

# DINÁMICA



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The best choice for value  
*in infrastructure*

INTEGRATED REPORT OF ACTIVITIES

ICA







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# 1.0 INTEGRATED REPORT OF ACTIVITIES 2014

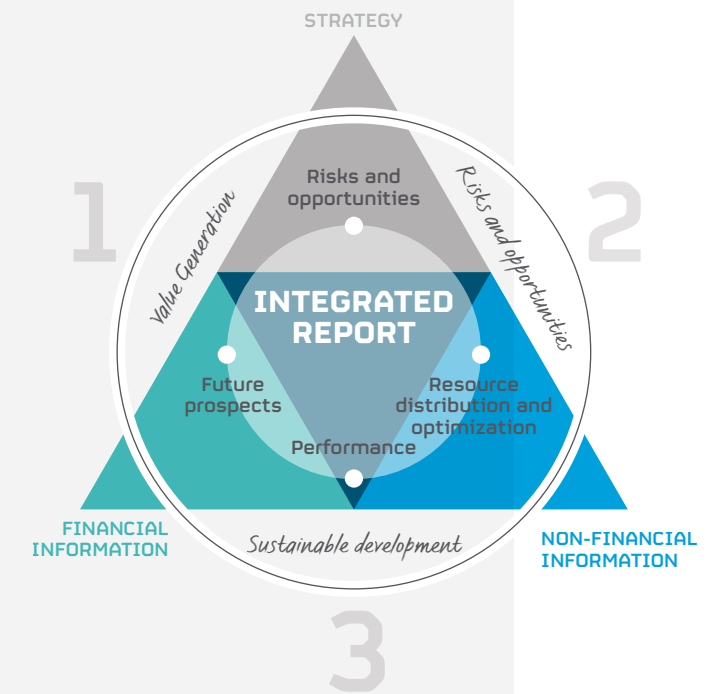
- Infrastructure for development
- A vision of shared social value
- Project structuring and joint ventures
- Construction and operations management
- International expansion
- Sustainability strategy
- Procurement and strategic partners

## ABOUT THIS REPORT

- G4-3** This is the fifth report by Empresas ICA, S.A.B. de C.V. In 2009 we embarked on a sustainability strategy following a materiality assessment by KPMG International and our decision to become a Socially Responsible Enterprise (SRE). Nine committees and a sustainability policy were created to prepare the first sustainability report in 2011, and in the same year we adopted the best practices of the Global Compact, and we were incorporated into the Mexican Stock Exchange's Sustainable IPC index. We established six different committees: Health and Safety; Environment; Social Environment Management; Management Quality and Systems; and Research, Development and Innovation. We also set up independent areas in charge of: Risks; Internal Audit; Legal Affairs; Human Resources; Collective Bargaining Agreements and Contracts; and Procurement, Subcontracting and Machinery.

- G4-2** That structure is the basis for the report presented in this document. In 2013, we included a set of key sustainability issues to our strategic planning. With this, we aim to increase economic value steadily and sustainably, to be an industry benchmark for sustainability and to apply the best sustainability practices in all our processes. In the same year we were added to the Dow Jones Sustainability Index and in 2014 we incorporated sustainability aspects into our business model, which was the basis for our first integrated activity report. With this *Integrated Report of Activities 2014*, we increased our capacity for integrated thought and value generation based on the following lines of action: strategy, corporate governance, risk and compliance; environmental management optimization; sustainability philosophy; vision of shared social value, and a positive ICA experience.

\* For the purposes of this report we will refer to the company simply as ICA.



## PERIOD

This report provides information on ICA's economic, environmental and social results from January 1, 2014 to December 31, 2014, unless otherwise stated. For the financial information, we have included the data contained in our quarterly reports and the 2014 Annual Report (Form 20-F). Detailed information on our company, its operating and financial performance, as well as annual reports for the years 2011, 2011, 2012 and 2013 are available online at [www.ica.com.mx](http://www.ica.com.mx).

## METHODOLOGY

For the second year in a row, this report is based on the criteria and indicators provided by the Global Reporting Initiative (GRI) G4 guidelines. We conducted a study of management practices, company performance and current context of sustainability in infrastructure development, as well as key issues for our stakeholders: shareholders, investors, financial markets, clients, users, employees, government and regulators, communities, unions, suppliers, chambers of industry, institutions and universities, partners, competitors and opinion leaders.

We focus on the capitals and guidance provided by the International Integrated Reporting Council (IIRC) and the Envision methodology for evaluating sustainable infrastructure developed by Harvard University and the Zofnass Program for Sustainable Infrastructure.

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**G4-18**



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strategy

Corporate Governance

yield and prospects

investments

G4-17

social and environmental

actions

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We have also taken into account the feedback and evaluation of Bloomberg (ESG), Robeco SAM Corporate Sustainability Assessment (the Dow Jones Sustainability Index) and Empowering Responsible Investment (EIRIS) (Sustainable IPC Index). With all of this, we have prepared a report based on regular reporting on the company's generation of value in the short, medium and long term based on clear lines of communication regarding strategy, corporate governance, yields and prospects, investments, social and environmental actions.

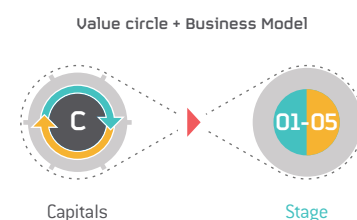
This report covers all of ICA's operations, including those of Mexican and foreign subsidiaries that we control or over which we exert a significant influence, unless otherwise indicated. Information for Grupo Aeroportuario del Centro Norte, S.A.B. de C.V. (OMA) is included in the financial figures and number of employees only, because OMA is a publicly-traded company and as such prepares its own sustainability report. In 2014 no announcements were made that had any impact on the stock structure. There were no significant changes in the coverage, scope or valuation methods included in this report compared to the 2013 report, unless otherwise stated.

## VERIFICATION

This report successfully completed the Materiality Disclosures Service. We opted for the G4 Sustainability Reporting Guidelines provided by the Global Reporting Initiative (GRI G4). The report has not been additionally reviewed by an independent third party. In 2013 we began an internal opinion-gathering process through the company's Audit Department, in which we identified aspects to take into account in the information reported, the traceability of the information, the performance, impacts and risks, as well as remediation plans.

## HOW TO READ THIS REPORT

In order to link our business model with our Value circle, the different stages of the life cycle of ICA's projects are referred to the 6 capitals of IIRC integrated thinking. Thus, we represent both key elements in the activities developed and published here.



\* For more information about the relationship between ICA subsidiaries, operations and joint businesses, see our 2014 annual report, Form 20-F (pp. 160-164) <http://ri.ica.mx>



### To our stakeholders:

This past year, ICA commemorated 68 years with unmatched technical capacity and solid business foundations. In this integrated report, we bring together our 2014 results of value generation for the company for the company over time, our strategy, corporate governance, returns and prospects, our investments, social and environmental programs.

We have consolidated this annual information with our eyes set on the future, aware that both the market and our own commitment to the development of Mexico, society and the environment, have placed us on solid footing in a world of growing global competition. We reaffirm the traditional values that have defined our company since its founding in 1947: quality, integrity, efficiency, service, and innovation, for our clients and our stakeholders. In preparing this fifth consecutive report, we placed special emphasis on our strategy of unifying processes and aligning strategies with the business model and the company's value circle.

In our continual pursuit of innovation, we have developed comprehensive processes and solutions by applying best practices. We created alternative financing and contract schemes and innovative construction procedures. Our vision of client service is our distinguishing feature, supporting our long-standing reputation for preserving our clients' interests and delivering the highest quality.

We are presenting this **Integrated Report of Activities 2014** to demonstrate the factors that sustain this organization's capacity to create long-term value. We have instituted an ethical, responsible and effective corporate governance. We are an institutionally strong company that builds trust and experience every day, in many markets and fields of specialization.

### MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

G4-1

In 2014, we forged a business plan aimed at strengthening our constantly-evolving financial position while continuing to pursue our strategic sustainability goals. Our commitment is based on inclusive growth, which involves resource optimization while supporting the development of infrastructure within a framework of the rule of law.

Our results at the close of the year give us the certain conviction of our scope, our prospects and future success. The backlog of the Civil and Industrial Construction divisions is at record levels, and the evolution of the operating model that aligns our business units will undoubtedly bring improvements in our efficiency and efficacy with clients. We are committed to making these effects sustainable, and increasing them over time, and we will continue to develop creative, visionary solutions to fortify our ties to all our stakeholders, as we rise to the future challenges of infrastructure around the world.

ING. BERNARDO QUINTANA  
CHAIRMAN OF THE BOARD OF DIRECTORS  
EMPRESAS ICA, S.A.B. DE C.V.





G4-1

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

To our shareholders:

I am pleased to share with you our *Integrated Report of Activities 2014*. We are grateful for your trust and support, which have been crucial for ICA's solid performance this year, the second best in contracts and profitability in the company's history, after 2012. Construction, Infrastructure and Airports all contributed to higher revenues and profits. We won major projects in Mexico and overseas, increasing our backlog. ICA reported a 40 % increase in operating income and a 57 % rise in its equity in the earnings of Associates and Joint Ventures, primarily because of the volume of work at ICA Fluor. Through transactions on capital markets we improved our debt maturity profile, and we continued our international expansion with the acquisition of Facchina Construction Group.

2014 was also a year of daunting challenges. Early in the year, Mexico City's authorities, decided to partially shut down Line 12 of the Metro mass transit system, sparking a prolonged and public legal dispute. In the second half of the year, a steep drop in oil prices radically changed the market's expectations on economic growth. In Mexico and around the world, currency depreciation affected results. Despite this, our operations exceeded our projections for the year. Total consolidated revenues grew 24 %, and the Concessions segment reported a 21 % increase. This is a big step forward in building our comprehensive model of sustainable infrastructure at every phase of our project lifecycle: promotion and bidding, structuring and finance, construction, operation and growth, and management of our asset portfolio, which includes the monetization of long-term assets and capital recycling transactions.

For the second year in a row, we are the only Latin American construction firm included in the Dow Jones Sustainability Index, further proof of our leadership in the industry. For this report, we used the criteria of the Global Reporting Initiative and the guidelines of the International Integrated Reporting Council to link our business model with the company's value circle. With this, we ensure long-term projects through sustainable equity investment for the company and for all our stakeholders.

ING. ALONSO QUINTANA  
CHIEF EXECUTIVE OFFICER  
EMPRESAS ICA, S.A.B. DE C.V.

ICA has built solid foundations in recent years, and we are braced for the challenges we see ahead for 2015. With 68 years of history behind us, we have been through many situations that have only made us stronger. I am confident that our shared success year after year is the best option for our clients. With our technical capacity and the quality of our project execution, we are able to rise to the most complex infrastructure challenges through strategic alliances and innovative, profitable and sustainable proposals.

# 1.1 INFRASTRUCTURE FOR DEVELOPMENT

## Challenges, opportunities and strategic industries

Through infrastructure we can glimpse the history of evolution. Infrastructure promotes social and economic development by building and upgrading public services while caring for the environment, helping people to reach their potential. Years go by, we have changed the way we relate to and understand infrastructure. Countries and their equipment are transformed by a combination of actions and wills of governments, companies and societies.

In 2014, we faced various global challenges relating to economic, geopolitical, social and environmental situations. Infrastructure has far-reaching repercussions and is closely linked to the United Nations' Millennium Development Goals, the global sustainability trends of UN Habitat, the Principles of the Global Compact and the G20 Global Infrastructure Initiative for financing new projects in emerging markets. This last initiative, agreed upon at the end of 2014, makes infrastructure a priority for the growth of developing countries (15 billion dollars in incentives for banks, pension funds and private investors).

In this context, and as participants in the industry, ICA has identified 10 emerging trends for 2020 in the area of infrastructure (based on KPMG International's Foresight 2015), including project startup, financial scheme challenges, technical capacities to resolve major challenges, the risks of new public policy and market volatility, and optimization of the environmental management and shared social vision:

G4-18 EMERGING TRENDS FOR 2020:

- 01 Government actions to develop and complete projects
- 02 Risk of public policies and regulatory frameworks
- 03 Financial market reforms and fluctuations
- 04 Performance of banks, mutual funds and multilateral institutions
- 05 Major technical challenges in the development of large projects
- 06 Balance between needs and opportunities for social benefit
- 07 Higher returns on operations and asset portfolios
- 08 Resource optimization and environmental compensation to promote investment
- 09 Global vision of infrastructure players
- 10 Urban mobility projects to support the orderly growth of cities

To incorporate these challenges into the regional framework with a focus on Latin America, we relied on the guidelines of the Community of Latin American and Caribbean States (ECLAC) Mesoamerica Project for supporting regional infrastructure initiatives through new projects and experiences, together with the Pacific Alliance, to pursue combined economic and social development.

