmental protection and social responsibility, the ICA companies are certified as follows:

	Civil	Industrial	Infrastructure	Housing
ISO 9001	✓	✓	✓	✓
ISO 14001	✓	✓	✓	✓
OHSA 18001	✓	✓	✓	✓
ESR - CEMEFI	✓	✓	✓	✓

CRE6 Following is the percentage of our operations that have a recognized and verifiable Health and Safety Management System (OHSAS 18001:2007):

Civil	100%
Industrial	100%
Infrastructure	88%
Housing	100%

PR5 To measure client satisfaction, several surveys are conducted with the following results:

Business Unit	Frequency	Mechanism	Most recent results	Strengths identified by clients	Areas of improvement identified by clients
Civil	Semiannually	Written survey	Opinion on services 80.11% Project execution 81.75% General opinion 82.64%	- Technical experience and capability. - Technically knowledgeable and up-to-date personnel. - Application of safety regulations and processes. - Competitiveness.	- Planning and scheduling of activities. - Supervision and control of all fronts. - Adherence to execution schedule. - Quality in construction processes.
	Annually	In person interview	91.3 %	- Product quality. - Problem identification and solution. - Planning and scheduling of activities. - Personnel honesty and commitment. - Timely attention and correction of errors.	- Efficient management of project changes.
Civil	Annually	Direct communication, via email, meetings	88%	- Manufacturing capability. - Transport and assembly. - Attention from personnel.	- Institutional communication. - Faster execution times. - Better responsiveness to orders. - Adequate technical support. - Development of engineering for improved designs.
		Written survey	8 (scale of 1 to 10)	- Fulfillment of scope. - Good communication. - Personnel skills.	- Timelier fulfillment. - Timely attention.

Industrial	Annually	Written survey In person interview	89%	- Administrative quality. - Environmental compliance. - Compliance with quality systems. - Execution quality.	- Institutional communication. - Faster execution times. - Better responsiveness to orders. - Adequate technical support. - Development of engineering for improved designs.
Infrastructure	Monthly, quarterly, semiannually	Opinion and craft surveys	80%	- The use of a management system for communication. - Low Maintenance management.	- The use of job specifications, to simplify administrative procedures.
Housing	Monthly and quarterly	Post-sales area Satisfaction surveys Nonconformity report	67%	- Service provided by the post-sales area	- Delivery times.

PR8 **PR9** No significant fines were levied against any project at ICA's business units related to products and services provided, nor concerning privacy or leaks of customer data. Our contracts include contractor confidentiality clauses. Also, in cases where we are required to protect data in accordance with the Federal Law on Protection of Personal Data Held by Private Parties, corresponding privacy notices have been circulated to protect personal data against any type of usage stipulated by the Law.

EC6 As a company with a clear vision of sustainability, we believe that one of the ways to contribute to the sustained growth of the country, job development, poverty reduction and the strengthening the middle class is through responsible work with small and medium enterprises (SMEs). At ICA, more than 50 projects were undertaken in 18 states this ear. We carried out transactions with more than 5,300 companies, of which at least 4,900 were Micro, Small and Medium.

While the Company's activities currently extend across half of Mexico's states, the benefits reach almost the entire country as providers are based nationwide. Approximately 76% of the economic work is concentrated in the Federal District (Mexico City), in terms of both project and vendor location. A trend consistent across all business units is that 20% of total costs stay in state, with the remainder going to other entities. Only projects in the Federal District differ: 71% stays local while the remaining 29% goes to the Republic.

CRE8 According to criteria established by INFONAVIT, ViveICA is Sustainable Housing (2009-2010) certified.

Sustainable housing developments have common areas and promote the social inclusion of their residents, with particular care to environmental preservation.

Some of the characteristics of sustainable developments are:

- Energy conservation systems.
- Urban features such as rainwater filtration systems using permeable pavement.
- Low consumption urban lighting and solar lights.
- Solid waste management systems.
- Vegetation recovery and reforestation.
- Progressive urban design.
- Reuse of water for irrigation.
- Urban centers, schools, civic centers.

CASE STUDY: ROAD SAFETY MANAGEMENT SYSTEM

PR1 In response to the need to protect the lives on our roads, we began to develop the Road Management System in 2008, which is currently used on all the highways we operate in Mexico and Panama.

The solution to the problem of road safety is influenced by numerous actors, thus our system was planned to completely intervene in all aspects of our operation and support those outside our area of responsibility. The initiative covers four types of actions:

1. Improve the identification of problem stretches.

By concession contract we must identify "black spots", 400 meter stretches where three accidents happen per year. To complement this, at ICA we add:

- The "Accident Concentration Stretch", which occurs when the Hazard Index (number of vehicular injury accidents per kilometer in the last three years) of a specific kilometer-long stretch exceeds the average Hazard Index of the highway by four times.

- The "Black Stretch", which occurs when a kilometer-long section has a concentration of more than four serious accidents in the past three years.

We also calculate the Risk Index using the EuroRAP (European Road Assessment Programme) method, which establishes a relationship between the number of fatal and serious accidents per 100 million vehicles per kilometer.

2. Educate personnel road safety issues.
A "Defensive Driving" course was given to mid- and senior-level project managers and general office staff, which delves deeply on the causes of accidents.

3. Actions to reduce the number and consequences of accidents.

- Prevention: twice a year Security Brigades walk the highways to identify potential accident spots, propose corrective actions and follow up on them to eliminate potential hazards.

- Problem solving: we install speed cameras, virtual patrols, restrictive signage, speed bumps and alarms, among others.

- Institutional interaction: we coordinate with government agencies to provide security for specific stretches, participate in municipal, state and national forums on safety, and sit on coordinated action committees with the authorities.

4. Evaluate results.
Each project tracks accidents and generates its monthly statistical Accident Index, which is reported to the corporate office every month. We ensure that the metrics used for tracking accident rates are compared with accident levels domestically and internationally.

CASE STUDY: DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES

The influence of small and medium enterprises on the global economy is increasingly important. According to the World Bank, Inter-American Development Bank and the Economic Commission for Latin America, SMEs in Latin America account for 90% to 98% of production units, generate approximately 63% of jobs, and contribute up to 40% of GDP, while according to the INEGI economic census (2009), SMEs in Mexico comprise 99.9% of production units, generate approximately 72% of employment and drive 52% of GDP. Thus strengthening these organizations is vital to boosting regional and national economic development.

As a company with a clear vision of sustainability, we believe that one of the ways to contribute to the sustained growth of the country, job development, poverty reduction and strengthening of the middle class is precisely through responsible work with SMEs. Therefore, in 2012 we transacted with more than 5,300 suppliers, of which 4,900 were micro, small and medium enterprises across the country. The Company carried out more than 50 projects in 18 states, with a total outlay of more than 23 billion pesos.

ICA's effort with regard to supplier development is ongoing and involves several areas. The Development Division is involved in the Center for Mexican Competitiveness of the Mexican Council of Businessmen, in activities ranging from communication to training and consulting. The group has participated in recent editions of the Economic Ministry's SME Week, during which interviews were held with more than 200 companies; if they do not become part of our supplier registry, they can be referred to other developers, clients and suppliers. A communication and follow up system is currently being developed to create a database with developer requirements and SME products and services, to serve as an alternative registry. Courses on best practices are also being given through the Business to Business program and consulting has been provided on specific requirements of some SMEs.

It is a fact that today, with sustainability already a necessity, we must ensure that business partners are headed in the same direction. Thus the Procurement Division has taught courses on issues such as health, safety, environment, finance and ethics, among others, to more than 150 companies. The Procurement Committee has implemented an evaluation system through a specialist in supplier management and development; we share any identified areas of opportunity, design programs to address them and offer consulting to resolve them.

Such strategies not only benefit ICA, but Mexico as a whole, as the process of modernizing and optimizing SMEs is a prerequisite to the growth of our country.

CASE STUDY: ICA ENGINEERING

One of the greatest challenges we face at ICA is achieving sustainable development while maintaining a high level of competitiveness at an international level. To do this, first it is essential to be able to respond to the demand for services in our country, and second, to have high quality solutions.

In 2010, the diversity of infrastructure projects evidenced the need to strengthen and establish an Engineering department in one of our business units, which, with the ingenuity and skill of its personnel, was able to generate valuable solutions for our clients, providing services both to our own projects as well as to other companies that like ICA, seek to promote the development of our country.

Two years after this change in strategy, ICA Engineering has established itself as one of Mexico's largest specialized design firms. It has 200 engineers and specialists who provide approximately 420,000 man-hours per year of comprehensive engineering services for all types of domestic and international projects, and at year end 2012 had participated in a total of 55 projects.

For ICA Engineering, providing comprehensive service is more than developing a plan and submitting it to the client, but rather coordinating an entire interdisciplinary project so that a developer can take the reins of his project without losing sight of the smallest detail. This requires constant communication and interaction among the specialists in the various civil engineering branches working on each project.

Specialists in structures, geotechnics, water management, facilities, architecture and land routes, as well as personnel in mobility and traffic studies, instrumentation, topography and bathymetry work alongside the areas of Technology Development and Environment to provide comprehensive services to each of the 35 projects currently underway, generating savings that exceed the operating cost of the business unit itself.

A notable example of the services the company offers to projects is the design of highly complex tunnels. With the type of soil in Mexico City, the implementation of this service has been successful in large projects such as the metro's Line 12 and the Eastern Discharge Tunnel. Moreover, the site engineering service makes available to the developer multidisciplinary teams who provide immediate on-site response. This service aims to develop timely and suitable designs for the particular conditions of each project.

The achievements of ICA Engineering in the last year have strengthened its trajectory of becoming the best engineering firm in Mexico infrastructure and civil construction project design. This is a source of great pride for ICA and a testament to the world class talent of Mexican engineers.

Social performance

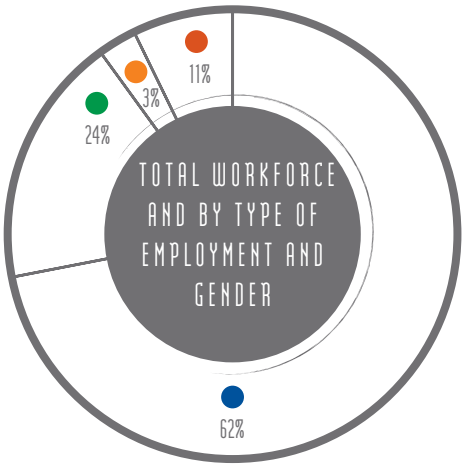
ICA operates under the premise of working in a socially responsible way both internally – being a quality employer; promoting gender equity, diversity, training, equal opportunity and human rights; and prioritizing the health and safety of its employees and contractors – and externally – effective social management in the communities where it has contact.