In 2014, Mexico undertook significant constitutional reforms in energy, telecommunications, public finance, education, private finance, economic competition, labor, politics and elections, and transparency. Meanwhile, to

buttress economic growth, investment and income, reduce unemployment and improve the distribution of wealth, the government announced a National Infrastructure Plan for 2014-2018 (743 programs and projects with an investment of 7.7 trillion pesos), which promotes ties between six strategic sectors of the economy:

STRATEGIC ECONOMIC SECTORS



- Energy 50 %
- Urban development and housing 24 %
- Communications and transportation 17 %
- Water 6 %
- Tourism 2 %
- Health 1 %

[National Infrastructure Plan for 2014-2018]

Toward the end of last year, the federal government also announced three Special Economic Zones (the port region of Lázaro Cárdenas, Michoacán; the Inter-Oceanic Industrial Corridor in the Isthmus of Tehuantepec, and the Port of Chiapas) in order to boost investment in infrastructure, support established industries and articulate a comprehensive public policy.










**G4-1** In the World Economic Forum (WEF) Global Competitiveness Index for 2014-2015, Mexico dropped 6 notches from the 2013-2014 listing, from 55th to 61st place, primarily because of its underperformance in labor market efficiency, institutional quality, primary and higher education, corruption, and inefficiency in the goods market.

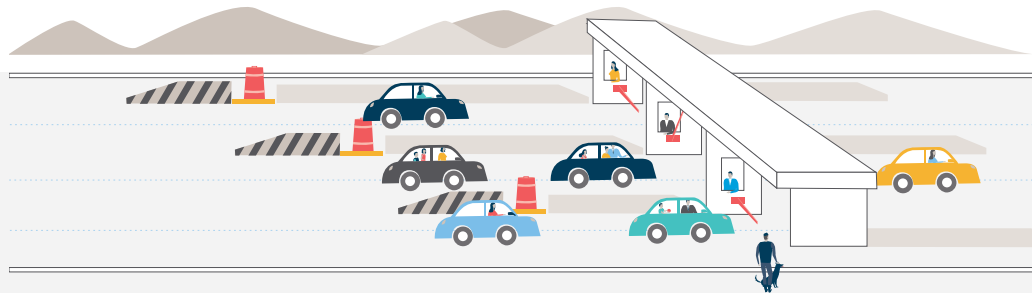
**G4-2** Good governance in public works is essential for development, enabling countries to build necessary high-quality infrastructure and distribute resources efficiently (World Bank). With this in mind, and based on the best practices of the United Nations Global Compact and corporate commitment guidelines, we have identified our development priorities (inclusive growth, social equality, environmental protection) and long-term objectives (revenue growth, resource productivity and risk management) to contribute effectively to sustainability. (Post 2015 Architecture of Business Commitment).

With these great challenges ahead, and the lessons learned in the past, at ICA we work for sustained and sustainable growth of this company by investing in infrastructure for social and economic development wherever we operate. We address the most complex challenges of infrastructure and create shared value.

THE CHALLENGES TO INFRASTRUCTURE IN MEXICO:

-  Long-term planning
-  Budgeting processes and opaque investor information
-  Cutting down on unnecessary regulation
-  Greater transparency in the project lifecycle
-  Increasing the involvement of civil society
-  Limiting authorities' discretionary powers
-  Broadening the scope and capacity of physical and financial audits

(México Evalúa. Centro de Análisis de Políticas Públicas).



# 1.2 SHARED VALUE

Together we are building the foundations of tomorrow

**G4-7** We are a Mexican company with more than 68 years of experience in providing comprehensive solutions to complex infrastructure challenges.

ICA was founded in 1947 as Ingenieros Civiles Asociados, S.A. de C.V., to supply construction services in infrastructure projects for Mexican public works.

**G4-6** Throughout our history we have joined forces with outstanding companies to acquire technology, specific know-how or volumes of work. This extensive network of relationships has helped us to reassert our central role in society. Together with our partners, we have created and consolidated strategic alliances as well as successful companies like OMA, ICA Fluor, Los Portales, San Martín, Proactiva, Actica, Grupo Rodio Kronsa and Facchina Construction Group.

By 2014, we were present in 13 countries and 7 industries, with more than 90 ongoing projects and a workforce of 31,302 employees. **G4-6**

**G4-5** We are a limited liability corporation with variable equity, incorporated as Empresas ICA, S.A.B. de C.V. Our headquarters are located at Blvd. Manuel Ávila Camacho 36, Col. Lomas de Chapultepec, Miguel Hidalgo, 11000, in Mexico City.

At ICA, we understand value creation as a series of values, policies and practices that improve our competitiveness, while creating economic and social conditions that benefit the communities where we work.

- QUALITY**
- We work on time and according to plan.
  - We meet the needs of our clients and exceed their expectations.
  - We do our best to provide the ICA experience.
  - We strive to be in example of dedication and excellence.
- INTEGRITY**
- We conduct ourselves professionally, in accordance with our values and good practices.
  - We make decisions objectively.
  - We adhere to transparency standards in our processes.
  - We treat our coworkers, clients and the community with respect.


- EFFICIENCY**
- We make the most of the resources we have at hand.
  - We work as a team and address the challenges we encounter safely.
  - We focus our efforts on meeting our goals.
  - We work to multiply talent at ICA.

**G4-3** **OUR MISSION** Solving the most complex infrastructure problems through innovative, profitable and sustainable proposals, thus creating value for our people, our shareholders and the communities where we are present.

**OUR VISION** To be a global company that through its business model builds and operates a solid, profitable and diversified portfolio of projects for the infrastructure development and social well-being.

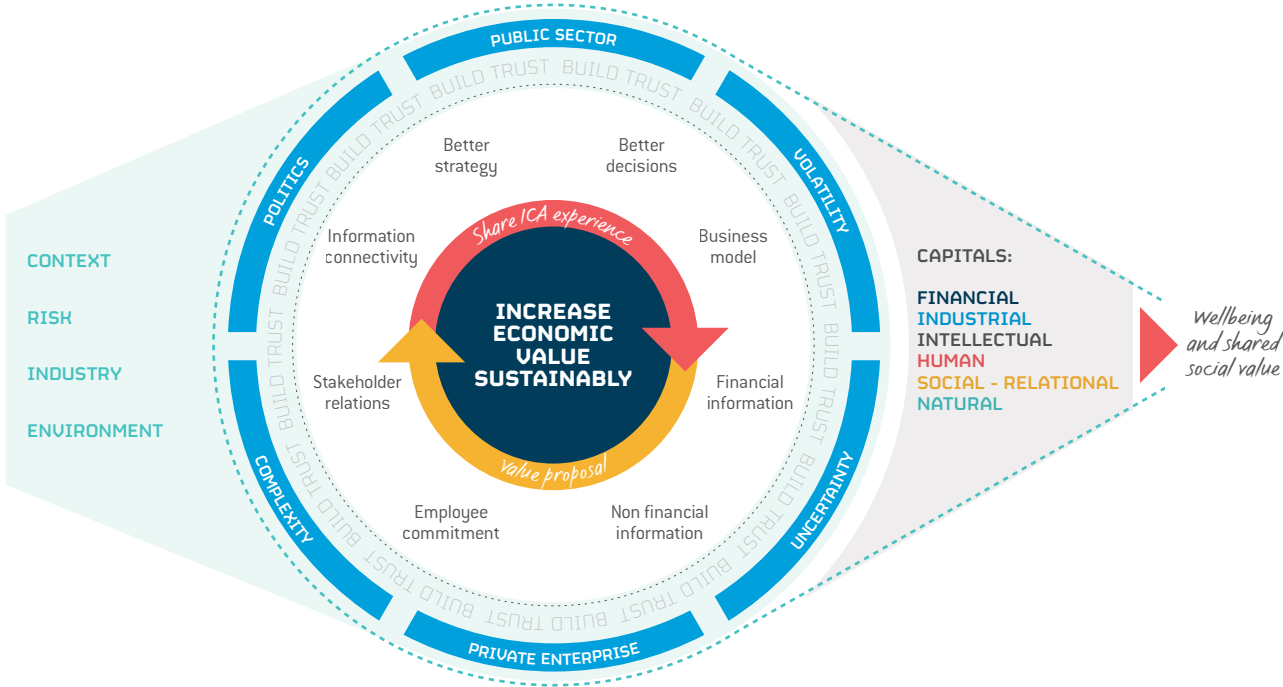
- SERVICE**
- We strive to provide service that adds value.
  - We empathize with the needs and requests of our coworkers and clients.
  - We see challenges as opportunities to provide solutions.
  - We respond promptly to the requests we receive, to ensure the desired impact.
- INNOVATION**
- We adapt to change with cutting-edge solutions.
  - We anticipate demands in our business.
  - We propose creative solutions to problems.
  - We take advantage of needs to propose new goals.

**G4-18** In this context, the foundations of our integrated report and the GRI methodology allow us to focus directly on the value creation process, improving the quality and clarity of the available information while ensuring accountability and an eye to the big picture when taking decisions and actions. Productivity and innovation are two key factors in this process. According to these principles, we have defined our own values circle based on 6 capitals:

FINANCIAL CAPITAL		A set of funds and resources: Available for use in producing goods. Obtained through financing (debt, equity or contributions).
INDUSTRIAL CAPITAL		Physical objects created: Buildings, equipment and infrastructure.
INTELLECTUAL CAPITAL		Intangibles based on the organization's know-how: Intellectual Property. Organizational Capital.
HUMAN CAPITAL		Competencies, skills and experiences of our people and the motivation to innovate.
SOCIAL AND RELATIONAL CAPITAL		Institutions and relations within and between communities, stakeholders and other networks. Capacity to share information to improve individual and collective welfare.
NATURAL CAPITAL		Renewable and nonrenewable environmental resources and processes used in our goods and services: Air, water, earth, minerals and forests.



G4-1 At ICA, we are convinced that creating value for our people, shareholders and the communities where we work must be an integral part of our business model and the objectives of every one of our areas, the basis for all our strategic decisions. We are aware that recruiting, retaining and developing talent through ICA's institutional philosophy and value is crucial for the pursuit of our business goals.



Through our best sustainability practices, we offer attractive yields and excellent service to investors, clients and users:

- **Business service center:** we optimize resources, costs and expenses for optimum efficiency, generating direct and indirect savings for the company.
- **Financial structure for international expansion:** strategic alliances, acquisitions and joint ventures to diversify our markets, clients and activities and to position ourselves strategically in the world.
- **Financing schemes:** project development with financing of more than 53,779 billion pesos through local and foreign debt issues, commercial banks, development banks, private and public equity funds, Retirement Funds Administrators and export agencies.
- **Asset management:** management of the portfolio of ongoing projects, strategic partnerships to create permanent resource transfer mechanisms.

In 2014, we were involved in 17 project concessions: 10 highways, four water projects, two social infrastructure works and one port. Ten of these are currently in operation and another seven are being built.

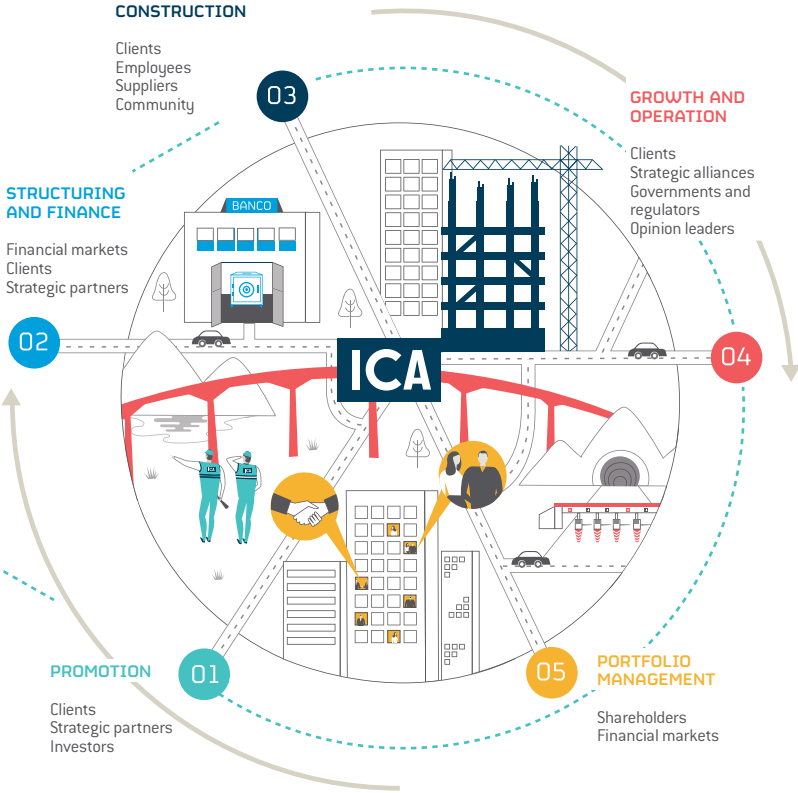
- **Process unification:** improved 174 processes in our internal information systems to guarantee reliable, traceable data to facilitate decision-making by our employees. Incorporation of processes in the Finance and Administration, Project Management, Resource Management, Infrastructure Operation, Strategic Planning and Business Development and Transversal Services areas into the Systems, Applications and Product (SAP) platform.
- **Corporate governance, risk and compliance:** strengthening policy drafting and implementation capacity, delegation of authority, business architecture, risk management and internal control systems.
- **Sustainable performance:** prioritizing actions to manage the social environmental climate; for the third year in a row, we were included in the Mexican Stock Exchange's Sustainable IPC Index, and for the second year in a row in the Dow Jones Sustainability Index.

# 1.3 OUR BUSINESS MODEL

We manage comprehensive infrastructure projects

ICA has two main, complementary businesses: construction and operation of a portfolio of long-term infrastructure and other investments.

Our business model responds to the interests of our stakeholders in its various phases:



01 PROMOTION: We identify and evaluate potential projects together with our strategic allies, encouraging expansion into new areas of business and to other countries; we design civil engineering and industrial works with innovative technologies; we develop sustainable proposals that satisfy clients while creating safe workplaces.

02 STRUCTURING AND FINANCE: We have extensive experience in financing long-term projects and in international financial markets, which reduces costs and guarantees the timely availability of resources for project execution.

03 CONSTRUCTION: We have proven experience in executing projects even in extreme conditions: with a permanent focus on innovation, we use techniques and materials that improve quality and reduce costs, taking the measures necessary to reduce environmental and social impacts.

04 GROWTH AND OPERATION: In operating infrastructure assets, we seek absolute client satisfaction through better processes, new technologies and a reduced use of energy and other inputs.

05 PORTFOLIO MANAGEMENT: Once a project has matured, it becomes more valuable, and by managing our portfolio – refinancing, divesting of all or part of these holdings – we monetize the value created and release resources for new projects.

CONSTRUCTION	CIVIL	Public and private works and large-scale infrastructure (dams and hydroelectric power centrals; highways, tunnels and bridges; drainage systems, aqueducts and wastewater treatment plants; stadiums, hospitals, airports; underground railway transport systems). Our specialized construction subsidiaries give us additional experience in geo-technology, subsoil engineering and the manufacture of prefabricated components.
	INDUSTRIAL	Through ICA Fluor (a joint venture between ICA and Fluor Corporation), we are involved in engineering, procurement, construction, commissioning and startup (EPC) of complex industrial facilities, including oil and gas plants, natural liquid petroleum gas plants, steel mills, mining facilities and other manufacturing plants. We have the largest group of design engineers in Mexico, made up of more than a thousand specialists.
INFRASTRUCTURE OPERATION AND OTHER INVESTMENTS	CONCESSIONS	ICA develops and operates long-term concessions and service provision projects (PPS) for highways, water, ports and public services. We administer more than 900 km of highways and, at the close of 2014, we had a portfolio of 17 concessions: 10 of them already operating and the rest under construction.
	AIRPORTS	Through our publicly traded subsidiary OMA, we operate 13 airports. These include Monterrey, Mexico's industrial capital, and key cities in northern and central Mexico. We also operate a hotel at the Mexico City International Airport Terminal number 2, provide other commercial services, and develop land within and outside of our airports.

G4-4  
G4-8



1.4 STRATEGY

G4-2

As leaders of Mexican industry, we at ICA work to remain forefront technical and sustainable solutions, positioning ourselves as a benchmark in construction and integrated infrastructure operation. Our business strategy responds to two financial mandates: productivity and growth. We try to continually improve our financial results by expanding our presence in international markets, contributing integrated solutions through our strategic alliances and becoming a preferred partner for our partners.

Our strategy map centers around sustainably increasing the company's economic value by optimizing our resources. To this end, we group our processes into four strategic areas:

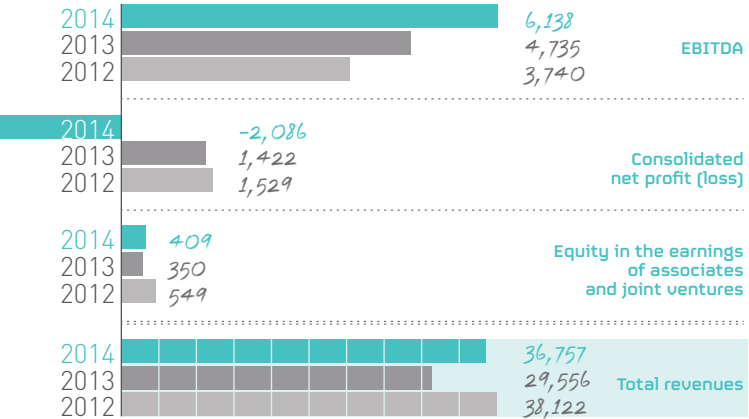
01. Operating efficiency; 02. Excellence in solutions; 03. Expansion and growth; and 04. Operation with a sustainable focus. In all of this, we apply the talent and human philosophy shared by all the members of our work teams, a state-of-the-art technological platform, reliable information systems and values that are aligned throughout every level of the organization.

We generate sustainable economic value



1.5 CONSOLIDATED FINANCIAL RESULTS

G4-9



In 2014, ICA reported revenue growth of 24%, EBITDA growth of 30% and backlog growth of 48% (including associates and joint ventures), all better than our original projections. Consolidated EBITDA came to 6,138 billion pesos, with a margin of 16.7%. All three segments – construction, airports and concessions – reported revenue growth, of 24%, 10% and 21%, respectively. The EBITDA margin continued to grow.

\* EBITDA: Earnings before interest, taxes, depreciation and amortization

	2012	2013	2014
EBITDA margin	9.81 %	16 %	16.7 %
Earnings per share (MXN)	1.58	0.7	(4.96)
Net debt/EBITDA	10.7x	7.0x	7.6x

\*Figures in millions of pesos

Our positive operating results were offset in part by Comprehensive Financing Cost, resulting from the depreciation of the Mexican peso against the US dollar, which affected our net result and leverage levels. The margin of net debt to EBITDA deteriorated, and the price of our shares sank to a loss of 4.96 pesos per share (USD 1.35 per ADS).

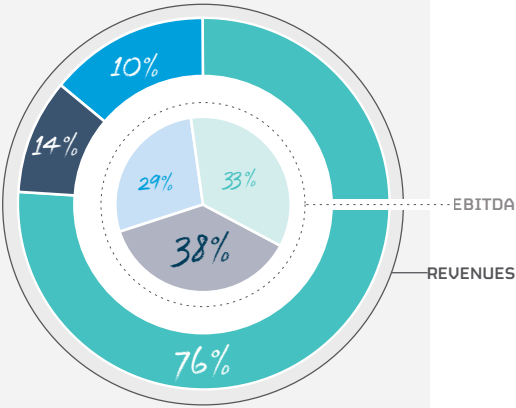
We optimize our revenues and profits

Our full-year results were affected by a drop in our stock prices in 4T14 (3.47 pesos per share). Note that Comprehensive Financing Cost is a non-cash line.

Interest expense rose 42% over 2013 due to the advance amortization of capitalized expenses from the placement of a prepaid bond as well as the net effect of calculating the net present value of the tax deconsolidation liability reported in 2013.

The following chart shows the breakdown of revenues and EBITDA in the three divisions. Construction accounted for 76% of total revenues, but its contribution to EBITDA was only 33%. In contrast, Concessions made up 14% of our revenues but 38% of its EBITDA – more than the construction division.

Our real estate operations, which include affordable entry-level housing, as well as our corporate operations, are included in the Corporate and Others segment. All three segments saw growth last year: construction reported a 24% increase in revenues and 31% in EBITDA, driven by strong performance in work assigned in Mexico and the incorporation of Facchina Construction Group (FCG) starting in the second quarter of 2014.



	2013	2014	Var %
• Construction	21,744	26,967	24
• Concessions	3,965	4,816	21
• Airports	3,420	3,770	10
• Corporate and others	426	1,205	183
<b>Total revenues</b>	<b>29,556</b>	<b>36,757</b>	<b>24</b>

\*Figures in millions of pesos

Revenues in the Concessions segment grew 21% and EBITDA 11%, fueled by a high volume of traffic and for the startup of different projects. The Airport segment continues to turn in solid results, the result of a substantial increase in passenger traffic. Revenues were up 10% and EBITDA increased 28% during the year.

CIVIL AND INDUSTRIAL CONSTRUCTION

We expect more good results from the construction division in 2015, based on the current backlog, which is equivalent to 18 months of sales.

The table above shows the solid expansion of our backlog, a growth of 48% in the aggregate. This comes from a 21% increase in the construction backlog, and a 297% growth in contracts awarded to affiliates and joint ventures over the close of the previous year, 43,921 million pesos. Our part of this backlog amounts to 21,230 million pesos. The backlog of ICA Fluor totals 37,971 million pesos, equivalent to 86% of the total for associates and joint ventures.

	DEC2013	DEC2014	% Change
Construction	30,658	36,957	16
Backlog	5,700	5,108	-10
Associates and Joint Ventures (ICA share)	5,433	21,230*	291
<b>ICA Backlog</b>	<b>41,791</b>	<b>61,883</b>	<b>48</b>

\*Figures in millions of pesos

	2014	2013	2012
<b>Direct Economic Value Generated</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>
a. Revenues	100 %	100 %	100 %
<b>Economic Value Distributed</b>	<b>98 %</b>	<b>69 %</b>	<b>84 %</b>
b. Operating expenses	64 %	43 %	63 %
c. Wages and benefits	18 %	15 %	11 %
d. Supplier payments	14 %	10 %	8 %
e. Payments to government	2 %	2 %	1 %
f. Investment in communities	0 %	0 %	0 %
<b>Retained Economic Value</b>	<b>2 %</b>	<b>31 %</b>	<b>16 %</b>

EC1









Financial



- Institutional company
- Human capital
- Safety and health
- Management systems
- Operating improvement

*We are an institutional, orderly  
and transparent company*

One of ICA's fundamental qualities is its solid Corporate Governance, which ensures that the company can face the challenges it encounters. Our Corporate Governance practices conform the highest standards of compliance. This ensures that we remain an institutionally strong, orderly and transparent company, grounded in integrity and the highest standards of ethics and value generation for all of our stakeholders, and at the same time, managed on a sustainable basis. With vision, experience and leadership, we answer to the most complex infrastructure challenges. We develop and understand projects as a long-term investment in society, our clients, shareholders and employees.

The Board of Directors and its members are appointed by the Shareholders' Meeting based on their experience and capacities. Once approved by the Shareholders' meeting, Independent Board Members sign a statement of independence.

Any related transaction must be authorized by the Chief Executive Officer and the Corporate Practices Committee and/or the Board of Directors, depending on its amount. These transactions are also reported annually to the Shareholders' Meeting. The company's General Counsel is responsible for overseeing all matters relating to Corporate Governance and also acts as Secretary of the Board of Directors.