Employment

At December 31, 2012, ICA had 34,363 employees. The number of workers depends on our volume of construction and infrastructure development work. **2.8**

Following is a graph of the total workforce by employment type and gender. **LA1** **LA2**

MEN	
UNIONIZED	62%
TECHNICAL ADMINISTRATIVE	24%
TOTAL	**86%**
WOMEN	
UNIONIZED	3%
TECHNICAL ADMINISTRATIVE	11%
TOTAL	**14%**



EC5 225 (0.6%) of our employees have the minimum wage as their base payment.

LA3 Technical and administrative personnel have a benefits package that exceeds that of the law:

- Annual bonus based on seniority.
- Bonuses and vacation day according to the law.
- Savings accounts.
- As of 2012, food vouchers.

We also provide several benefits for the welfare and development of our employees.

- Disability.
- More days off than required by law.
- Technical training and personal development.

LA5 Some of our most important clients are public agencies, which makes the number of workers vary according to their infrastructure needs. Thus the majority of our labor contracts are temporary and we cannot offer our employees a minimum period of notification prior to organizational changes.

During the year we continued to consolidate the Engagement human resources management model, which see employees as the Company's most important investment. A significant part of the focus in 2012 was to design action plans that address the main concerns of employees in line with the Company's objectives. Progress on the design of action plans to address the Organization's needs was 70 percent.

CASE STUDY: ONE X ONE SURVEY

Meetings were held in the first half of 2012 to present the results of the One x One work commitment survey, with successful participation of 87% of the Company's total workforce. The survey was conducted to gather the views of employees from all areas of the Company on the following indicators:

- Authority and decision making.
- Training and development.
- Collaboration.
- Competitiveness and customer orientation.
- Commitment.
- Communication.
- Empowerment and innovation.
- Stress and workload.
- Integrity, respect and fairness.
- Intention to stay and retention.
- Leadership.
- Safety.
- Salaries and benefits.
- Supervision.
- Operational efficiency.

Based on these sessions, 61 action plans were designed to address the main concerns expressed by employees through this tool. It is important to note that participation in the projects was extraordinary.

We conducted a review of each action plan to identify which could be freely implemented at projects, that is, those not directly related to actions being developed by the Human Capital area with regard to our Company's current transformation. In this review we identified:

- 32 actions to be freely implemented at projects;
- 6 major projects at the organizational level that are developing and enhancing the Company's Human Capital platforms and processes.

All plans included actions, immediate goals, accountability, deliverables, delivery dates and success indicators.

A success case derived from the results of opinions provided by employees in the One x One Survey are several changes to Company benefits; in particular, the number of vacation days increased (four more days per year worked) and vacation bonuses (from 25% to 75%), as well as a series of measures to promote professional development, performance differentiation and growth opportunities for our employees.

Labor Relations

LA4 All laborers at ICA are members of a union with national representation. All ICA projects have a collective labor agreement for specific work. As with most companies in the country, the technical and administrative staff are not affiliated with any union.

Wages are set annually in accordance with the provisions of the Federal Labor Law.

Training

LA10 ICA offers its employees a work environment where they can develop personally and professionally. In 2012 we provided 760,483 man-hours of training, an average of 27 hours per technical and administrative personnel and 15 hours per unionized worker:

		PERSONNEL			PERSONNEL		TOTAL
	T-A HOURS	T-A	HRS/EMP	UNION HOURS	UNION	HRS/ EMP	HOURS
TOTAL	334,017	12,401	27	426,466	28,920	15	760,483

LA11 The Company's training programs develop our employees' professional, personal and social skills and help them reach higher levels within or outside of the Organization.

LA12 Technical and administrative staff receive regular performance and career development evaluations; these cover directors, managers, coordinators and supervisors.

The scope of performance evaluations was expanded in 2012 to include more technical and administrative personnel, with the number of employees evaluated nine times higher, rising from 306 in 2011 to 2,889 employees in 2012.

CASE STUDY: TRAINING PROGRAM FOR ADMINISTRATIVE MANAGERS

In view of the growth of our operations, market leadership and the challenge of maintaining and improving this position, ICA has developed a business strategy focused on increasing our output, value creation and continued inclusion on the BMV's Sustainability Index.

The key element in this new business strategy is human capital. Aside from redesigning job profiles, the performance management policy and succession plans, we identified the need to attract talent at the management level with the profile and skills needed for the growth of our Organization. Therefore Corporate Management Division developed a new Training Program for incoming Administrative Managers who, once selected as candidates, will be quickly integrated into the organization, promoting greater efficiency in the workplace and providing them with a better professional development opportunity.

The Program includes a definition of the profile and skills of new managers, who require extensive experience, a detailed definition of the training process – which includes a sponsor for each activity or training process – and measureable indicators. In its first application, a number of candidates entered an intensive process of interviews and skills assessment, after which two were selected to participate.

The Training Program for Administrative Managers lasts 142 days and is supported by corporate management from Human Capital, Administration and Finance, and Project Management, as well as Civil Construction and Infrastructure. The structure of the training is progressive and includes four stages:

Induction: provides a comprehensive overview of the Organization, ranging from the Mission and Vision of ICA to an understanding of our Corporate Governance, policies and procedures, and the role of corporate areas and their relationship with the business units.

Training in Civil Construction and Infrastructure: in Project Coordination, participants learn about functions in the projects area, with a specific focus on the accounting impact projects have at the organizational level; through direct execution of a project, they learn everything from policies and procedures to payroll preparation, and at the head office they learn about administrative and financial processes such as accounting consolidation, tax, treasury, applicable policies and the relationship between business units and corporate areas. At the end of this stage, participants must complete an assessment of their technical knowledge and of the business cycles of our Company.

Corporate Training: at Corporate, participants learn about the purpose and function of the areas of accounting and fiscal consolidation, its relationship with the business units and the accounting and tax impact the companies at each business unit have at the consolidated level.

Feedback: This is the final stage of training and approval to hold a management position. Participants must demonstrate their acquired knowledge and ability to meet the profile and needed skills. This is done through a review of their areas of opportunity in reports developed during the earlier stages, and a final evaluation in which they must obtain a performance level of at least 81 percent.

In its first implementation, the Program was successfully carried out for incoming personnel who now hold two posts within the Organization: International Administrative Manager and Accountant Manager; we expect to add three more managers in 2013.

These programs help fulfill our strategic objectives, strengthen our position as leaders in the construction and infrastructure industry, and make us a highly competitive organization internationally, demonstrating that ICA makes great ideas real.

Diversity and equal opportunity

Our Company is committed to providing equal opportunities to its employees in hiring, training, development and promotions.

Table of technical and administrative personnel by position, age and gender: **LA13**

AGE RANGE	LEVEL	MEN	WOMEN	TOTAL
UNDER 30	TOTAL	1,453	966	2,419
	EMPLOYEES	1,447	964	2,411
	MANAGERS	6	2	8
30-40	TOTAL	1,405	630	2,035
	EMPLOYEES	1,328	609	1,937
	MANAGERS	65	19	84
	EXECUTIVES (VP, DG,CEO)	2	-	2
	DIRECTORS	9	1	10
	BOARD	1		1
40-50	TOTAL	918	243	1,161
	EMPLOYEES	794	232	1,026
	MANAGERS	84	6	90
	EXECUTIVES (VP, DG,CEO)	6	-	6
	DIRECTORS	32	3	35
	BOARD	7	0	7
OVER 50	TOTAL	747	107	854
	EMPLOYEES	613	102	715
	MANAGERS	93	5	98
	EXECUTIVES (VP, DG,CEO)	4	-	4
	DIRECTORS	26	-	26
	BOARD	11	0	11
OVERALL		4,523	1,946	6,469

ICA has also tried to increase employment opportunities for people with disabilities, in line with our commitment to creating a work environment free from discrimination.

LA14 Wage ratio table by gender and employment level:

	Minimum wage ratio women: men
EMPLOYEES	0%
MANAGERS	30%
EXECUTIVES (VP, DG, CEO)	-
DIRECTORS	10%

The percentage shown in the table is the difference between the lowest wage level for a female director or manager, and the lowest wage level for a male director or manager.

Health and safety

As a company whose work involves occupational hazards, we have made occupational health and safety one of our strategic priorities. We offer our employees a work environment that promotes health, safety, prevention and shared responsibility.

LA8 As such, in 2012 we provided 1,232,308 man-hours of training on workplace healthy and safety, while 118,731 medical exams and 49,696 medical consultations took place. These activities are detailed in the following tables:

OCCUPATIONAL SAFETY									
HEALTH AND SAFETY COMMIT-TEES	OTHER FORMAL OHS COMMIT-TEES	TRAINING MAN-HOURS	DRILLS PERFORMED			AWARDS	SAFETY CAMPAIG-NS	OHS AUDITS	
			FIRE	EVACUA-TION	RESCUE	TYPE		Ext	Int.
122	85	1,232,308	105	116	72	176	116	78	99

OCCUPATIONAL HEALTH														
VACCINATION(DOSES SUPPLIED)					MEDICAL EXAMS			MEDICAL CONSULTS		OTHER HEALTH ACTIVITIES (STUDIES) FOR WORKERS OR THEIR FAMILIES				
T-D (tetanus diphtheria)	Hepatitis B	Seasonal influenza	M-R (measles rubella)	Pneumococcus	Entrance	Periodic	Special	Men	Women	SPIROMETRY	AUDIOMETRY	EYE EXAMS	PAP SMEARS	BREAST EXAMS
114,265	3,900	17,213	2,075	3,922	105,093	8,068	5,811	43,579	5,876	583	858	18,438	970	704

OCCUPATIONAL HEALTH													
MAN-HOURS OF TRAINING ON HEALTH ISSUES								ENDEMIC DISEASES					
ALCOHOLISM	ADDICTION	STDs	NUTRITION AND HEALTH	CHRONIC DEGENERATIVE DISEASES	ORAL HEALTH	DOMESTIC VIOLENCE	OTHER	MALAIRA	DENGUE	YELLOW FEVER	LEISHMANIASIS	CHOLERA	CYSTICERCOSIS
4,636	3,858	2,161	11,355	6,823	2,835	1,032	1,858	3	46	0	0	1	3

ENDEMIC ILLNESSES						
MALARIA	DENGUE	YELLOW FEVER	LEISHMANIASIS	CHOLERA	CYSTICERCOSIS	Health and education programs in projects and communities
3	**46**	**0**	**0**	**1**	**3**	**97**

LA7 While we have improved our indices in the area, we regret to report that in 2012 we lost eight employees and six contractors due to workplace accidents. We have conducted an analysis of the root causes of these incidents and are taking steps to avoid them in the future.