G4-40

G4-41

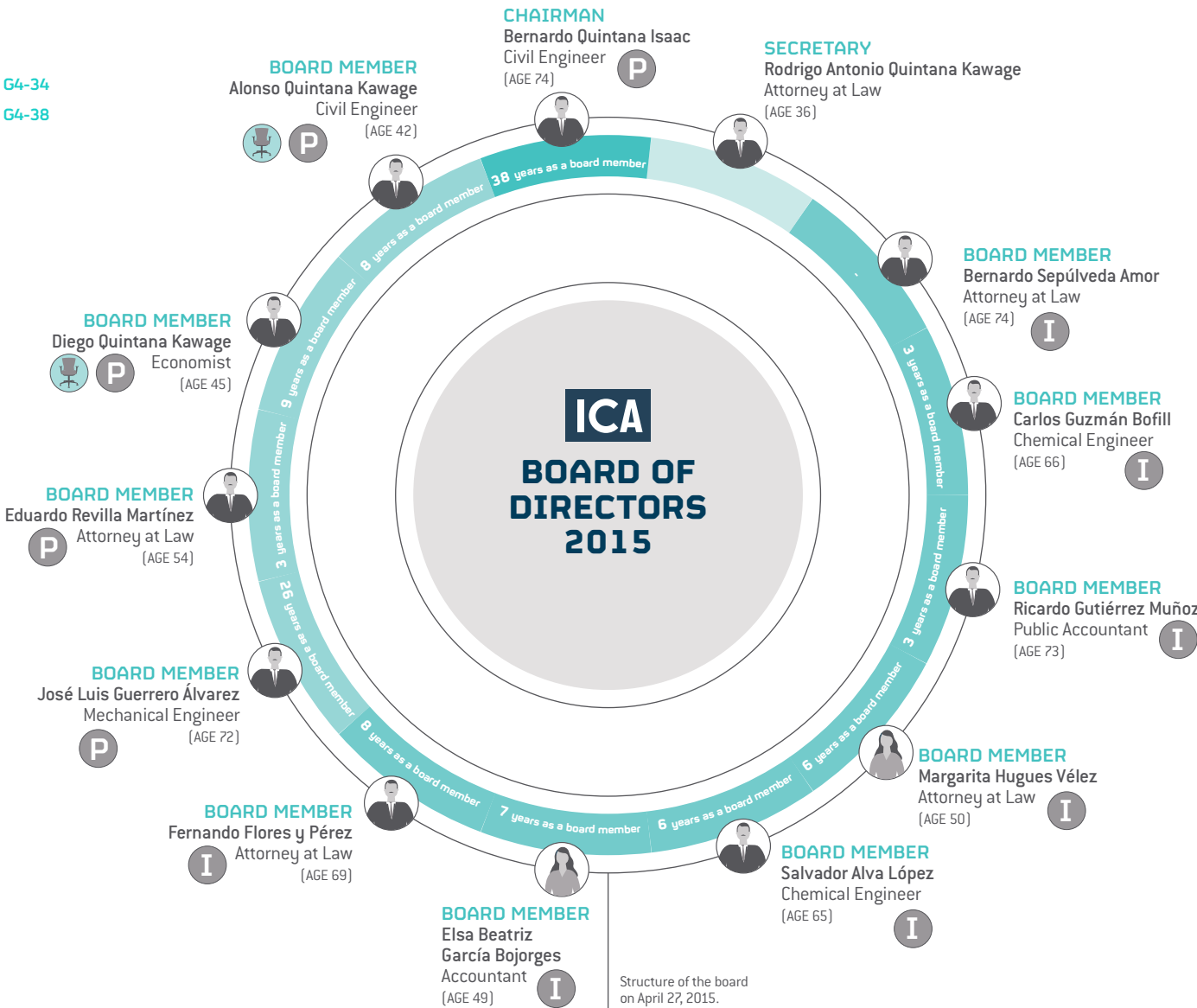
#### INSTITUTIONAL STRENGTH, ETHICS AND TRANSPARENCY

Today, our Board of Directors has 12 members, 7 of which were independent, conforming to the Securities Market Law. Independent members account for 54% of the board including the Chairman. The Board of Directors has the support of 3 special committees, which are described below, in carrying out its duties.

G4-38



G4-34  
G4-38



G4-34

G4-45



G4-38

G4-39

**BOARD OF DIRECTORS**  
This is the Governance Body responsible for establishing general strategies for ICA and for the companies it controls.

The Company's bylaws, in keeping with the Securities Market Law, stipulate that the Board of Directors be supported by one or more committees made up of independent board members.

- SENIOR EXECUTIVE
- INDEPENDENT BOARD MEMBER
- RELATED BOARD MEMBER

**BOARD OF DIRECTORS AND COMMITTEE MEETING DATES**  
% ATTENDANCE

BOARD OF DIRECTORS	
January 20	100%
March 19	85%
May 5	100%
August 4	100%
November 3	100%

CORPORATE PRACTICES COMMITTEE	
January 13	100%
February 19	100%
March 13	100%
August 4	100%
November 3	100%
December 4	100%

FINANCE, PLANNING AND SUSTAINABILITY COMMITTEE	
January 13	100%
March 19	100%
July 21	100%
October 6	100%

AUDIT COMMITTEE	
February 24	100%
March 13	100%
April 22	80%
July 21	100%
October 20	100%
December 16	100%

**EXECUTIVE COMMITTEE**  
The duties of this Committee are to oversee and supervise the conduct and execution of the Company's businesses and those of the companies it controls, in keeping with the policies and guidelines included in the Company's general business plan approved by the Board of Directors.

**SENIOR MANAGEMENT**

**Bernardo Quintana Isaac.** Chairman of the Board of Directors of ICA since 1978. Member of the Board of Directors of Cementos Mexicanos, Grupo Financiero Banamex; Culver Educational Foundation; The Mexican Business Council; the Mexican College of Civil Engineers; Fundación Javier Barros Sierra; National College of Professional Technical Education, and others.\*

**Alonso Quintana Kawage.** CEO of ICA since July 1, 2012; Head of the Executive Committee, Member of the Board of Directors of ICA and Board Member of Grupo Aeroportuario del Centro Norte, S.A. de C.V. [OMA]

**Diego Quintana Kawage.** Executive Vice Chairman, Member of the Board of Directors of ICA, Chairman of the Board of Directors of Grupo Aeroportuario del Centro Norte, S.A.B. de C.V. [OMA]\*\*

**Eduardo Revilla Martínez.** Partner in the law firm Revilla y Álvarez Alcalá, S.C., member of the International Fiscal Federation and independent member of the Steering Committee of the Mexican Federal Consumer Protection Agency.

**José Luis Guerrero Álvarez.** Board Member of ICA since 1990 and former Chairman from 2007 to 2012, independent member of the Board of Directors of Mexican Stock Exchange, S.A.B. de C.V. and Chairman of the Supervisory Committee; Board Member of Enova Endeavor.\*\*\*

See Annual Report Form 20-F for full information on relevant positions on the Board of Directors.

- (1) Independent board members according to the definition contained in Rule 10A-3 of the Securities Exchange Act of 1934 and its modifications
- (2) Independent board members according to definitions of the Mexican Securities Market Law
- (3) Financial expert of the Audit Committee, as defined in Section 407 of the Sarbanes-Oxley act of 2002

\*Board member whose term expires on April 30th, 2018. Bernardo Quintana Isaac, who is Chairman of the Board, is not an executive officer of the company.  
\*\* Board member whose term expires on April 30th, 2017  
\*\*\* Board member whose term expires on April 30th, 2016  
\*\*\*\* Board member to April 23th, 2015. Previously, he served as board member for seven years from 1998 to 2014.

**Vice President, Concessions**  
Carlos Méndez Bueno

**Vice President, Airports and Strategic Alliances**  
Diego Quintana Kawage

**Strategic Planning, Business Development and International**  
Rubén López Barrera



**Vice President, Civil Construction**  
Luis Horcasitas Manjarrez

**General Counsel**  
Rodrigo Quintana Kawage

**Vice President, Finance**  
Víctor Bravo Martín

Our sustainable management is grounded in the principles of ethics and integrity.

BOARD'S MANAGEMENT OF RISKS

**G4-46** At **ICA**, we encourage an awareness and management of risks starting with the promotion and structuring of our projects. All significant risks identified by the organization are reported to the Board of Directors, through the Finance, Planning and Sustainability Committee. This Committee assesses the main risks faced by the organization on a quarterly basis and reviews the strategy for mitigating them, actions that are followed up on by the members of that Committee. These reviews and proposals are submitted for the consideration of the Board of Directors for its definitive approval.

**G4-47**

**G4-45** Having introduced a framework for Governance, Risk and Compliance (GRC) in the company's strategies and operations in Mexico and Latin America, the Board of Directors is kept abreast of the management and results of the identified risks. This process takes place through the following practices:

- Formal risk reviews and response actions by the Board of Directors and its supporting committees
- Creation of the Risk Department, in charge of coordinating improvement actions under the GRC framework.
- Adoption of international standards like OCEG-GRC Capability Model; ISO 31000:2009; COSO – Enterprise Risk Management Integrated Framework.
- Updating the Risk Breakdown Structure (RBS), which specifies the requirements, concerns and experiences of ICA's various stakeholders, to apply them in the corresponding risk evaluations.
- Continuous learning from the record of materialized risks and lessons learned.
- Systematic evaluation of risks to construction and infrastructure projects

ECONOMIC, SOCIAL AND ENVIRONMENTAL PERFORMANCE

In our organization, there are various positions that are directly responsible **G4-35** for social, environmental and economic aspects and for ensuring our company's compliance with its obligations in this respect. The people who hold these positions are ranked highly enough in the organization so that they have the authority and mechanisms at hand for making decisions, reporting directly or indirectly to the company's highest governance body.

**Corporate Sustainability Director.** Reports directly to the highest governance **G4-36** body, through the Chief Executive Officer, on the organizations non financial results, best practices, risks and industry trends.

**Project Directors and Managers.** Responsible for the results of each of their projects, and for ensuring they are in compliance with social, environmental and safety provisions.

**Managers of Quality Assurance, Safety and the Environment In the Business Units.** Responsible for taking strategic actions related to sustainability, and for creating concrete initiatives in the areas of safety, environment and quality in the various projects of our Business Units.

For compiling non-financial information, the Sustainability Department relies **G4-48** on the support of the company's functional areas and the committees created to follow-up on the organization's environmental and social performance. For key financial information it relies on the Investor Relations Department. This information is combined to draft the Integrated Report of Activities. This report is reviewed by the functional areas and committees, which sign off on the information, and once the feedback process is completed, they share it with the Legal Affairs Department, which is responsible for approving the content of the report. The results are reviewed quarterly by the Boarded Directors.



TRAINING AND AWARENESS OF THE BOARD OF DIRECTORS AND SENIOR MANAGEMENT

**G4-43** Throughout the year, and at various levels of the organization, including the Board of Directors, programs and initiatives are introduced in order to report on the company's progress and the challenges it has faced in the area of sustainability, and to develop the skills and knowledge required in social, environmental, economic and occupational safety areas. Some of these initiatives are:

Sustainability Committee

This committee meets regularly, led by the sustainability department, and is made up of various corporate directors and business unit heads. The meetings are used as a forum for reviewing strategies, programs and activities in this area, as well as the results of their implementation.

Annual Meeting

An event held for shareholders, executives and employees of ICA, which come together once a year to discuss the company's results, the status of its projects and key issues for the organization, including those relating to social, environmental and economic areas.

Update Week

A program that provides ongoing information on a variety issues for employees of ICA's various organizational levels. Topics like sustainability, social, environmental and safety management feature prominently on the agenda of courses and workshops. Members of the highest governance body are invited to participate and update their knowledge of these topics.

Review of Business Unit results

Quarterly meetings in which the heads of the various Business Units present the results to members of the Executive Committee. Social, environmental, economic and safety lessons, along with the results, are a permanent topic on the agenda for these meetings.

UPDATING OUR STRATEGY AND CONTROL FRAMEWORK

In 2014, we continued to work on updating and following up on the directives established by the management team in 2013, through comprehensive reflection in all areas of the company. The result was an update of our mission and vision, and the ICA strategy map, the main goal of which is profitable and sustained short, medium and long-term growth of the company. In order to provide a value response linked to our business model, we strive for outstanding performance in critical processes; ensuring operating efficiency; developing solutions with excellence; applying processes that lead to the expansion and growth of the business; and ensuring the sustainability of all our processes.

EVALUATION OF THE BOARD OF DIRECTORS

In 2014 we identified the need to improve the Board of Directors' self-evaluation process, so in 2015 members will work on updating it. Based on this evaluation and in accordance with our internal regulations, the compensation of company officers depends on their performance. Compensation for members of the Board of Directors is approved by the Shareholders' Meeting in accordance with the proposals analyzed by the Corporate Practices Committee and the Board of Directors.

G4-42

G4-44



G4-51

The compensation policy applicable to ICA's highest governance body and executive directors is determined annually by the organization, based on the opinion of the Corporate Practices Committee and approval of the Board of Directors. There is also a performance-based bonus plan for senior management, which is linked to the company's results. Our policy on calculating performance bonuses is based on Return on Equity (ROE), as follows:

- In years in which total revenues amount to 4 % or less than net assets, no bonus will be paid.
- In years when total revenues are more than 4 % of net assets, a bonus of up to 20 % of the amount of revenues over 4 % of the net assets may be paid.