Fatalities			
People affected	2010	2011	2012
ICA employees	18	14	8
Contractors (internal and external)	4	1	6
Total	22	15	14

In 2012 the rate of workers injured at work decreased notable relative to the previous year and, in general, our safety indicators reflect a trend towards improvement.

Injuries			
People affected	2010	2011	2012
ICA employees	1,532	1,258	858
Contractors (internal and external)	139	149	148
Total	1,671	1,407	1,006

Injury Rate (injuries per 200,000 man-hours worked)			
People affected	2010	2011	2012
ICA employees	3.42	2.62	1.83
Contractors (internal and external)	1.06	0.71	0.44
Total	2.88	1.95	1.27

Total hours worked			
People affected	2010	2011	2012
ICA employees	90,480,529	104,280,400	93,390,919
Contractors (internal and external)	26,936,115	42,193,598	67,151,377
Total	117,416,644	146,473,998	160,542,296

Days lost			
People affected	2010	2011	2012
ICA employees	12,958	13,973	12,129
Contractors (internal and external)	908	1,039	2472
Total	13,866	15,012	14,601

Health and safety frequency index																	
1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
3.7	2.8	2.2	1.7	0.9	0.5	0.6	0.8	0.9	0.7	1.2	1.1	1.1	0.8	1.5	1.95	1.27

LA6 The Company set up Health and Safety commissions at its projects, comprised equally of worker and company representatives, so that 100% of employees are represented on these commissions. Their function is to verify compliance with all applicable regulations concerning workplace health and safety, take measures to prevent accidents and illnesses, and investigate root causes in order to mitigate their risk of occurrence.

The members of the commissions specialize in the areas of safety, and advise workers on the measures that must be taken into account to prevent occupational hazards and illnesses. This helps ensure the physical integrity and health of all of the Company's employees.

LA9 During 2012, collective agreements were in place at all ICA projects, establishing the obligation to meet social security provisions in order to ensure all operating personnel their right of access to health services.

Human rights

HR1 All our labor contracts meet legal and regulatory requirements on human rights. Our contracts and projects that involve international financing today include human rights clauses, so we have contractual obligations with the World Bank, including adherence to the Equator Principles.

HR5 The Constitution of Mexico states that all workers are free to join the union of their choice. In 2012 100% of our workers were union members working under a collective bargaining agreement.

HR6 ICA only hires personnel over the age of 18; this requirement is established in all collective labor agreements and workers are requested to provide proof of age with valid photo identification.

HR7 The Company respects the individual freedoms of all its workers, and no one is forced to work without consent.

HR2 During 2012 we strengthened the Contractor Development program started in 2011; a training program was developed to reinforce identified areas of opportunity and we adapted and updated contract templates with emphasis on the following areas:

- Compliance with employee-employer obligations.
- 100% coverage of employee IMSS and Infonavit payments.
- Compliance with ICA safety policies (personal protective equipment for field personnel such as boots, gloves, helmets, jackets, eyewear, etc.).
- Medical service, drinking water and restrooms in the workplace.
- Verification that companies do not hire minors and do provide opportunities for people with disabilities.

To promote our safety, quality and environmental policy, we offer contractors at our project five minute daily lessons on these topics.

No human rights complaints were reported during this fiscal year. All complaints are resolved through a formal system (confidential hotline). **HR10** **HR11**

Community Relations

We are conscious of the impact of our operations on society. The benefits our projects bring to communities are evident, from jobs and the economic impact generated by the health, education and environment activities and initiatives we have implemented. Notable activities in 2012 include: **SO1** **SO9**

- 1,134 students visited our projects and experienced engineering and construction first-hand.
- 48,135 children benefited from the donation of building materials, electrical repairs, plumbing, public works and environmental talks and hospitality events at various schools.
- We launched 45 activities to promote health, including most notably vaccination campaigns and awareness talks.

In the contracts ICA signs with its clients, we set forth prevention and mitigation measures for operations with potential or actual impacts, either positive or negative, for which clients are always responsible, not ICA; the same occurs if people are displaced and/or relocated due to development. **SO10** **CRE7**

Nonetheless, we seek to go beyond our contractual obligations; as such, we carry out social and environmental programs in the communities surrounding our projects. In 2012 these were our results: **4.12**

Program	Actions implemented	People benefitted	Man-hours
Adopt a school	156	48,135	3,427
Bring a school	26	1,134	655
ICA helps	130	927,949	3,701
ICA environment	69	106,452	3,827
ICA health	45	262,708	976
Institute of Adult Education (INEA)	23	679	1,737
Volunteering	38	5,370	6,618
Total	**487**	**1,352,427**	**20,940**

As indicated in the table, we benefitted more than 1.3 million people during the year through the social responsibility initiatives we implemented.

Furthermore, in order to help young people find effective alternatives for professional education, in 2012 ICA supported vocational guidance based on human development. The Company sponsored a gathering of students at the National Auditorium, attended by 17,000 high school students, to address their concerns by developing their professional calling.

ICA also supported an event for 1,000 middle and high school teachers, who were provided training tools.

ICA Foundation

During this reporting year, the ICA Foundation (FICA) worked on supporting higher education, scientific research and the dissemination of engineering, as well as undertaking substantial improvements to its historical legacy in terms of security and control.

FICA works in conjunction with the Faculty of Engineering at the UNAM to offer mobility scholarships to low-income students so they may enrich their training at universities around the world.

Furthermore, through the FICA Social Service and Professional Practice program, ICA Engineering brings on interns who participate in the department's projects for one year. This program gives students the opportunity to work at a world class company, with the possibility of joining upon completing their studies, while for ICA this is an important tool to attract talent.

CASE STUDY: INNOVATIONS IN SECURITY AND CONTROL OF ICA FOUNDATION'S HISTORICAL LEGACY

ICA Foundation owns a photographic archive consisting of hundreds of thousands of images, from physical negatives to electronic microchips, which has tremendous value not only for the Company but for the entire country. Many public institutions (INEGI and CONABIO, to name a few) have used this archive to enrich the documents and services they offer.

In 2012, we recognized the need to strengthen the special vault for safeguarding this photographic collection, as the facilities where it was stored were no longer adequate in terms of conservation and security.

In order to completely remodel the storage vault, the materials had to be moved to a special vault at the University Museum of Contemporary Art (MUAC), but not before undergoing an exhaustive effort of registering, checking and packing the materials, to optimize the space they would occupy and properly document their overall content.

The classification and location of the archive's contents are of utmost importance. Thus it was necessary to make a detailed map for placing the materials in the MUAC vault and their eventual return to the FICA vault. Once the 764,000 items in the archive were transferred, the remodeling of the vault was begun.

The project included the installation of fire detection and extinguishing systems with dry extinguishing technology to protect equipment and people; air conditioning to control temperature, humidity and environmental purification; high density storage to optimize the conservation of materials and use less space; and an access control system using magnetic cards and CCTV, as well as a renovation of the electrical system and restructuring of the voice and data system.

One of the most important adjustments within the storage vault was the decision to keep all the systems of the facility, knowing that it would be easier to avoid any problems that might arise because of the age of the building.

The primary considerations for the civil works were the maintenance, operation and safety of the personnel and equipment safeguarded by the Foundation. We also envisaged a special area for visitors to the archive, restructuring the space inside to serve the public, controlling their access and keeping work and storage areas clean and secure.

The implementation phase of the project concluded successfully the materials sent to MUAC were received back. Thus an asset as valuable as our photographic collection will have the home it deserves.

Environmental performance

Environmental Management Approach

The Environment Commission developed a scoreboard of environmental objectives to comply with and enforce ICA's sustainability policy and procedures. A number of elements were taken into account in developing it, including an analysis of environmental strengths, weaknesses, opportunities and threats at each business unit, as well as the criteria used by the Mexican Stock Exchange for its Sustainability Index, of which ICA is a member.

The general topics included within the business units' environmental objectives are:

- Environmentally responsible supply chains.
- Incorporation of secondary and renewable materials.
- Optimizing electricity and water consumption.
- Using renewable energy.
- Reducing emissions, discharges and waste.
- Conservation and improvement of environmental services.
- Developing key competencies in environmental management.
- Monitoring the impact of machinery and transportation usage.
- Environmental investments.
- Control of environmental operating risks.

To meet these objectives, each business unit determines its strategies according to its area of specialization. For tracking and reporting purposes, we standardized the 2010 and 2011 methods of measuring and tracking environmental indicators.

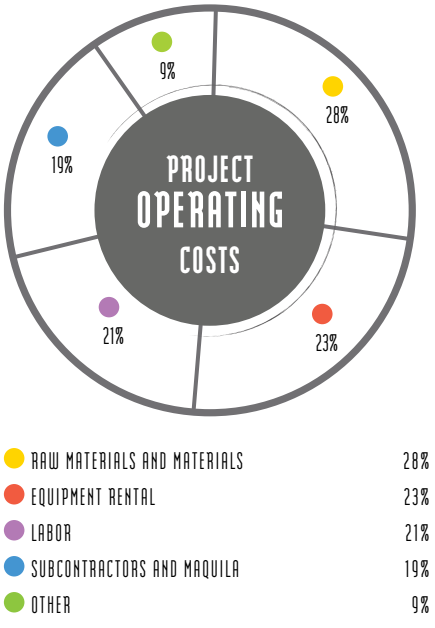
The Company's key environmental indicators are outlined below.

Materials

The volume of strategic materials was distributed as follows in 2012: **EN1**

Product	Unit size	Quantity	% of Cost
Steel	Ton	121,461	39%
Concrete	m3	1,147,784	33%
Fuel	Liter	51,631,278	12%
Asphalt	Ton	98,647	12%
Wood	m3	9,971	2%
Tires	Piece	8,179	2%

Following is how project costs are distributed, including construction materials and raw materials.



EN2 It should be noted that the reinforced steel industry in Mexico is increasingly using recycled scrap as a raw material, and less iron ore. It is estimated, in fact, that currently 60% of the raw material is sourced from scrap and the remaining 40% from ore.

This year we did not consume secondary energy in significant quantities as we did in 2011 and 2010, due to the end of the contract with the company producing fuel from used oils. However, used oil continued to be recycled as an alternative fuel for cement production (energy recycling) through authorized companies that provide collection services for used oil.

Energy consumption

EN3 Diesel, gasoline and liquefied petroleum (LP) gas are the primary fuels ICA uses for the operation of machinery and equipment required for civil and industrial construction, and for the operation of road and water concessions. All fuel is reported as purchased.

Energy consumption by type of fuel:

Fuel source	Unit size	Civil	Industrial	Infrastructure	Housing
Diesel	L	85,820,246	1,850	222,064	1,032,241
Unleaded gasoline	L	6,237,881	206,596	1,048,650	531,126
Premium unleaded gasoline	L	204,223	0	0	0
LP Gas	L	597,574	0	3,843	0

Fuel source	Unit size	Civil	Industrial	Infrastructure	Housing
Diesel	GJ	3,137,817	68	8,119	37,741
Gasoline	GJ	193,724	6,213	31,535	15,972
LP Gas	GJ	16,235	0	102	0
Fuel purchased	GJ	3,347,777	6,280	39,755	53,713

Fuel source	Unit size	Civil	Industrial	Infrastructure	Housing
Diesel	GJ	91.02%	0.00%	0.24%	1.09%
Gasoline	GJ	5.62%	0.18%	0.91%	0.46%
LP Gas	GJ	0.47%	0.00%	0.00%	0.00%
Fuel purchased	GJ	97.1%	0.2%	1.2%	1.6%

EN4 Electricity consumption by division:

The total electricity consumed in 2012 was equivalent to 209,536 GJ, used mainly for national and international infrastructure construction.

Fuel source	Unit size	Civil	Industrial	Infrastructure	Housing
Indirect energy purchased	GJ	154,792	28,921	21,198	4,625
		74%	14%	10%	2%

One of the Company's policies is that most machinery and equipment should be new and have the best available technology in order to ensure efficient energy consumption. Of note are the machines used to build full section tunnels, which are highly efficient compared to conventional systems. Excavation is done by a swivel head powered by hydraulic motors, which in turn is fed by electric motors, thereby avoiding direct consumption of fossil fuels. During the excavation process, machines position the permanent tunnel support using precast reinforced concrete, resulting in safer tunnels with longer lifetimes.

To guarantee the supply of electricity, we have contracts with CFE for the three tunnel boring machines (TBMs) currently working on the Eastern Discharge Tunnel, which have already excavated 12,731 meters.

CRE1 Following is a table of energy consumption figures in construction:

Fuel source	Unit size	Civil	Industrial	Infrastructure	Housing
Consumption of purchased electricity	kWh	37,753,308	8,033,716	5,888,318	1,284,754
Workforce	Persons	13,097	953	14,507	177
	kWh per capita	2,883	8,428	406	264

EN6 Moreover, at the Nuevo Necaxa Tihuatlán project, four COMANSA cranes were used to optimize energy consumption. The cranes normally need a 250 kW or 350 kW generation facility, while the COMANSA system requires a 150 kW electric generator, representing savings in both cost and consumption of fuel.

Metric	Power generation		Difference
	150kW	250kW	
Monthly fuel consumption (l)	8,160	11,328	3,168 litros
Monthly fuel cost (Ps.)	62,260	86,432	$ 24,171

CASE STUDY: ENVIRONMENTAL INITIATIVES AT THE INTERNATIONAL CONVENTION CENTER OF LOS CABOS

EN6 Aside from being one of the largest and most symbolic buildings in Baja California Sur, the International Convention Center of Los Cabos (CIC) is one of the most innovative of its kind. Of particular note is its efficient use of energy and water resources due to the integration of eco-technologies throughout the project:

- **Photovoltaic panels:** the roofing has 1,008 solar panels that supply power to the entire building, through an inverter connected directly to a bidirectional meter that supplies the electric grid when the building is not in use. These panels generate an average of 412,000 kWh annually.
- **Thermal insulation:** the entire building is covered with high density expanded polystyrene beads (EPS) insulation, which provides an insulation factor 33 times greater than a reinforced concrete wall. This results in substantial savings on air conditioning.
- **LED lighting:** most of the lighting at the CIC, both interior and exterior, uses LED type lighting, which significantly reduces the building's power consumption, lasts longer than common light bulbs and emits less heat.
- **Dome and saw-tooth roof:** 18% of the building's roof is designed to let in natural light through domes and a saw-tooth design, thereby completely avoiding reliance on artificial light to service and maintain the property.
- **Water treatment plant:** with 2.65 liter per second capacity, the treatment plant captures, treats and reuses all wastewater from the building's washroom facilities and irrigation.
- **Rainwater catchment:** the system includes two storm tanks with 3,000 cubic meters of capacity to capture all rainwater for use in outdoor areas and bathrooms.
- **Green wall:** we planted a green wall, the world's largest vertical garden (2,038 square meters) with endemic species of the succulent family. This feature reuses its own water from special tanks and has automated irrigation equipment.

Water

EN8 We source water through surface or groundwater sources, or from municipal water utilities.

Source	Unit size	Civil	Industrial	Infrastructure	Housing
Surface	m^3	477,062	0	0	0
Groundwater	m^3	240,103	0	539,775	197,598
Captured and stored rainwater	m^3	0	0	0	0
Supplied by water utilities	m^3	53,352	36,528	0	138,125
Treated	m^3	53,264	12,300	0	193
Undetermined origin	m^3	501,684	1,456	4,878	134,398
Total water consumption	m^3	1,325,464	50,284	544,653	470,314
Total	%	55	2	23	20

We consumed 2,390,715 cubic meters of water in 2012. We do not report water consumption required for the production of concrete acquired from third parties. The principal uses of water are for excavation, compacting dirt during highway construction, manufacturing concrete and precast components, and services.

EN10 The following shows the volume of treated water in our processes with respect to direct consumption of natural sources:

	Unit size	Civil	Industrial	Infrastructure	Housing
To treatment plants for reuse	m^3	2,973	450	2,226	15,493
Consumption of treated water	m^3	53,264	12,300	0	193

Total volume of treated water consumed and sent to treatment plants for reuse	m^3	56,237	12,750	2,226	15,686

Total consumption of water (see indicator EN8)	m^3	1,325,465	50,284	544,653	470,314

Source	Unit size	Civil	Industrial	Infrastructure	Housing
Percentage of water treated	m^3	4.24%	25.36%	0.41%	3.34%

It should be said that there is a significant shortfall in wastewater treatment due to a lack of infrastructure; notably, ICA is participating in the construction of the two largest wastewater treatment plants in the country and Latin America, which combined will have capacity to treat 43,500 liters per second. The Agua Prieta plant will treat 8.5 m3/s of wastewater, equivalent to 80% of the sewage from the Guadalajara metropolitan area. The Atotonilco wastewater treatment plant will be the second largest of its kind, with maximum treatment capacity of 42 m3/s.

Ecosystem protection

EN12 When certain construction activities were completed, ICA reforested more than 1,200 hectares with approximately 1,326,600 trees as part of
EN13 its environmental responsibilities. We have voluntarily reforested over 600 hectares (502,400 trees) in the Ajusco; and through a joint fund with the National Forestry Commission we have also preserved an area equivalent to the size of Benito Juarez International Airport (615 hectares, or 676,578 trees) in high value ecosystems which are created by the forests of Mexico City (primarily carbon sequestration, watershed replenishment and biological diversity).*

Environmental responsibility:

Habitat area	Unit size	Civil	Industrial	Infrastructure	Housing
Compensatory plantings	Ha	1,164	0	0	0
Restored urban woodland	Ha	12	0	0	0
Recovering green spaces	Ha	29	0	0	5
Total	Ha	1,206	0	0	5

Social responsibility:

Habitat area	Unit size	Civil	Industrial	Infrastructure	Housing	Corporate
Preserved high value forest areas	Ha	0	5	615	0	0
Compensatory plantings	Ha	0	3	0	0	0
Restored forest areas	Ha	0	0	20	8	6
Recovering green spaces	Ha	0	1	0	0	0
Total	Ha	0	9	635	8	6

Rescued wildlife

EN15 In 2012, we rescued or sheltered more than 57,000 specimens of flora and fauna important to the biodiversity of the regions where they live.**.

By environmental responsibility:

	Civil	Industrial	Infrastructure	Housing
Delivered to wildlife research centers	1	0	0	0
Rescued and immediate relocation to forest areas	3,177	0	0	0
Rescued and immediate relocation to urban areas	14	0	0	0
Sheltered at environmental management units	16,563	0	0	0
Sheltered in nurseries	37,627	0	0	0
Total	57,382	0	0	0

By social responsibility:

* *The number of trees planted varies from year to year depending on the volume of our construction activities and their duration.*

** *The number of specimens rescued varies from year to year depending on the volume of our construction activities and their duration.*

	Civil	Industrial	Infrastructure	Housing
Delivered to wildlife research centers	0	0	0	0
Rescued and immediate relocation to forest areas	0	0	0	0
Rescued and immediate relocation outside industrial areas	0	122	0	0
Rescued and immediate relocation to urban areas	23	0	0	0
Sheltered at environmental management units	0	0	0	0
Sheltered in nurseries	0	0	0	0
Total	23	122	0	0

Top ten species rescued or sheltered which are in a special risk category in Mexico:

Category of Protection under Official Mexican Standards	Common name	Genus	Species	Specimens rescued or sheltered
A	Chamalillo or little chamal	Ceratozamia	microstrobila	267
A	Mexican spiny-tail iguana	Ctenosaura	pectinata	480
A	Camedor palm	Chamaedorea	alternans	8,635
P	Tree fern	Cyathea	mexicana	408
Pr	Mexican west coast rattlesnake	Crotalus	basiliscus	4
Pr	South American rattlesnake	Crotalus	durissus	63
Pr	Yellow serpent orchid	Euchile	citrina	1,184
Pr	Southwestern cat-eyed snake	Leptodeira	maculata	5
Pr	Mexican patch nose snake	Salvadora	mexicana	8
Pr	Owl-eye cactus	Mammillaria	parkinsonii	2
				11,056

Greenhouse Gases

EN16

We continued to calculate fuel consumption in 2012 using our ERP system, in an effort to establish a baseline for measuring the carbon footprint of all equipment across the group; we now know with certainty the consumption of 85% of all machinery and Company vehicles.

The total consumption of diesel and gasoline for machinery and vehicles in 2012 was 43,739,670 liters, equivalent to 1,093 pipes of 40,000 liters. It should be noted that our consumption of cutter stock, an alternative fuel used as a diesel substitute, totaled 160,366 liters at our asphalt plants.

EN21 Waste management

More than 80% of wastewater discharge was directed to sewage, drainage and treatment systems to ensure proper contaminant levels prior to being discharged in natural water bodies. Just over 15% of wastewater was discharged to natural water bodies, and in all cases it contained less than the maximum allowable contaminant load under applicable regulations. In cases where it was necessary, wastewater treatment plants were used prior to final discharge. The maximum level is determined by the environmental authorities to ensure conservation of natural water bodies.