G4-52

In order to ensure that the compensation package, pension plan and benefits are competitive according to policies applied across the organization, every year ICA conducts market studies on compensation with leading consulting firms. Those studies, which are conducted independently and confidentially by those firms, cover more than 300 companies from all areas of business. Both shareholders and employees of the company have various mechanisms for communicating their opinions, questions or concerns to the Board of Directors:

- Shareholders: (I) Shareholders' Meeting; (II) Investor Relations office; (III) conferences; (IV) meetings with financial analysts, shareholders, investors, banks, rating agencies and other participants in the financial markets.
- Employees: (I) informative actions by the business unit and/or area; (II) whistleblowers' hotline; (III) direct access to the office of the General Council through email; (IV) escalation of concerns through hierarchical superiors.

G4-26

## 2.1 AN INSTITUTIONAL COMPANY

*We ensure a positive ICA experience*

As a publicly traded company listed on the Mexican Stock Exchange (BMV) and the New York Stock Exchange (NYSE), Empresas ICA, S.A.B. de C.V. is bound by the highest standards of corporate governance, ethics and transparency. Our Code of Ethics and Business Conduct is aligned with the OECD Corporate Governance Principles, the guidelines of the Sarbanes-Oxley Act (SOX) and the Mexican Stock Exchange; it is also consistent with the Code of Business Integrity and Ethics of the Business Coordinating Council (CCE).

Our Code of Ethics applies to all the personnel of Empresas ICA and its subsidiaries, is shared with our partners and clients, and is available to all our stakeholders on our website. Since 2013, in keeping with best international practices, we promote strict compliance throughout our value chain with our Code of Ethics and Rules of Conduct for Suppliers, Subcontractors and Business Partners, at the time the contract is signed and through our website. All employees and members of the Board of Directors must read and sign the Code of Ethics and Business Conduct. Both codes can be viewed and downloaded at: [https://www.ica.com.mx/en\\_US/ethic-codes](https://www.ica.com.mx/en_US/ethic-codes).

The General Counsel is in charge of overseeing compliance with both these codes, and depending on the type of matter in question, is supported by the Internal Audit and Human Capital areas and various external firms in following up and resolving matters relating to it. Employees and board members must be familiar with and sign the Code of Ethics and Business Conduct, and they also have the right to report any departure from that code. The office of the General Counsel has set up an email address ([abogadogral@ica.mx](mailto:abogadogral@ica.mx)) to receive any complaint or report of violations by employees, officers or any stakeholder with which the company has a relationship.

Another mechanism we have adopted to handle violations of our Codes of Ethics is our whistleblowers' hotline. It is open 24 hours a day, 365 days a year, and has been implemented not only in Mexico but in South American countries where ICA is present and, recently, in the United States. The line is staffed by an independent party in order to maintain confidentiality and anonymity for anyone who reports an improper act by some officer or employee of the company, and to guarantee that the report is given the proper attention.

To inform employees and officers of the company regarding their rights and obligations with regard to the Code of Ethics and Business Conduct, and to learn about channels of communication in the event they detect any departure from that code, every year a training is held on the electronic platform AcadémICA. This training is mandatory, and is also offered as part of the orientation program every employee undergoes when they are hired.

The training includes a review of these codes' content and discussion of alternatives for employees and officers who might be faced with certain situations, and stresses our "open doors" policy, which is another way that employees can resolve their questions and concerns about ethical behavior and fair operating practices, to prevent and mitigate any type of inappropriate or illegal conduct. Employees are urged to contact their immediate superior initially, without fear of reprisals. If that superior is believed to be involved in the matter, then they are encouraged to escalate it by any of the above-mentioned channels.

To provide information on the various mechanisms for advice and reporting, both internally and externally, the company uses a number of informative means. Within its facilities, and with ICA personnel, it uses posters and information mailings; for our partners, clients and other stakeholders it has created an online link with the number of the hotline on our website: [https://www.ica.com.mx/es\\_ES/report-line](https://www.ica.com.mx/es_ES/report-line).

The effectiveness of our channels for promoting ethical conduct enables us to follow up promptly on any departures from the code. Furthermore, in order to promote good ethical practices throughout the value chain we had taken a number of actions to spread this ethical culture to employees, partners and suppliers. All contracts signed between ICA and its suppliers and subcontractors include an anti-corruption clause, which refers to compliance with the Code of Ethics for suppliers and subcontractors. It also stipulates the human rights guidelines with which they must comply.

HR3

In 2014, we received three complaints classified as "discrimination" by the company managing the Hotline. Two of the three complaints were not admitted, and the remaining complaint was handled directly by the Vice President of the Business Unit in question, with the pertinent corrective actions taken. This is the first year we have recorded any incidents of this kind.

HR8

Traditionally, given the nature of our activities, we engage in close and intense dialogue with communities neighboring our operations. Various activities carried out to benefit the communities (which can be looked up in the shared Social Value section) enable us to anticipate any type of action that might violate the rights of those communities and, as active members of the Global Compact, we adhere to best practices in this regard. Accordingly, we received no complaints of any incidents regarding violations of the human rights of indigenous groups in 2014.

### REPORTS OF ALLEGED CORRUPTION

No complaints were received regarding any incidents of alleged corruption at all in 2014. The trend in these complaints has been moving sharply downward since 2012, as the following table shows.

	2012	2013	2014
Cases of corruption	46	17	-

S05

EC4

In 2014, the company received no economic assistance from the Government.

### FINANCIAL AND IN-KIND CONTRIBUTIONS TO POLITICAL PARTIES

Mexico's Electoral Law prohibits this type of practice, and no contributions of cash or goods were made to political parties in any of the countries where we are present.

S06

### LEGAL ACTIONS FOR ANTI-COMPETITIVE PRACTICES

In 2014 there were no reports of violation of the rules of free and open competition. Our commercial practices are governed by the highest ethical standards and as a result, we participate openly and transparently in all public tenders and calls for bids on projects.

S07

### SIGNIFICANT SANCTIONS AND FINES

Given the above, in 2014 ICA was not subject to any significant time for violation of these laws.

S08

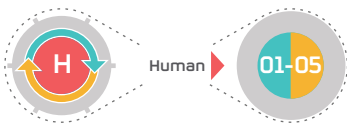
## 2.2 HUMAN CAPITAL

Our human capital strategy is based on three pillars:

Our administration and support for our Human Capital reflects best practices, programs and initiatives favoring effective talent management by paying attention to employee planning and training. Our goal is to recruit, develop and retain the talent the company requires. Our activity in the infrastructure and construction industry in 2014 enabled us to maintain a workforce consistent with the company's operating needs. We are convinced that ICA's success depends on the abilities, skills and knowledge required of our people, because only with talented personnel aligned with our business strategy can we meet the goals we have set for ourselves as an organization.

G4-35  
G4-36

Through the Executive Committee of our Board of Directors, the highest governance body of ICA, have strengthened mechanisms aimed at bolstering our compliance with our economic, environmental, social and safety commitments. We redefined a series of positions, roles and responsibilities in order to ensure that we conduct ourselves as is expected of us. We also strengthened committees that deal with priority issues for the company (Corporate Practices Committee, Audit, Finance, Planning and Sustainability) so that we can review and follow up on the various strategic aspects relating to these issues and recommend the actions necessary to continue pursuing ICA's economic, environmental, social and safety philosophy.



### 1. OPPORTUNITIES

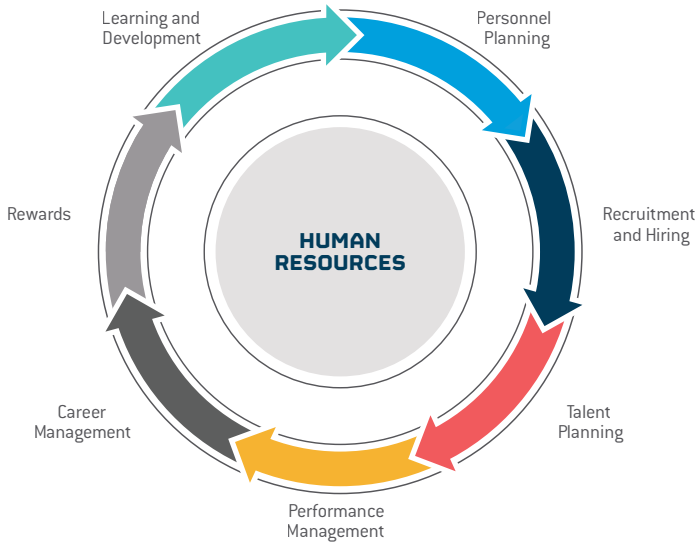
We encourage the development of the professional and institutional careers, LA10 and support the talent of our personnel by designing career maps and defining competency models. We have succession plans appropriate to the entire organizational framework, with work goals aligned with the business strategy, so that we can offer our employees a comprehensive process of planning and professional growth.

### 2. PERFORMANCE

Within this company, leaders play a key role in pursuing and achieving the objectives of our work teams, because they can influence the commitment of the people reporting to them. For this reason, our human capital strategy includes the development of technical and management competencies to build a high-performance organization with a high level of attraction, retention, commitment and productivity, which ultimately makes us a more profitable company.

### 3. EFFICIENCY

We promote and support implementation of processes to standardize, automate and make our way of working more flexible, while generating savings for the company and remaining a cutting-edge organization.



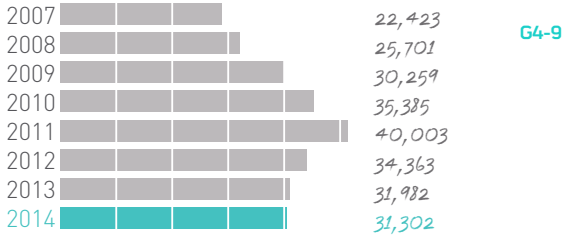
In 2014 we focused on recruiting and retaining the best talent, offering good opportunities for growth, developing technical, professional and personal capacities, and promoting a favorable working environment. We formalized the vision of the Human Capital area: to be a strategic ally in creating business value, which develops organizational capacities and an institutional culture.

Consistent with his vision, we focus our efforts on achieving strategic objectives linked with human capital:

**01. To live ICA's culture and values:** attitudes and behaviors that establish a system of limits to ensure consistency between what we think, say and do. We work to be the "best employer" through an institutional philosophy of efficiency, performance and opportunity. We have designed a differentiated value proposal for employees, identifying elements that distinguish us as a company, based on our experience, integrity, development opportunities and competitive compensation.

#### Workforce G4-LA12

AGE RANGE	LEVEL	MEN	%	WOMEN	%	TOTAL
BELOW 30	TOTAL	2,758	65 %	1,516	35 %	4,274
	Employees	2,753	99.80 %	1,507	99 %	4,260
	Managers	5	0.20 %	9	1 %	14
	Senior management	0	0 %	0	0 %	0
	Board	0	0 %	0	0 %	0
30-50	TOTAL	5,096	73 %	1,889	27 %	6,985
	Employees	4,761	93.40 %	1,832	97.00 %	6,593
	Managers	274	5.40 %	53	2.80 %	327
	Senior management	58	1.10 %	2	0.10 %	60
	Board	3	0.10 %	2	0.10 %	5
OVER 50	TOTAL	1,486	89 %	189	11 %	1,675
	Employees	1,289	86.70 %	176	93.10 %	1,465
	Managers	158	10.60 %	12	6.30 %	170
	Senior management	32	2.20 %	1	0.50 %	33
	Board	7	0.50 %	0	0.50 %	7
GRAND TOTAL		9,340	72 %	3,594	28 %	12,934



\*Figures are approximate.

#### WORKFORCE

31,302 technical and administrative employees in Mexico and abroad

G4-10

Temporary: 8,966  
Permanent: 3,968

	TEMPORARY				PERMANENT			
	MEN	%	WOMEN	%	MEN	%	WOMEN	%
2014	6,481	50 %	2,485	19 %	2,859	22 %	1,109	9 %
2013	3,334	25 %	1,270	10 %	6,370	49 %	2,122	16 %

#### Unionized employees:

	2013*		2014	
	Tech-Admin.	Union	Tech-Admin.	Union
BELOW 30	4,104	0	4,274	6,573
Men	2,645	-	2,758	6,199
Women	1,459	-	1,516	374
BETWEEN 30 AND 50	7,295	0	6,985	9,371
Men	5,434	-	5,096	8,792
Women	1,861	-	1,889	579

	2013*		2014	
	Tech-Admin.	Union	Tech-Admin.	Union
OVER 50	1,696	0	1,675	2,407
Men	1,528	-	1,486	2,334
Women	168	-	189	73
TOTAL	13,095	19,920	12,934	18,351
	33,015		31,285	

G4-11



“PULSO UNOxUNO”  
MONITORING SURVEY

**G4-26** Following up on our 2013 “UNOxUNO” survey, in August of 2014 we applied the “PULSO UNOxUNO ” survey at 12 projects of the different business units and 3 functional areas of the company, giving us a first intermediate sampling of results between the 2013 and 2015 surveys. With this we were able to identify and validate progress both in communicating the results of the previous year’s survey ended implementing plans of actions resulting from it. All in all, 637 employees reported a commitment level of 87%.