Wastewater discharge	Unit size	Civil	Industrial	Infrastructure	Housing
To sewage systems	m^3	92,371	4,754	32,816	204,831
To treatment plants for reuse	m^3	2,973	450	2,226	15,493
To water bodies	m^3	75,129	0	0	0
Other, unspecified	m^3	11,191	0	0	0
Total wastewater discharge	m^3	181,663	5,204	35,042	220,324

Final destination	Unit size	Civil	Industrial	Infrastructure	Housing
To sewage, drainage or treatments systems	m^3	95,344	5,204	35,042	220,324
To natural water bodies	m^3	75,128	0	0	0
Unspecified	m^3	11,191	0	0	0
Total water consumption	m^3	181,663	5,204	35,042	220,324
Percentage	%	41	1	8	50

EN22

Managing municipal solid waste and handling special or hazardous waste in all of our divisions is standard to our work. Based on the laws and regulations of the countries where we operate and their administrative jurisdictions, waste is classified according to its hazardous or handling characteristics prior to disposal in landfills, recycling or special management facilities. We have procedures in place for each type of waste which are adapted to local categorization and classification wherever we operate.

Hazardous waste

Type	Method	Unit	Design	Civil	Industrial	Infrastructure	Housing
Used oils	Recycling	Kg	0	540,601	0	409	206
Solids impregnated with hydro-carbons	Energy recovery	Kg	0	40,484	97,400	3,427	453
Lead batteries	Recycling	Kg	0	276	0	45	0
Printer cartridges	Material recovery	Kg	0	1	0	0	0
Asbestos piping	Authorized sites	Kg	0	10,090	0	0	0
Infectious biological waste and bio-solids	Sterilization and treatment	Kg	0	13	102,400	0	0
Refrigerant gases	Material recovery	Kg	0	82	0	0	0
Mercury lamps	Material recovery	Kg	0	520	0	759	0
Natural soil contaminated with hydrocarbons	Material recovery	Kg	0	141,360	0	0	0
Packaging and other hazardous materials	Material recovery	Kg	0	114,871	120	105	490

Specially treated waste

Type	Method	Unit	Design	Civil	Industrial	Infrastructure	Housing
Wood	Material recovery	Kg	0	1,516,941	741	0	81,380
Steel and other metals	Recycling	Kg	0	1,610,606	987	0	77,620
Polyethylene and polystyrene	Recycling	Kg	63	10,547	350	0	23,828
Paper and cardboard	Recycling	Kg	453	423,304	1,265	0	21,100
Demolition and excavation waste	Authorized sites	Kg	0	495,653,284	99	0	0
Used tires	Energy recovery	Kg	0	3,732	0	38,038	0

Solid municipal waste

Type	Method	Unit size	Design	Civil	Industrial	Infrastructure	Housing
Mixed inorganic waste	Landfill	Kg	0	83,235	0	0	0
Mixed municipal waste	Landfill	Kg	767	321,507	0	0	37,715
Food and trimming waste	Landfill	Kg	88	268,125	844,929	0	66,400

Hazardous waste (%)

Type	Method	Design	Civil	Industrial	Infrastructure	Housing
Used oils	Recycling	0.00%	99.89%	0.00%	0.08%	0.04%
Solids impregnated with hydrocarbons to be recycled through energy recovery	Energy recovery	0.00%	28.56%	68.71%	2.42%	0.32%
Lead batteries	Recycling	0.00%	85.98%	0.00%	14.02%	0.00%
Printer cartridges	Material recovery	0.00%	100.00%	0.00%	0.00%	0.00%
Asbestos piping	Authorized sites	0.00%	100.00%	0.00%	0.00%	0.00%
Infectious biological waste and bio-solids	Sterilization and treatment	0.00%	0.01%	99.99%	0.00%	0.00%
Refrigerant gases	Material recovery	0.00%	100.00%	0.00%	0.00%	0.00%
Mercury lamps	Material recovery	0.00%	40.65%	0.00%	59.35%	0.00%
Natural soil contaminated with hydrocarbons	Material recovery	0.00%	100.00%	0.00%	0.00%	0.00%
Packaging and other hazardous materials	Material recovery	0.00%	99.38%	0.00%	0.00%	0.42%

Specially treated waste (%)

Type	Method	Design	Civil	Industrial	Infrastructure	Housing
Wood	Material recovery	0%	95%	0%	0%	5%
Steel and other metals	Recycling	0%	95%	0%	0%	5%
Polyethylene and polystyrene	Recycling	0%	30%	1%	0%	68%
Paper and cardboard	Recycling	0%	95%	0%	0%	5%
Demolition and excavation waste	Authorized sites	0%	100%	0%	0%	0%
Llantas usadas	Energy recovery	0%	9%	0%	91%	0%

Solid municipal waste (%)

Type	Method	Design	Civil	Industrial	Infrastructure	Housing
Mixed inorganic waste	Landfill	0%	100%	0%	0%	0%
Mixed municipal waste	Landfill	0%	89%	0%	0%	10%
Food and trimming waste	Landfill	0%	23%	72%	0%	6%

It should be noted that a significant volume of excavation waste is used for backfilling and restoring altered sites (abandoned or depleted open pit mines), a process approved by the authorities. In addition, an emphasis is placed on using precast concrete at our projects, which reduces construction time and the volume of waste compared to processes using steel, formwork and casting on site.

EN23 One characteristic of the construction sector is that heavy machinery is subject to difficult work conditions and bad weather, so it may show wear and tear on casing, containers and hydraulic pipes, including unexpected perforations and cracks during operation. These can cause minor leaks and drips to reach the environment. Our personnel implement service procedures and emergency response, and onsite brigades launch the protocols for control, service and cleaning, including bringing the contaminated material to recycling or treatment.

Managing these contaminated materials is provided for in the applicable laws and regulations, and combined with our industry experience, we have determined that a significant event is one having more than one cubic meter of contaminated soil or 250 gallons of spilled hydrocarbons in a natural environment, which to control requires the coordination of brigades operating out of the center of operation. In 2012 there were no such significant events; nonetheless, we still report the total volume of soil and sequestrants contaminated with hydrocarbons resulting from cleaning to protect the environment in the areas where we operate.

		Design	Civil	Industrial	Infrastructure	Housing
Total volume of contaminated soil and absorbents	Ton	0	119	56	0	0

		Design	Civil	Industrial	Infrastructure	Housing
Number of significant events	Number	0	0	0	0	0

CASE STUDY: SOIL REMEDIATION WORK ON LINE 12

CRE5 During the construction of Metro Line 12, ICA found that part of the soil on which one of the stations would be built was contaminated with hydrocarbons, due to the fact years earlier a gas station had operated at that location.

In light of that, we presented to PROFEPA and SEMARNAT a proposal for site remediation, which was authorized. In 2011 we began work to remove the contaminated soil, which was sent to two SEMARNAT-approved companies.

In 2012, the soil restoration process was completed; a total of 7,228 tons of contaminated soil was remediated. On November 6 we obtained the certificate of completion of remediation activities from SEMARNAT.

Environmental investments

EN30 We consider environmental expenditures as an investment that goes beyond protecting the environment to ensuring the continuity of our operations over the long term.

	Civil	Industrial	Infrastructure	Housing
REACTIVE INVESTMENT				
Integrated solid waste management	3,754,879	1,435,336	0	0
Integrated water management	9,891,442	3,331,867	1,195,152	0
Emissions monitoring and control	8,088	0	0	0
Remediation	1,743,738	0	0	0
PREVENTIVE INVESTMENT				
Environmental management	24,770,145	2,465,988	1,984,799	0
Prevention	7,868,797	0	101,144	0
Total (Ps)	48,037,089	7,233,192	3,281,095	0

Innovation

CASE STUDY: INTEGRATED AND SUSTAINABLE INFRASTRUCTURE PROJECT. LA YESCA HYDROELECTRIC PROJECT

One of the most ambitious power generation projects in our country in recent years was the La Yesca Hydroelectric Project. In 2007 the Federal Government awarded construction to ICA as a result of our competitive proposal that met all necessary requirements and capability as a leading infrastructure developer in Mexico.

Inaugurated in late 2012, La Yesca has the second highest concrete face in the world, after the Shuibuya dam in China. It is located on the border between Jalisco and Nayarit, on the embankment of the Rio Grande de Santiago, and has 1,210 GWh of generating capacity, equivalent to the electricity supplied to the metropolitan area of Guadalajara 24 hours a day for a continuous 3.5 months.

Construction work

The construction project was led by ICA in partnership with several domestic and international companies. The project was comprised of five main stages:

- **Diversion works:** excavation, treatment and lining of two portal tunnels 14m high and more than 700m long, a maximum flood design of 5,730 m3/s, three cofferdams with an elevation of 47, 21 and 26 meters and flexi-impermeable diversion screens.

- **Containment works:** construction of a 208.5m high concrete face with a reservoir of more than 2,500 million m3. During this stage we placed more than 12 million m3 of compacted rock fill materials. The volume of concrete in the impermeable curtain face totals 136,000 cubic meters including the plinth, the supporting wall on the left side and the parapet.

- **Power generation works:** located on the right bank of the project, comprised of the intake works, pressure pipes, power engine house, suction tunnels, oscillation gallery, exhaust tunnel and other elements that provide the plant's functionality. It also has an external substation to accommodate the control building, power transformers and an area for reactors. The generators are the largest in the country in terms of installed hydroelectric capacity.

- **Spillway works:** composed of a 62m long channel, six 12x24m control gates, three discharge channels more than 400m in length, and buffer works to return the flow to the river

- **Associated works:** aside from power generation and water management, 39 km of roads and support facilities were built, including two concrete plants with 120 m3/h each of production capacity and a crushing plant producing 350 tons per hour, additional roads, fords and bridges, offices and an IMSS clinic for emergency care, as well as cafeterias, dormitories and sports facilities for personnel.

The use of Integrated Management Systems such as ISO 9001, ISO 14001 and OHSAS 18001, coupled with the capability and experience of the personnel, was critical to the success of each of these stages.

During construction, the project was subject to international guidelines on manufacturing, installation and commissioning of power generators, and in compliance with specifications and regulations

such as AWS, ASTM, ACI, OHSAS and ISO, among others. In addition, work adhered to the Equator Principles as required by international financing arrangements, and we received quarterly verification visits on social, environmental and occupational health and safety issues.

Stabilization of the worksite

During the diversion phase, land instabilities were discovered due to a major fault line in the area, whose magnitude was about 2.5 million m3 and traveling at a speed of 9.27 mm/day. This fault was a risk not only to personnel working in the tunnels, but also to the viability of the project.

Extraordinary situations require extraordinary solutions, and ICA got to work. With the advice of several world-class experts, and using a very efficient process, we developed the engineering and planning to stabilize the project with specialized processes and additional work, such as excavating more than 800,000 m3 on the slope, equivalent to filling more than three quarters of the Azteca Stadium, constructing a 112,000 m3 monolith in the entry portal and false tunnels, as well as caps on both tunnels in the fault zone. Together, these three projects required more than 146,000 m3 of concrete, equivalent to the construction of 5,860 affordable housing units.

To achieve final stabilization of the land it was necessary to build six cutting ports filled with concrete to act as large anchors on the hillside; the lining of the diversion tunnels was also reinforced with concrete caps a meter thick in the area of influence of the fault line. Another major underground structure was the mid-depth discharger, which was part of the solution envisaged for the safety of the dam given the reservoir's operating levels and the potential impact of the geological fault on the left bank which characterized this project. Its function is to control the reservoir level, triggering the drain valves by which the necessary outflow will lower the level of the reservoir in case of any structural problem on the curtain face or slopes.

This situation took on international importance because the solutions were unprecedented in dam construction, and it remains an example of superior engineering thanks to the minimal distortion of the curtain face after filling the reservoir.

Innovations

The La Yesca Hydroelectric Project introduced a number of construction innovations that provided benefits to multiple processes. The most notable include:

- **Numerical Injection Control System (Dialog):** used to control the injection of the impermeable screen on the plinth and galleries, this system allows for real time data processing and control, reducing execution times by more than 50 percent.

- **Equipment for supporting the processes:** from the start of the project, we incorporated a 1m3 dump vehicle, a BobCAT skid steer, and a three-ton mini handler for excavating galleries, which allowed for simultaneous coating and injection works and a significant reduction in execution times.

- **Electric concrete pumps in the galleries:** the use of these pumps allowed for pumping at a distance of 30m, which eliminated the installation of piping up to 500m, prevented clogging and helped obtain a better finish for the concrete.

- **Agreement and follow-up books:** we conduct random monitoring during the development of each process to detect possible deviations on a timely basis, which are dealt with immediately by those responsible for that process, together with client representatives, helping eliminate the generation of preventive and nonconformity reports. These actions are recorded in the Agreement, Follow-Up and Closure books of the QA inspectors; it is important to note that as a result, 5,913 actions arose in 2012, and since the start of the project, 17,367 preventive actions have been documented, supporting the low number of nonconformity and preventive reports generated.

- **Laboratory Accreditation by the Mexican Accreditation Entity (EMA):** this achievement of the Quality Control area allowed concrete tests and analyses to be conducted in our own quality laboratory, which resulted in significant cost savings and a competitive advantage over domestic and international competitors.

The project also spearheaded the introduction of innovations in placing graded materials in the curtain face, using the latest equipment for producing stone aggregates, a modern conveyor system, systematic monitoring of equipment tires, the massive use of sliding formwork and implementation of the Skills Process for Personnel.

The workforce behind the project

A total of 9,162 people participated in the construction over four years. At the peak of activity, the project employed over 3,500 people, most of them from the states of Jalisco, Nayarit and Chiapas.

One factor that distinguished the project was the effort regarding the participation of women, who usually hold administrative positions in such projects. In the case of La Yesca, hundreds of women took on operational roles, from personnel supervisors, inventory managers,, site managers,, project supervisors and lab technicians, as part of the

Company's determination to have greater participation of women in substantive areas of project work.

The personnel who worked on the construction project had safe working areas and facilities for rest and recreation that promoted their well-being and development. These facilities included a first-class base camp that comfortably housed over two thousand workers, canteens that promoted food hygiene and balanced diets, an onsite IMSS clinic with all the necessary equipment, sports facilities (soccer pitches, tennis, volleyball and basketball), illuminated public area with timers and electric water heaters, as well as an occupational medicine unit equipped for major emergencies and a T-2 ambulance for intensive care.

Through classroom sessions and videoconferences, more than 125,000 man-hours of training were provided over the life of the project to update personnel and provide them with new information, as well as to enhance the culture of quality work, environmental protection and risk prevention.

Every year Health Week events took place, whereby medical services were brought to workers on the frontlines, for a total of more than 200,000 procedures during the project benefit ICA's personnel, subcontractors and clients, as well as inhabitants of neighboring towns. We also organized Environment Week, which included various activities such as a race for carts made of industrial scrap materials, a fashion show using scrap, rowing races, knowledge marathons and conferences.

Both weeks were similarly held in communities such as Mesa de Flores through the Municipal Service Center of Etzatlán as part of the Adopt a School program.

Economic benefits and regional development

EC6 EC7 The benefits of the La Yesca Hydroelectric Project in economic terms go beyond generating power at lower cost. At the regional and local levels, construction of this dam generated a significant economic impact through the creation of direct and indirect jobs, and fostered commercial and tourist fishing.

The river interconnection along the reservoir and the construction and improvement of land access roads will improve connections among inhabitants of the area, giving them greater access to development and trade activities. This benefit is tangible in the communities of Magdalena and Hostotipaquillo, where there has been remarkable growth in the number of commercial establishments. According to statistical data from the Mexican Business Information System, 12 and 45 companies were created respectively in the municipalities of Hostotipaquillo and Magdalena.

The construction project maintained a focus on the benefits, first on neighboring communities, and second, on the consumption of domestic products; local suppliers from Jalisco were given preference for supplying inputs; more than 60% of the more than 9,000 people contracted throughout the project came from the region, and 85% of all the products and equipment purchased were of domestic origin.

Quality of life for the communities

Projects of this magnitude have a direct impact on surrounding communities, and we do everything in our power to support them. In this case, the villages that benefited the most from the project were Paso de la Yesca, Nayarit; Mesa de Flores and Hostotipaquillo, Jalisco.

The inhabitants of Paso de la Yesca and Mesa de Flores went through a radical change. First, the families living there were relocated to nearby places where they enjoyed services they previously had no access to, such as drinking water, mobile phones and sanitary infrastructure, among others, and they saw improvements in their housing and access roads. Second, residents now have a primary school, church, shops, restaurants, function halls, paddocks, plumbing, electricity, cell phones and drainage, as well as concrete roadways.

In all cases, the social conditions of community residents significantly improved due to various social responsibility initiatives that emerged during the project.

A total of 18 communities in both states now have electricity, paved roads, water containment dikes for times of drought, and livestock pens. In addition, the communities closest to the project which did not have health care services, today have access to an IMSS clinic and residents have greater employment opportunities to meet the needs of their families.

Environment

The area in which the project was built is a deciduous forest ecosystem; a total of two hundred hectares were used for the construction of the La Yesca Hydroelectric Project.

To mitigate the environmental impact, a management system was deployed based on the ISO 14001:2004 International Standard, an Environmental Policy and operating procedures for addressing significant environmental impacts, maintaining legal compliance and adapting objectives and programs at each stage of the project.

One of the most visible impacts was the deforestation of some areas for the installation of infrastructure. To reduce this impact and assist

rapid ecosystem recovery we implemented a Procedure for the Restoration and Reforestation of Affected Areas, whereby 58.4 hectares of the areas used for project construction were reforested at a density of 1,320 plants/ha. Where reforestation could not take place, other measures were implemented such as revegetation.

Flora was protected through relocation, and reproduction of species that could not be relocated; for wildlife, protection activities included the operation of a shelter, rescue and relocation of species that were caught, release in selected areas of species fit for survival, and the implementation of a Wildlife Protection Regulation.

EN5 The successful conclusion of the La Yesca Hydroelectric Project will benefit our country through clean and economical power generation, and is a great source of pride for ICA.

CASE STUDY: INTEGRATED AND SUSTAINABLE INFRASTRUCTURE PROJECT. SECTION OF NUEVEO NECAXA – TIHUATLAN HIGHWAY

Thanks to our experience in the construction and operation of highway infrastructure and our financial capacity to offer lower net payments than the competition, on June 27, 2007 the Ministry of Communications and Transport granted ICA a 30-year concession to build and operate sections of the Nuevo Necaxa-Avila Camacho highway (37 km) and the Avila Camacho-Tihuatlán highway (48 km).

Both sections have four lanes and are part of the Mexico-Tuxpan expressway, designed to increase transport efficiency between the center of the country and the Gulf of Mexico, enhance development of the northern part of the state of Veracruz, and open a new connection with the United States through Tamaulipas.

Once completed, these highway sections will bring multiple benefits to communities by significantly reducing travel times, as current roads are mainly unpaved, making transportation and marketing of goods difficult. They will improve tourism in the region, given that Xicotepec has obtained the "Magical Village" designation and Huauchinango is on track to do so. All of the above will improve the regional economy.

The construction process

The construction project was led by ICA in partnership with strategic suppliers with extensive experience in the construction and execution of highly complex technical projects.

Innovative construction processes were utilized in this project, which improved the construction process and brought significant resource savings. Three geological faults were identified during the construction of these stretches of highway, which forced major changes to the layout of the highway:

1) The first fault required modifying the original San Marcos bridge project, which was very different from the design considered during the bidding.

2) In the second case, the fault line in the Zoquita tunnel jeopardized the foundation and substructure of the Zoquita bridge; the solution was to run that stretch toward the area of limestone bedrock, remove the bridge, and lengthen the tunnel from the original 850 meters to 1,360 meters.

3) The third fault is located in the Xicotepec 2 tunnel, which has suffered a slippage of the hillside. The solution in this case was to strengthen the final coating of the tunnel with reinforced steel and to build, before the last tunnel slab, an inverted arch made of reinforced concrete to provide continuity to the upper arch of the tunnel. The longitudinal footings were also strengthened with a final coating of vertical anchors or micropiles.

The geological conditions in the Xicotepec 1 tunnel deserve special mention, as multiple faults led to over 50,000 m3 of ground slippage during the tunnel excavation. The solution to this problem was to demolish the slope and reinforce it with drains, anchors and a concrete screen wall in the area where the tunnel begins.

Innovations

The innovations of this project differed from other highways built on similar land or areas:

- The implementation of the anchor system for tunnel opening led to the import of the country's first (and thus far only) horizontal radial drilling machine of 6" and up to 20 meters in length, on the upper perimeter of the tunnel.

- The TH-29 metal frames significantly streamlined the primary reinforcement of the tunnel, and in combination with reinforced shotcrete layers, constituted the final coating; this means no rebar was used in the final coating, a solution unique to this project.