**G4-27** The survey covered aspects such as responsibility and performance, competitiveness and client focus, empowerment and decision-making, commitment, public relations and integrity, leadership; organizational change; wages and benefits; quality and efficiency; retention; safety; supervision; training and career development.

**LA 11** Percentage of people reviewed

2013-37%  
Women 21 %  
Men 79 %

2014-52%  
Women 41 %  
Men 56 %

ICA, the best option for working for Mexico

NEW HIRES

Annual rate of new hires					LA1
	2014		2013		
AGE RANGE	MEN	WOMEN	MEN	WOMEN	
BELOW 30	16 %	9 %	10 %	5 %	
30-50	8 %	4 %	14 %	4 %	
ABOVE 50	1 %	0 %	4 %	0 %	
TOTAL	25 %	13 %	27 %	10 %	

Average annual employee turnover				
	2014		2013	
AGE RANGE	MEN	WOMEN	MEN	WOMEN
BELOW 30	16 %	8 %	7 %	4 %
30-50	11 %	5 %	9 %	4 %
ABOVE 50	3 %	0 %	2 %	0 %
TOTAL	29 %	14 %	18 %	8 %

Personnel evaluated 2014				LA11
LEVEL	WOMEN	MEN	TOTAL	
Senior management	4	64	68	
Managers	32	208	240	
Employees	514	1,625	2,139	
GRAND TOTAL	550	1,897	2,447	

Breakdown of percentage by level and gender			
LEVEL	WOMEN	MEN	TOTAL
Senior management	6 %	94 %	100 %
Managers	13 %	87 %	100 %
Employees	24 %	76 %	100 %
GRAND TOTAL	22 %	78 %	100 %

Percentage of evaluated personnel versus total workforce			
LEVEL	WOMEN	MEN	TOTAL
Senior management	100 %	97 %	97 %
Managers	97 %	97 %	97 %
Employees	40 %	52 %	48 %
GRAND TOTAL	41 %	56 %	52 %

**LA2 02. Attracting developing and retaining talent:** for ICA identifying, attracting, recruiting, hiring, developing and retaining key talent is fundamental. All employees hired by ICA nationwide, regardless of whether they are full-time, part-time or temporary, enjoy employee benefits such as year-end bonus, vacation bonus, Social Security and life insurance.

**G4-27** We have taken initiatives and actions in three areas:  
The SERCH! shared service center: Our Service Delivery Model continued to standardize processes and automate functions, with the firm support of the Center for Shared Human Capital Services, which completed two years of operation on the premise of stable, efficient and low-cost processes (a 35% reduction from the previous operation), handling a total of 27,698 calls and 12,976 requests relating to various human capital programs and processes in 2014.

2014

ISSUE	TICKETS	PERCENTAGE
Personnel administration	10,042	77 %
Training	791	6 %
Attraction, recruitment and hiring	746	6 %
WIPI	455	4 %
Public tenders	306	2 %
Campaigns*	268	2 %
Business Human Capital Managers	228	2 %
Reports and metrics	63	0.49 %
IT	37	0.29 %
HRIS	25	0.19 %
Corporate communications	9	0.07 %
Compensation and benefits	6	0.05 %
GRAND TOTAL	12,976	100 %

\*The "campaigns" line includes the MVD Performance program, the Uno x Uno Survey, the ICA Pride Award and the Athletic Tournament, among others.

**LA1** Through human capital processes, we filled 368 vacancies following the full procedure, meaning assembling a slate of quality candidates for the internal client and 611 vacancies in which psychometric testing and validation interviews were conducted of candidates proposed by the business. We also conducted more than 1,000 transfers, 1,500 hires and 2,200 dismissals; programmed 100% of the training actions contained in the Job Training Plans (GTPs), and managed 221 sessions corresponding to 37 training actions. In 2014, we took over internal operation of the new Savings Fund for ICA employees and supported the Public Tender area by integrating more than 260 resumes and professional certificates for the various public tenders in which ICA participated in 2014.



COMPREHENSIVE HUMAN CAPITAL  
MANAGEMENT SYSTEM

Last year for the first time, we combined the comprehensive human capital management system (ICA Personnel Information Network, or WIPI) and MED performance review process with the process for calculating annual bonuses, and carried out an online execution of the annual salary review for approximately 5000 technical-administrative employees of the company. Also, as part of our brand strategy, we updated the corporate image in our systems and introduced new learning and online course modules.

For 2015, the system will offer metrics and analytics, including real-time information on various business indicators relating to human capital processes (workforce by business unit, personnel movements and indicators on recruitment, performance management and training).

LA11



**LA10** Finally, we improved efficiency by developing metrics that are generated every month and delivered to various stakeholders in order to increase the visibility of matters like talent management, understanding our investment in people, monitoring and the impact of Human Capital initiatives.

**LA12** **03. Performance and opportunities:** compensation and benefits: in-line with the ICA compensation strategy, we used the MED evaluation for the first time for assigning salary raises in 2014, so we could give higher raises to top-performing employees. We continued monitoring market practices in order to ensure that our salaries were competitive for attracting and retaining the talent ICA needs, supported by benefit programs that ensure the welfare of our employees. Starting salaries are the same for all employees regardless of gender and all locations where we operate, the average starting salary is well above the minimum wage.

<b>COMPENSATION</b> Base salary and guaranteed compensation Annual incentives Long-term incentives (stocks)	<b>BENEFITS</b> Health and welfare Savings, retirement Life insurance Free time and vacations
<b>FORMAL TOTAL COMPENSATION STRATEGY</b>	
<b>TRAINING AND DEVELOPMENT</b> Performance management Career plans Competencies Learning and entertainment Talent planning and succession plans	<b>WORKPLACE ENVIRONMENT</b> Leadership Culture "Line of sight" "Engagement" Work/personal Life Balance Diversity

We develop outreach and development programs, one of the most important of which is the "Talent Wanted" program, for advertising internal vacancies and encouraging a healthy mobility and advancement of the company's current employees. We also have a new savings plan for workers called *Mi Ahorro Seguro* (My Secure Savings), launched in August 2014. The response has been very favorable, and after only 5 months of operations more than 1,000 employees had signed up, with monthly savings of approximately \$1.8 million pesos via payroll deduction which, at the close of December, accounted for almost \$10 million pesos in savings. With this amount, the fund was able to extend loans totaling more than \$3.0 million pesos, benefiting more than 200 employees with an interest rate well below other alternatives, confirming that this initiative is an extraordinary savings and loan vehicle for personnel and all of our Business Units.

In carrying out these tasks, we joined forces with **G4-54** independent consulting firms that specialize in compensation, like Mercer, Towers Watson and AON, endured with evaluating our salary competitiveness, define the annual salary strategy and ensure that organizational positions were consistent twith these consultants' methodologies.

**\*The highest salary is equivalent to 19 times the average for all employees.**

**2013**  
Increased 4.5% in the year  
**2014** **G4-55**  
Increased 4%

**Salaries for women versus men (%) by category**

CATEGORY	WOMEN	MEN
Senior management	87 %	100 %
Managers	94 %	100 %
Middle management	83 %	100 %
Support	69 %	100 %

**Main locations by level**

MEXICO CITY	WOMEN	MEN
Senior management	87 %	100 %
Managers	95 %	100 %
Middle management	85 %	100 %
Support	71 %	100 %

OAXACA	WOMEN	MEN
Managers	89 %	100 %
Middle management	90 %	100 %
Support	64 %	100 %

MEXICO STATE	WOMEN	MEN
Middle management	81 %	100 %
Support	82 %	100 %

GUANAJUATO	WOMEN	MEN
Middle management	81 %	100 %
Support	63 %	100 %

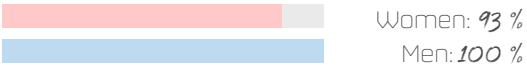
**LA13**

**EC5** In keeping with our compensation policies, the average starting salary at ICA in all the sites where we have projects is higher than the current minimum wage. Starting salary is the same for all employees regardless of gender, and for all employees nationwide, whether full-time, part-time or temporary.

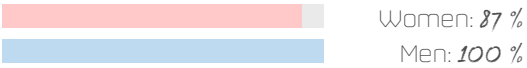
**LA3** **Percentage of employees returning to work after maternity or paternity leave**

227 maternity/paternity leaves  
214 returned to work  
193 kept their jobs for at least 12 months

**Percent returning to work: 94 %**



**Retention index: 90 %**



**LA11** **04. Talent and leadership:** through the Talent and Development Managers' Office, we established performance objectives based on value trees constructed on the basis of business metrics. We used these metrics as the basis for year-end performance reviews for more than 2,300 employees, who had the opportunity to receive feedback about their individual performance from their immediate superiors.

In the first quarter of 2014, we established goals and metrics for evaluating performance as a measure of employees' contribution and commitment to the business strategy. In July and August, we held a series of "Talent talks" designed to establish levels of competency or mastery, follow up on development needs for 2015, establish our employees' potential and identify successors as a fundamental pillar for attaining ICA's objectives.

In 2014 we were once again active in recruitment forums and fairs, and in various talent programs where we invited young people and promoted job opportunities in social networks like LinkedIn and our website.

**EC6** Over time we have established highly important international operations that contribute significantly to our company's results. Some examples are our mining and housing operations in Peru, through San Martín and Los Portales, respectively. In these two cases, senior executive and management positions are occupied almost entirely by Peruvian employees who direct and supervise the activities of both companies. There are a total of 35 senior executives and mentors in this country, 32 of which are Peruvian, represents more than 91% of top management from local sources.



**ONLINE COURSES**

In 2014, we expanded our training with a sustainable focus, raising awareness about issues like sustainability, workplace safety, health on the job, human rights and environmental management. In the third quarter of the year, in cooperation with the Engineering area, we forged an alliance with the Technological Training Institute to review and validate the 30 multimedia engineering capsules. Through our online training platform (AcadémiCA) we supported the training and professional growth of our employees. The system covers the entire company (all business units) and currently offers more than 45 online courses, including internal developments, joint ventures and earning licenses. This resulted in cost savings on in person programs, travel, per diem and other expenses, improved the courses' accessibility and flexibility so that users could obtain training without neglecting their daily duties and organize their time without having to travel to take classes. It also contributed to the appropriate management of knowledge through courses developed by ICA experts, which have enabled us to generate a network of learning and expand our supply of training, and finally, extensive attention and coverage to more employees, without geographic limitations. In the second half of 2015 we will launch ICA University, and additional step toward the dissemination of knowledge and strengthening of our intellectual capital.

**LA10**



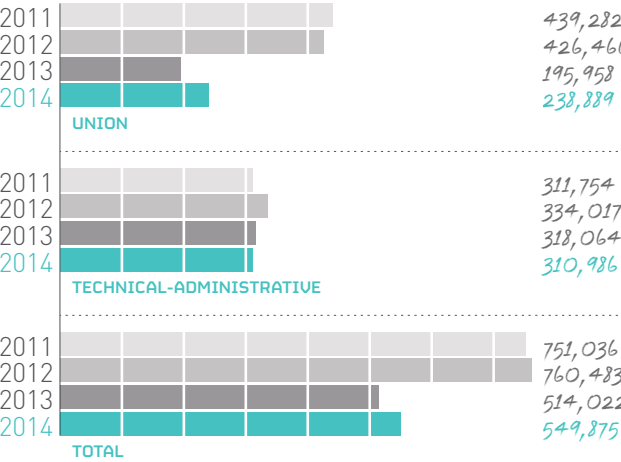
EC6

In 2014, ICA ventured into the United States with its acquisition of the Facchina Group. All in all, we have 5 senior executives and 57 managers in those operations, all of them of local origin, who are responsible for directing this operation and ensuring that the policies and values of our company are assimilated into the workplace. Another of our largest overseas projects is our operation of the North and South Corridors in Panama, where all five project managers are local. In the other Latin American countries where we have significant operations, like Colombia, Chile and Costa Rica, senior executives and managers are the Mexican employees living in that country, because of the short duration of the project in question. ICA contributes specialized talent in constructive techniques while partners contribute the tremendous added value that comes from being local talent at all levels, including managers and senior executives. We incorporate local operating personnel in all of our companies projects, with an average of 80% employability of the communities where we participate.