- The entire inner surface of the tunnel was sealed with a geomembrane, an uncommon solution in Mexico, which prevents water seepage and makes it more comfortable for users, especially in an area with a high rate of rainfall during much of the year.

The workforce behind the project

The Nuevo Necaxa-Avila Camacho stretch involved an average of 859 workers per year, with a peak of up to 4,800 direct employees in 2010; the largest number registered in 2012 was 1,484, of which 1,110 were contracted directly and 374 indirectly. Approximately 80% of the workforce is local, that is, inhabitants of the communities near the project, while the remaining 20% is foreign.

For the foreign technical and administrative staff (supervisors, managers and operators), 53 encampments were installed, of which 29 were single family units (for personnel who came with their families to reside in the area), 18 for technical and administrative staff who did not move their families, and 6 general camps for operators, managers and supervisors. The encampments have cleaning and laundry service, and have periodic service inspections for water, gas, electricity, television, and in some cases, air conditioning and ventilation.

Five dining halls were set up in the towns of Xicotepec and La Ceiba. These are subject to periodic inspections by personnel from the project's health service, who issue comments and recommendations for properly maintaining the facilities and preventing gastrointestinal diseases among the workers.

The project's medical service conducted health and vaccination campaigns for workers and technical and administrative personnel. They also put in place campaigns to measure blood pressure, glucose levels and antiparasitics, as well as to administer tetanus and seasonal influenza vaccines. In total, these campaigns benefited 569 employees who had some type of illness. In addition, the medical service followed up specifically with employees who were diagnosed with chronic-degenerative conditions.

In terms of training, internally, personnel from Quality, Safety and Environment are responsible for various subjects based on the development activity. Externally, training is managed primarily by the Training Institute of the Construction Industry, suppliers of machinery and equipment, explosives, formwork and civil protection. To date we have provided 6,751 man-hours of training, of which 4,263 are internal and 2,488 external.

Internally, of particular note is the "Awareness" accident prevention program for technical personnel and workers; in regard to external training, the following topics are covered, among others:

- Project administration.
- Writing technical reports.
- International symposium on soil and rock tunnels.
- Risk management.
- Train the trainers.
- Handling and use of explosives.

Economic benefits and regional development

The region is characterized by its unskilled labor; thus the training provided has been very important both for the project and the workers, who have seen their knowledge, skills, and consequently income, increase. EC6 EC7

Local economic development is promoted primarily by using unskilled labor from the communities near the project, whose inhabitants, working mainly in planting, harvesting and processing coffee, have had the opportunity to learn and be employed in other trades, including as masons, carpenters, welders and heavy equipment operators, among others, thereby improving their income.

Quality of life for the communities

The communities that have experienced major changes are Cuaxicala, Cuahuayatla, San Agustín, Tepapatlaxco and Plan de Ayala. Tepapatlaxco previously only had a gap or vertical path to access the community. This gap was used as an access road to the workplace, so it was widened and the curves and slopes were improved, in some places with concrete pavement. Some of the roads in San Agustín, Cuauhuayatla and Plan de Ayala were paved. In Cuaxicala, the project helped build new classrooms, install roofing and paint the walls of the local school.

Since its inception the project has maintained constant communication with neighboring communities to address their requests in the best way and through the proper channels. Requests are evaluated for their feasibility, and focus mainly on the donation of various items for community events, festivals, mother's and children's days, etc. Support has been given to schools, emergency services, soccer leagues, local boards and town mayors, among others.

Unsolicited support was also granted:

- The Teteloloya community, located near the highway and down slope, is at risk of boulders rolling down the slope; thus the "Culture of Civil Protection" program was put in place, through which emergency brigades were organized and given training and equipment including fire extinguishers, first aid kits, radio equipment, signaling and healing materials.

- Through reforestation, the calabash tree was reintroduced to the Cuaxicala community; environmental training was provided to authorities, teachers, students, heads of families and the general

population. Gourds were donated to children, teachers and parents, and six hectares of communal land are being reforested.

Community activities have benefited the construction team, as inhabitants of neighboring communities see ICA as a company that cares for them and generates confidence, which minimizes the risk of conflicts between the builder and communities.

Environment

The project was executed under a financing agreement subject to the Equator Principles, so an independent third party was contracted to verify legal, safety and environmental compliance with these guidelines.

The area of the project has three ecosystems: pine-oak forest, cloud or fog forest, and a tropical evergreen forest. The major environmental problem in the region is the loss of forest cover, which in turn causes soil instability, increased erosion and decreased productivity. According to the National Institute of Ecology, 56% of the land in the region is misused, only 44% is suitable. Other environmental problems in the area include wastewater discharge to tributaries of the reservoir, and trafficking of native plant species.

Various programs and activities are taking place in the project to counter the environmental impacts:

- Wildlife rescue program: prior to our initial operations , there are efforts to displace wildlife off the construction fronts; then the rescue activity begins for the plants and animals found there; 55,555 plants and 1,484 animals have been rescued this way.

- Reforestation program: through this effort we have replanted three times the vegetation lost, because the project crosses the "Necaxa River Basin" natural protected area; this program has succeeded in recovering 1,347 hectares of the 1,419 hectares targeted within the region.

- Monitoring program: a review of the conditions that keep areas reforested; follow-up on the recovery of areas under restoration; quantifying the presence of flora and fauna, changes in the landscape during the construction process and the state of the major rivers by contribution of sediment.

- Environmental education program: we solicited the support of SEMARNAT because of the importance of the aforementioned Natural Protected Area. The environmental issues addressed in educational talks are diverse and intended to change how employees and communities act, especially teachers and preschool, elementary and secondary schools students.

The project implemented a hazardous waste collection and disposal system, a program for the maintenance of major machinery, placement of portable toilets, and work signage.

CASE STUDY: THE INTERNATIONAL CONVENTION CENTER OF LOS CABOS

In early 2012, the city of Los Cabos, Baja California Sur, was designated to host the G20 Summit. In order to receive leaders from the world's 20 advanced and emerging economies, the facility where the event takes place must be first class.

The Presidency of Mexico and the State Government entrusted ICA with the construction of the International Convention Center of Los Cabos, a construction project of more than 26,000 m2 which presented several challenges, such as a complex geographic location and a delivery date of less than seven months; this was undoubtedly a tough challenge, but by no means impossible for us.

The first thing that would lead us to successfully completing the project was generating a shared sense of responsibility among the members of the working group, which was comprised of more than 100 technical and administrative staff, approximately 60 contractors, 35 specialized suppliers, and just over 1,000 workers. This sense of responsibility began to permeate from the first planning meetings, and as a result construction work started at full throttle.

With over three million man-hours, the construction process required extraordinary effort both by those who worked on the project directly and those supplying the necessary inputs, who gave their all to the project and sacrificed personal time.

Over the course of 195 days, construction was closely overseen by the Mexican Presidency. President Felipe Calderon Hinojosa made three visits, along with the visits of various secretaries of state, government officials and delegations of the participating foreign governments, demanding that the work be carried out flawlessly.

The delivery date was immoveable. When June arrived, the project delivery month, the International Convention Center of Los Cabos was almost ready. Only the final details were missing. This final process was complicated by the overlap of materials arriving for the production of the event, such as special lighting, projectors, screens, translation booths and hundreds of television monitors; nonetheless, the rate of progress allowed both processes to be carried out smoothly and simultaneously.

In the end we met the challenge. The seventh G20 Summit was successfully opened and took place in a facility made possible by a team of hundreds of ICA professionals. Acknowledgments of our Company arrived from everywhere, and the President of Mexico received congratulations from world leaders for the quality and functionality of the site.

For three days, the eyes of the world were on ICA's work.

CASE STUDY: ICA FLUOR'S PROJECT PHOENIX AT AHMSA

At ICA, when we take on management of a project, not just its administration, we also become an example of leadership and management in implementing sustainable practices in safety, environmental protection, job creation, economic development and community engagement. This is the case with Project Phoenix, an ICA Fluor project at AHMSA (Altos Hornos de Mexico), the largest steel factory in our country, in Monclova, Coahuila.

Project Phoenix consists of the expansion of AHMSA's facilities in Monclova through the installation of a steel production and continuous casting plant, as well as a rolling mill, which together will increase production to 1.2 million tons per year, a 40% increase in capacity.

We have the highest safety standards in the country

Aside from offering our expertise and operational capabilities, the arrival of ICA Fluor to AHMSA's facilities also introduced safety practices that have became their new standard. The safety of all personnel and equipment is a priority for the project team, and the way it is addressed has become a model to follow.

The safety culture at Project Phoenix has enabled AHMSA to take various practices and replicate them in their operations, so that both their employees and contractors comply with our standard. Such is the case with safety meetings with workers, extensive training, and the requirement to use personal protective equipment.

The environmental approach of ICA Fluor during this project has helped AHMSA become one of the few steel producers whose environmentally friendly practices serve as an example for other industries.

With our support, 320 tons of steel have been recycled during Project Phoenix, a high percentage of waste has been reduced, and paper consumption has declined by 40% through the use of digital systems for document production.

We promote regional job creation

The AHMSA expansion project generated employment for more than 5,000 people, either directly or through businesses in the region. Everyone employed during the project is native to the region and 70% come from the communities around the plant.

These figures are a clear testament to the commitment of ICA Fluor to promote the success of its customers and support AHMSA in fulfilling its promise of being the largest employer in Coahuila.

We support the community to create value

We promote human development in the community through basic adult education and quality of life programs; of particular note are breast cancer and other health campaigns, whose results make us proud of the bonds we have created with the community.

Through partnerships with Monclova Civil Protection we have supported social causes, providing donations to the impoverished, and participated in events such as recognizing Monclova's fire department with awards granted by members of Project Phoenix.

The community of Monclova comes to us with the confidence of finding the necessary support to achieve shared goals that reflect a society focused on its own development through culture and physical wellbeing.

Parameters of this report

3.1 This is our third annual sustainability report. As in the previous two
3.2 years, it was prepared following the G3.1 guidelines of the Global
3.3 Reporting Initiative (GRI). Detailed information on the Company, its operating and financial performance, as well as the electronic versions of the 2010, 2011 and 2012 sustainability reports can be found on our website: **www.ica.com.mx**

3.4 Any comments or questions on matters concerning this report may be sent to: **sustentabilidad@ica.mx**

3.5 To prepare this report we conducted a materiality analysis on the
4.14 Company's administrative practices and performance, the current context of sustainability in the construction industry, and the issues relevant to our stakeholders: shareholders, employees, clients, suppliers, communities, government and institutions, and our own Company.