**05. Training and development:** in 2014 we carried out 339 different training activities, including courses, diplomas, master's degree programs, seminars, workshops, certifications, forums and others. In this more than 4200 technical-administrative employees benefited.

LA9

Total hours of training



We have prepared 125 Position Competency Plans (PCPs) covering more than 60% of our technical-administrative personnel, enabling each employee to know their specific training plan. In 2014, more than 339 training actions were given, including courses, diplomas, master's degree programs, seminars, workshops, certifications, forums and others. We gave 124,986 total hours of training (THT) online, 45,787 of which were internal training and 79,199 were external training. The breakdown of training by gender was 87,509.5 THT for male employees and 37,476.5 THT for female employees. ICA has invested a total of 9,065,295 in external training, 8,031,312 corresponded to in-person training and 1,033,983 2 online training. In 2014 we developed four internal training programs, the most important of which, given the legal implications for ICA and its stakeholders, were two institutional programs launched between August and September: training on the Federal Law for the Protection of Personal Data Held by Private Parties, and the Code of Ethics and Business Conduct. The THT were distributed across all the business areas in units of the company, based on their specific specialties and needs:

AREA	THT
Management	4,030
Knowledge management	90
Audit	320
Quality, safety, health and environment	18,509
General knowledge	21,482
Finance	5,538
Project management	4,250
Contract management	7,654
Languages	2,186
General industry information	244
Engineering	948
Legal	2,920
Leadership and development	17,872
Maintenance and services	280
Construction processes	7,684
Human resources	594
Basic software	3,242
Specialized software	26,995
Sales and marketing	152
TOTAL	124,986

HR2 Total hours of training

	WOMEN	MEN
Employees	314	365
Managers	492	609
Senior management	164	616
TOTAL	1,282	1,967

In the category of in-person training, and 2014 we gave 27,888.5 THT (19,881.5 THT for male employees and 8,007 THT to female employees) to 3,712 employees (79% of our Work Force, stressing the following training topics related to the issue of human rights:

- Code of Ethics and Business Conduct
- Law on the Protection of Personal Data Held by Private Parties
- Legal Safety and Hygiene Requirements
- Specialty Course on Environmental Impact
- Project Safety
- Overhead Safety
- World Safety and Occupational Health Day
- Civil Protection Brigades
- Noise and Its Damage to Health
- Environmental Impact in Management
- Welding Safety
- Comprehensive Safety
- Five Organization and Cleanliness Rules
- Sustainability Forum
- Safety and Electrical Facilities
- Introduction to Workplace Hygiene
- Safe Handling of Sharp Objects and Prevention of Hand Injuries
- Holistic Science
- Heart-Savers' Course: First Aid, CPR and defibrillator use
- Air Traffic Control Devices in Work Areas
- NOM-017-STPS-2008 Personal Protection Equipment: selection, use and handling at work centers
- NOM-030-STPS-2009 Preventive safety and health services on the job – functions and activities
- Subcontractor Development Program: ICA Safety Foundations
- Subcontractor Development Program: Safety Regulations 1
- NOM009-STPS-2011 Safety Conditions for Overhead Work
- NOM-019-STPS-2011 Creation, Composition, Organization and Function of Safety and Hygiene Commissions
- NOM-025-STPS-2008 Workplace Lighting Conditions
- NOM-001-STPS-2008 Buildings, commercial venues, installations and areas of the workplace – security conditions

2014 ANNUAL INFORMATION MEETING

On December 18 and 19 we held the Annual Information Meeting for 2014, to communicate the achievements and lessons learned in the year, as well as the challenges for 2015.

G4-26

With the slogan "One single ICA," the meeting was organized and carried out by markets and specialties with workgroups to reinforce our vision of shared value and client service. We presented the lifetime achievement awards to outstanding employees and a special homage to Bernardo Quintana Isaac for his 20 years as Chairman of the Board of Empresas ICA.

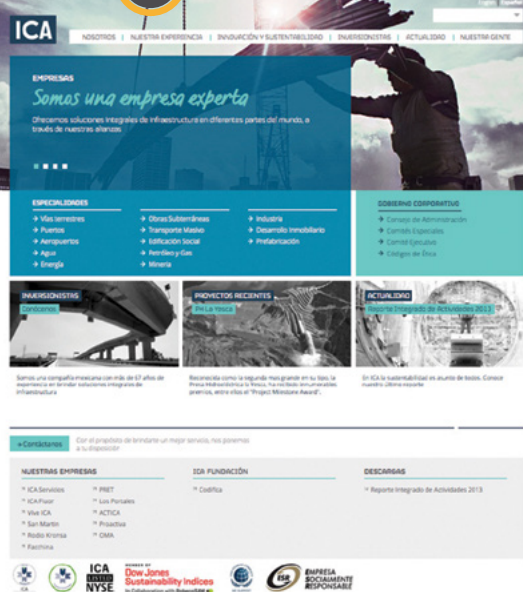


ICA PRIDE AWARD

In December, the ICA Pride Award was given to employees who throughout the year made an exceptional contribution to the company with their daily work and also set an example for others in the adoption, expression and transmission of our corporate values. Out of 189 nominees who qualified, 10 were presented with awards at the company's Annual Meeting.

G4-26





## NEW BRAND ARCHITECTURE

**G4-27** Following a two-year program to diagnose and study the ICA Brand with our stakeholders, we redefined the company's brand strategy to support the business strategy. We updated our logo and defined various systems to standardize our brand identity on the company's 68th anniversary.

The new brand architecture was designed by INTERBRAND, and was completed with the formal launch of the ICA brand and the new website. The new identity was applied to institutional formats in all the corresponding areas, an updated online identity, and changes in the design of access badges and computer equipment controls. In the preliminary phase of the study we analyzed the reputation and perception of our brand, which served as the basis for its correct implementation and standardization, including corporate signage, vehicle labeling, workplace signage, employee manuals and the comprehensive BrandCenter platform for downloading information. This contributes substantially to ICA's positioning as a leader in the market and reflects the focus of our new business model with clients and investors.

Through our Corporate Security Department, we have 325 people in charge of **HR7** security in the company, administered by specialized outside firms. The majority of these personnel (73%) are trained in areas of Human Rights, Code of Ethics and Business Conduct and Orientation, and are later assigned to various projects. Security staff also receives further training in the following areas:

- Private security and occupational ethics
- Principles of conduct, operation of radio communication equipment and service quality
- Operating techniques, development of communication skills and report writing
- Physical condition, personal defense and handling of protection equipment
- Control of emergency situations, negotiation and handling of conflicts and preservation of accident sites
- Human rights and rational use of force
- Civil protection (first aid, firefighting)
- Weapons, target shooting and use of PR 24 police baton
- Ethics and human relations
- Regulatory framework for police actions
- Techniques and tactics of security operations
- Risk analysis and project vulnerability
- Corporate safety regulations
- Duties and standing orders for security personnel
- Access control management

In 2015, we continue to focus on our initiatives for Differentiated Value Proposition for Employees. In the implementation phase, this program will increase the value of our brand as employer of choice; strengthen management capacities in order to provide better leaders for the organization, and support the new organizational structure and international platform, which will help provide the structure and skills to support our business objectives. All this will be accompanied by stronger corporate communications from the employees' perspective, in order to promote the institutional philosophy of a single ICA. In 2015, we will launch the "ICA Experience", a new design of Value Proposition for the Employee (VPE) to promote their incorporation, development and retention at ICA.

## COLLECTIVE BARGAINING AGREEMENTS AND UNIONS

For all the work in which we took part in 2014, we signed collective bargaining **G4-11** agreements with some union organization. 100% of the unionized workers who provide services for the company were employed under collective bargaining contracts.



## ICA DAY 2014

On November 10, 2014, ICA Day was held, an annual event in which the company communicates with investors, bankers and financial analysts on key issues and prospects for the company, such as its backlog, current strategy for international diversification and entry into the energy market, new technologies and process unification processes, efforts to reduce leverage, construction and operation areas, and success stories from our partners.

**LA8** In order to guarantee the right to health and safety to our workers, in 2014 their collective-bargaining contracts incorporated a formal commitment to the following aspects:

- Social Security for all employees
- Creation and functioning of mixed training, preparation and productivity committees
- Safety and Hygiene committees pursuant to the Federal Labor Law.
- Training and preparation in matters provided for in the Federal Labor Law.

**LA7** In addition, in order to take concrete actions to prevent workplace risk for employees who provide highway maintenance and operation services, in January 2014, in partnership with the National Syndicate of Irrigation, Construction and Federal, State and Municipal Concessions Workers and Related Activities in Mexico, we signed a cooperation agreement on workplace health and safety. We worked to detect the needs of personnel and provide services in highway maintenance and operation, and delivered special protection equipment designed with specific characteristics to mitigate the risks detected. This benefited a total of 2,270 workers, promoting workplace health and safety by taking concrete preventive actions.

**LA4** Because of the nature of the projects in which we are engaged, most of our work contracts are temporary, so we do not provide a minimum notice period prior to operational changes.

**HR4** In 2014 there were no conflicts with company employees regarding violations of the right to freedom of association or collective bargaining. In order to guarantee freedom of association, we eliminated the exclusion clause formerly contained in the form used for signing collective-bargaining contracts, which had previously obligated workers to join the union responsible for the collective-bargaining contract.

**HR5** ICA has a rigorous policy of hiring only workers who are of legal age to work in Mexico (18 years). To guarantee compliance with this policy, in all the collective-bargaining agreements we signed in 2014, being of legal age was made one of the requirements for hiring. During the year there were no incidents of violations of this policy and therefore no case of child labor. There were also no incidents relating to violation of indigenous rights during the year.

**HR6** At ICA, we have implemented internal guidelines and policies to promote decent work. In 2014 this policy was complied with and no episodes of forced or compulsory labor.





1996	3.7
1997	2.8
1998	2.2
1999	1.7
2000	0.9
2001	0.5
2002	0.6
2003	0.8
2004	0.9
2005	0.7
2006	1.2
2007	1.1
2008	1.1
2009	0.8
2010	1.5
2011	1.95
2012	1.27
2013	0.79
2014	1.06

\*Note: The Frequency Index or Total Incident Rate (IR) as defined by OSHA is the number of accidents, occupational illness and fatalities related to a common base of exposure of 100 full-time workers. The common base of exposure permits precise inter-industry comparisons and analysis over time or comparison between businesses, regardless of their size.



## 2.3 OCCUPATIONAL HEALTH & SAFETY

Health and safety have always been a priority for ICA. According to data from LA6 the Mexican Social Security Institute (IMSS), the Building and Civil Engineering industry has the third highest labor risk in Mexico. Accordingly, we place special emphasis on offering our employees a workplace that prioritizes safety, health, prevention and shared commitment. The IMSS reports a total of 1,383,523 insured construction workers affiliated with that Institute, 37 % of total number of workers in the industry. Because we consider our people to be our most important asset and recognizing that our activities entail a high level of risk, ICA has a policy of hiring and insuring all of its workers with the IMSS. In the last 5 years, we have updated and standardized workplace safety and health regulations in workshops and awareness-raising sessions, and prepared indicators to measure and assess the company's performance based on the Corporate Health and Safety Policy.

In 2010, a Health and Safety Commission was created. This internal organization has representatives from all of ICA's business units, and a policy was also established for workers and subcontractors. By standardizing indicators and establishing policies, we began a process of institutionalization geared toward occupational health and safety. We have stepped up specific training campaigns in these issues for our field personnel and technical-administrative staff. Starting in 2010, we have been compiling and reorganizing an accident index, which formerly counted only those who received medical attention from the IMSS, and now includes whoever receives treatment from on-site medical services (which involve the loss of work time) plus work-related fatalities and illness. In 2014, the accident frequency index was expanded to include ICA's project in Panama and Peru.

Starting in 2012, our health and safety management efforts were extended to our CRE6 international projects, and 100 % of our activities were certified with OSHA 18000 standard. We also included health and safety standards in the supply chain, through training and work tables with strategic suppliers, subcontractors and unions with which we have signed collective bargaining agreements.

Over the past 2 years, we increased the number of man-hours of training and communications and distribution channels to promote our philosophy of "Zero accidents" in order to reduce the accident frequency index, extend the philosophy of sustainability to the entire organization and define methods and best practices for preparing a uniform, standardized report on the issue. In 2015, we intend to engage in a closer and more intense dialogue with most of our projects on managing health and safety in construction processes through leadership workshops and on-site training. Our most important goal is to extend this organizational strategy to every level of the company, down to its application in the field, reducing the accident frequency index and improving the capacities of our specialized human capital in this area.