3.6 This report will allow our stakeholders to learn in a clear, objective
3.8 and transparent way about the principal sustainability developments and achievements that we consider priorities based on our materiality analysis, including numerous case studies that serve to illustrate our commitment in this area.

3.7 This report covers all of ICA's operations, including Mexican and foreign subsidiaries that we control or over which we exercise significant influence, unless otherwise indicated. In the case of Grupo Aeroportuario del Centro Norte, S.A.B. de C.V. (OMA), their information is included in financial figures and the number of employees, as OMA issues its own sustainability report independently, as it is a public company

Social Indicators

The information is limited to 2012 and includes all of ICA's consolidated subsidiaries, unless otherwise indicated. Data is also provided for Proactiva, a company in which ICA holds a 49% stake but over which it exercises significant influence in terms of its sustainability policies and practices.

Environmental Indicators

The data presented are drawn from the various projects of our business units in Mexico, which excludes Rodio Kronsa as it is not in Mexico, and Proactiva, as it has no significant influence, unless otherwise indicated. Because of the variety of our projects and the differences in availability of information, we can only offer environmental indicators with different scopes. Thus, we specify the scope of each indicator individually.

This report has quantitative and qualitative information on ICA's **3.9** management of and performance in sustainability issues in 2012. The data presented were collected by the Company's commissions in which each of its business units are represented.

There are no significant changes in the coverage, scope or valuation **3.10** methods included in this report with respect to those presented in **3.11** 2011, unless otherwise indicated.

Our third sustainability report is GRI Level B - Checked. **3.13**

Global Compact

GLOBAL COMPACT TABLE
Human Rights
Principle 1. Support and respect the protection of human rights.
Principle 2. Do not be complicit in the abuse of those rights.
Labor
Principle 3. Support the principles of the freedom of association and the right to collective bargaining.
Principle 4. Eliminate forced and compulsory labor.
Principle 5. Abolish all forms of child labor.
Principle 6. Eliminate discrimination in respect of employment and occupation.
Environment
Principle 7. Support a preventive approach to environmental challenges.
Principle 8. Promote greater environmental responsibility.
Principle 9. Encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption
Principle 10. Work against all forms of corruption, including extortion.

3.12

GRI content index

Pgs.	INDICATOR	GRI/G3.1
	1	**STRATEGY AND ANALYSIS**
4	**1.1**	Statement from the highest authority of the company; strategy.
4	**1.2**	Description of key impacts, risks, and opportunities.
	2	**ORGANIZATIONAL PROFILE**
3	**2.1**	Name of the organization.
3, 8	**2.2**	Primary brands, products and/or services.
8	**2.3**	Operational structure of the organization.
3	**2.4**	Location of organization's headquarters.
Map, 3	**2.5**	Number of countries where the organization operates and with major operations.
3	**2.6**	Nature of ownership and legal form.
8	**2.7**	Markets served (geographic breakdown, sectors served types of customers/beneficiaries).
7, 35 Annual Report - 9	**2.8**	Scale of reporting organization (employees, net sales, total capitalization, etc.).
9	**2.9**	Significant changes during the reporting period regarding size, structure and ownership.
10	**2.10**	Awards and recognitions.

	3	REPORT PARAMETERS
62	3.1	Reporting period.
62	3.2	Date of most recent previous report.
62	3.3	Reporting cycle (annual, biennial, etc.).
62	3.4	Contact point.
		REPORT SCOPE AND BOUNDARY
62	3.5	Process for defining report content (determination of materiality, aspect priority, identification of stakeholders).
Map, 62	3.6	Boundary of the report.
62	3.7	Specific limitations on the scope or boundary of the report.
62	3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.
62	3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.
62	3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.
62	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.
		GRI CONTENT INDEX
65	3.12	Table identifying the location of the standard disclosures in the report.
		ASSURANCE
62	3.13	Policy and current practice with regard to seeking external assurance for the report.
	4	**GOVERNANCE, COMMITMENT AND ENGAGEMENT**
12	4.1	Governance structure of the organization.
12	4.2	Indicate whether the chair of the highest governance body is also an executive officer.
12	4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.
13	4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.
13	4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives.
13	4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.
12	4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social matters.
14	4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.
12, 13, 20	4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance.
12	4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.

		COMMITMENTS TO EXTERNAL INITIATIVES
15	**4.11**	Explanation of whether and how the precautionary approach or principle is addressed by the organization.
42	**4.12**	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.
27	**4.13**	Memberships in associations and/or national/international advocacy organizations in which the organization: - Has positions in governance bodies - Participates in projects or committees - Provides substantive funding beyond routine membership dues, or; - Views membership as strategic.
		STAKEHOLDER ENGAGEMENT
25, 63	**4.14**	List of stakeholder groups engaged by the organization.
25	**4.15**	Basis for identification and selection of stakeholders with whom to engage.
21, 25	**4.16**	Approaches to stakeholder engagement.
26	**4.17**	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.
		ECONOMIC DIMENSION: INDICATORS OF ECONOMIC PERFORMANCE
		Economic Performance
30	**EC1**	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.
•	**EC2**	Financial implications and other risks and opportunities for the organization's activities due to climate change.
•	**EC3**	Coverage of the organization's defined benefit plan obligations.
•	**EC4**	Significant financial assistance received from government.
		Market presence
36	**EC5**	Range of ratios of standard entry level wage compared to local minimum wage at locations of significant operation.
32, 57, 60	**EC6**	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.
57, 60	**EC7**	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.
		Indirect economic impacts
•	**EC8**	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement.
30	**EC9**	Understanding and describing significant indirect economic impacts, including the extent of impacts.
		ENVIRONMENTAL DIMENSION: ENVIRONMETNAL PERFORMANCE INDICATORS
		Materials
44	**EN1**	Materials used by weight or volume.
45	**EN2**	Percentage of materials used that are recycled input materials.

		Energy
45	**EN3**	Direct energy consumption by primary energy source.
46	**EN4**	Indirect energy consumption by primary source.
46	**CRE1**	Building energy intensity.
58	**EN5**	Energy saved due to conservation and efficiency improvements.
47	**EN6**	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.
•	**EN7**	Initiatives to reduce indirect energy consumption and reductions achieved.
		Water
48	**EN8**	Total water withdrawal by source.
•	**EN9**	Water sources significantly affected by withdrawal of water.
48	**EN10**	Percentage and total volume of water recycled and reused.
•	**CRE2**	Building water intensity.
		Biodiversity
•	**EN11**	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.
49	**EN12**	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.
49	**EN13**	Habitats protected or restored.
•	**EN14**	Strategies, current actions, and future plans for managing impacts on biodiversity.
49	**EN15**	Number of IUCN red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.
		Emissions, effluents and waste
50	**EN16**	Total direct and indirect greenhouse gas emissions by weight.
•	**EN17**	Other relevant indirect greenhouse gas emissions by weight.
•	**CRE3**	Greenhouse gas intensity from buildings.
•	**CRE4**	Greenhouse gas emissions intensity from new construction and redevelopment activity.
•	**EN18**	Initiatives to reduce greenhouse gas emissions and reductions achieved.
•	**EN19**	Emissions of ozone-depleting substances by weight.
•	**EN20**	NO, SO, and other significant air emissions by type and weight.
51	**EN21**	Total water discharge by quality and destination.
51	**EN22**	Total weight of waste by type and disposal method.
53	**EN23**	Total number and volume of significant spills.

•	**EN24**	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.
•	**EN25**	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.
54	**CRE5**	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.
		Products and services
•	**EN26**	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.
•	**EN27**	Percentage of products sold and their packaging materials that are reclaimed by category.
		Compliance
•	**EN28**	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.
		Transportation
•	**EN29**	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.
		Overall
54	**EN30**	Total environmental protection expenditures and investments by type.
		SOCIAL DIMENSION SOCIAL: SOCIAL PERFORMANCE INDICATORS
		Employment
35	**LA1**	Total workforce by employment type, employment contract, and region.
35	**LA2**	Total number and rate of employee turnover by age group, gender, and region.
36	**LA3**	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.
		Labor/management relations
36	**LA4**	Percentage of employees covered by collective bargaining agreements.
36	**LA5**	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.
		Occupational health and safety
41	**LA6**	Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.
40	**LA7**	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region.
31	**CRE6**	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.
39	**LA8**	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.
41	**LA9**	Health and safety topics covered in formal agreements with trade unions.
		Training and education
37	**LA10**	Average hours of training per year per employee by employee category.

37	**LA11**	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
37	**LA12**	Percentage of employees receiving regular performance and career development reviews, by gender.
		Diversity and equal opportunity
38	**LA13**	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.
39	**LA14**	Ratio of basic salary of men to women by employee category.
•	**LA15**	Return to work and retention rates after parental leave, by gender.
		HUMAN RIGHTS
		Investment and procurement practices
41	**HR1**	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.
41	**HR2**	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.
•	**HR3**	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.
		Non-discrimination
14	**HR4**	Total number of incidents of discrimination and actions taken.
		Freedom of association and collective bargaining
41	**HR5**	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.
		Child labor
41	**HR6**	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.
		Forced and compulsory labor
41	**HR7**	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.
		Security practices
•	**HR8**	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.
		Indigenous rights
14	**HR9**	Total number of incidents of violations involving rights of indigenous people and actions taken.
41	**HR10**	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.
41	**HR11**	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.
		SOCIETY
		Community
41	**SO1**	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

41	**SO9**	Operations with significant potential or actual negative impacts on local communities.
42	**SO10**	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.
42	**CRE7**	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.
		Corruption
14	**SO2**	Percentage and total number of business units analyzed for risks related to corruption.
14	**SO3**	Percentage of employees trained in organization's anti-corruption policies and procedures.
14	**SO4**	Actions taken in response to incidents of corruption.
		Public policy
27	**SO5**	Public policy positions and participation in public policy development and lobbying.
14	**SO6**	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.
		Anti-competitive behavior
14	**SO7**	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.
		Regulatory compliance
14	**SO8**	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.
		PRODUCT RESPONSIBILITY
		Customer health and safety
33	**PR1**	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.
31	**PR2**	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.
		Product and service labeling
31	**PR3**	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.
32	**CRE8**	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation, and redevelopment
N/A	**PR4**	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.
31	**PR5**	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.
		Marketing communication
N/A	**PR6**	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.
N/A	**PR7**	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.

		Customer privacy
32	**PR8**	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.
		Compliance
32	**PR9**	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.

• Indicator not answered

Contact and feedback

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ESR EMPRESA SOCIALMENTE RESPONSABLE

THE GLOBAL COMPACT APOYAMOS EL PACTO MUNDIAL

Empresa Sustentable

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