We take care of our personnel

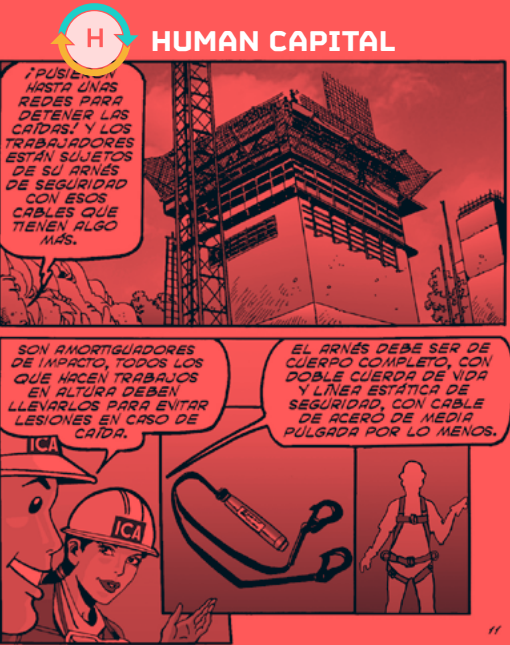
LA6 Safety indicators	2013	2014
Workforce (WF)	45,661*	39,549*
Total Hours Worked (THW)	126,928,297	126,271,669
IMSS ACCIDENTS	416	586
Accidents Attended by Internal Medical Service (IMS)	69	72
Fatalities	16	13
Days Lost from Accident	9,947	12,554
Frequency Index (FI)	0.79	1.06
Frequency Index (FI) Target	1.30	1.0
OSHA Severity Index (SI) or lost work days ratE (LWDR)	15.67	19.90
Loss Index (LI)	12.37	21.18

\*ICA personnel and subcontractors



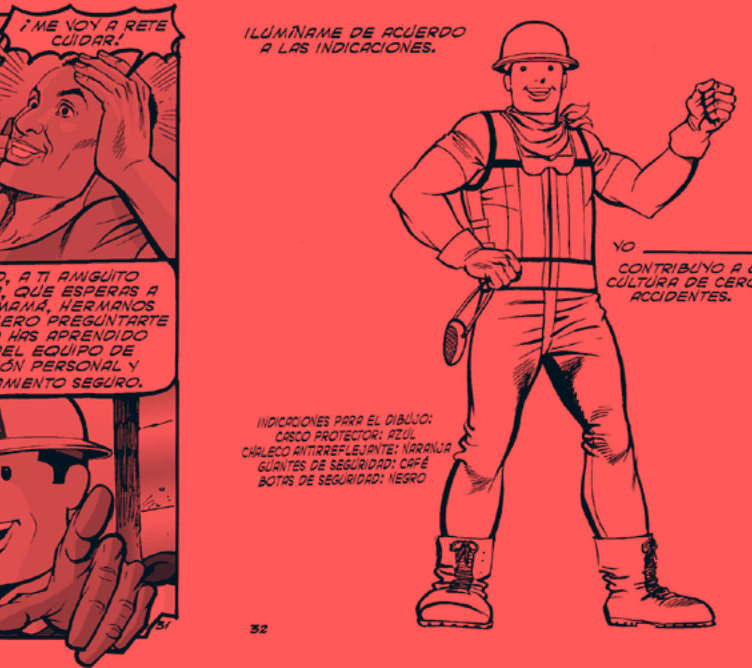
### LEADERSHIP AND TRAINING WORKSHOPS

LA8 In 2014 we began planning a series of workshops in each of our business units, selecting projects that are by nature incubators of certain ideas, initiatives and proposals in the areas of health and safety. In October 2014, we scheduled workshops with superintendents, project leaders, chief engineers, site managers and foremen. In February 2015 we held the first session at four of our projects, and extended them to another three in the same year, according to the characteristics of each project.



### COWBOY BOOK OF SAFETY

At ICA we have made an effort to diversify our communications tools, to make sure our message reaches everyone. We have published three copies of the "Cowboy Book of ICA Safety" with various strategic allies, like the Mexican Chamber of the Construction Industry, the Secretary of Labor and Social Planning, the Confederation of Mexican Workers and Cemex. In 2014 we also published health and safety brochures containing safety tips, informational cards for accident prevention and a Guide for Preventing Risk in Office Work.





LA6 Occupational Health

VACCINES (Doses administered)	
TD (toxic diphtheria)	7,748
Hepatitis B	1,863
Seasonal flu	9,604
MR (Measles Rubella)	1,039
Pneumococcus	683
TOTAL	20,937

MEDICAL CHECKUPS	
Entry exam	39,582
Regular checkup	2,520
Special checkup	8,217
TOTAL	50,319

OTHER HEALTH ACTIONS (Medical tests) for employees and their families	
Spirometry	850
Hearing exams	1,031
Eye exams	9,130
Diabetes	3,487
High blood pressure	42,374
Cervical-uterine cancer	153
Breast cancer	44
TOTAL	57,069

MEDICAL VISITS	
Men	31,605
Women	31,605
TOTAL	35,934

MAN-HOURS OF TRAINING IN HEALTH ISSUES	
Alcoholism	3,876
Drug addiction	1,075
STD	2,394
Diet and health	4,389
Chronic degenerative diseases	3,225
Oral health	1,313
Family violence	233
Others	39,766
TOTAL	56,271

EDUCATION AND HEALTH PROGRAMS	
TOTAL	65
*existing in the project, including community	

ENDEMIC ILLNESSES	
Dengue	40
TOTAL	40

LA9



STATEMENT BY THE HEALTH AND SAFETY COMMITTEE

We are aware that ICA has not yet reached its main goal in the area of health and safety: achieving zero accidents on the job. Although our efforts have been reflected in a significant reduction in accident frequency in the workplace, we deeply regret the accidents and fatalities we suffered over the past year.

We are redoubling our efforts for our health and safety actions to reflect our unwavering commitment to the more than 32,000 families that depend on our company.

It is to these families that the Board of Directors, the Office of the Chief Executive Officer, Vice Presidents and Directors of ICA pledge to continue working to ensure a safe and healthy workplace for all our employees. Situations that jeopardize the life and safety of our workers will not be tolerated at any project in which ICA participates. At all of our projects and offices we comply fully with operating and safety procedures and protocols. ICA will never rest in its effort to achieve Zer0 fatal accidents.



Occupational safety

SAFETY AND HYGIENE COMMITTEES	OTHER FORMAL OHS COMMITTEES	TOTAL HOURS OF TRAINING		DRILLS HELD		
		5 minute talks	Courses lasting more than 30 minutes	Fire	Evacuation	Rescue
137	207	519,153	1,038,953	110	111	100

RECOGNITIONS	SECURITY CAMPAIGNS	AUDITS		OSHAS CERTIFICATES
		External	Internal	
210	155	104	473	In total, between our Business Units and affiliates, we currently have 10 OSHAS certifications

SAFETY MONTH

As part of our awareness raising and publicity actions in the area of health and safety, in November 2014 we held "Safety Month" at the Specialized Container Terminal II at Lázaro Cárdenas, Michoacán. With the slogan "Safety is in your hands," and with the participation of various employees from ICA, APM Terminals, Cemex and other suppliers and subcontractors with the project, we reinforced our commitment to the Zer0 Accidents campaign.





## 2.4 OPERATING MANAGEMENT AND IMPROVEMENT SYSTEMS

G4-45

As the result of an initial request in 2007 and the implementation and creation of a Risk Management area in the Civil Construction Department in 2008, five years ago ICA formally created a Risk Committee. Made up of vice presidents and CEOs, as well as representatives of each of the company's divisions, its purpose is to establish the guidelines for comprehensive management and awareness of risks for ICA and all its subsidiaries. In 2012 a functional risk structure was created, made up of a corporate director of administration, finance and risks, a corporate risk director, a risk manager and risk coordinators in each business unit. Starting in 2014, the Risk Management area answers directly to the Vice President of Administration and Risk.

One of the main directives of the area and the committee is having every proposed and operative project incorporate a risk analysis. As of 2014, more than 400 public tenders, developments and active projects have been evaluated using the Probable Nonfailure Point (PNP) risk analysis methodology.

### GOVERNANCE, RISK AND COMPLIANCE (GRC)

In 2011 we conducted a diagnosis of ICA's GRC practices to determine its level of maturity and identify the actions needed to ensure optimum management. The GRC-Risk Transformation Plan prepared by Ernest & Young, helped promote a wider awareness of risk control and management in the company, in three phases of action: planning, understanding the current situation (investigation) and design of the future desired state. We could then adopt international standards like the OCEG-GRC Capability Model, ISO 31000:2009 and COSO-Enterprise Risk Management Integrated Framework, among others.

By design, the GRC model facilitates the alignment of management systems (processes and procedures) with corporate policies, and it also insures that corporate policies meet the relevant legislative and regulatory requirements, contractual obligations and voluntary standards.

**GRC Initiative.**  
Strengthen Corporate Governance, Risk and Compliance capacities

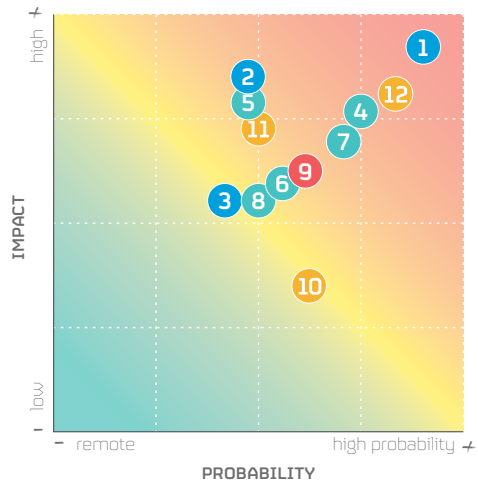
G4-14

OBJECTIVES	Formulation of policy	Aligning processes to changes in planning, regulation and obligations to outside parties.
	Delegation of authority	Expedites decision-making at various levels of the organization.
	Business architecture	Improves resource optimization and growth planning efficiency.
	Risk management	Manages risk to ensure financial capacity.
	Internal control system	Improves control and inspection procedures.

This alignment is also encouraged by our recent G4-26 update to the Risk Breakdown Structure (RBS), which contains the requirements, concerns and experience of ICA's various stakeholders, by enabling us to apply these elements to the respective risk evaluations.

### RISK IDENTIFICATION

Since 2012, we have put more work into defining G4-50 the risk structure, optimizing processes and controls, defining risk software needs and comprehensively managing risk. We identified and updated the main business risks and existing control measures:



- STRATEGIC**
- 01 Sociopolitical factors that affect public tenders and projects.
  - 02 Specific risk analysis for international operations (country risk, culture, legislation).
  - 03 Effectiveness of process for approving unplanned work
- OPERATION**
- 04 Integrity of financial, operating and administrative information
  - 05 Reliability of cost information in the public tender process
  - 06 Compliance with partner obligations that affect ICA's reputation and costs
  - 07 Meeting requirements to bid on major projects
  - 08 Hiring and retaining qualified personnel.
- COMPLIANCE**
- 09 Complying with anticorruption laws.
- FINANCIAL**
- 10 Interest rate and currency volatility.
  - 11 Price volatility in our strategic materials.
  - 12 Availability of capital and financing to bid on projects.

### We anticipate risks and improve our processes

G4-46 Based on a unique risk management methodology, and with the support of the "ICA Risk" tool, which incorporates the foundations and rules of the Project Management Institute (PMI) as well as the necessary internal controls, we identified more than 1,000 different risks in more than 50 projects and public tenders. This tool includes Risk Breakdown Structures divided into technical, financial, social and environmental categories, useful in measuring their impact on scope, timeframes and costs and for determining appropriate strategies and responses to risk events.

G4-49 In order to fortify our capacities for corporate governance, risk and compliance, in 2014 we formulated risk management policies based on an internal control system for aligning processes to changes in planning, regulation and obligations to outside parties; expedite decision-making; improve resource optimization and growth planning efficiency; managing risk to ensure financial capacity, and improving control and inspection procedures.

S03 Every year, the Internal Audit department examines all the business units, and every project conducts a risk analysis using automated tools so that one universal methodology can be applied across the organization. This makes it easier to compare, control and follow up on negative or positive events that may impact ICA's projects.

G4-49 To ensure comprehensive management, risks are evaluated from a multi-disciplinary approach, drawing on the technical experience of the Promotion, Public Tenders, Engineering, Quality Assurance, Security and Environment (ACSMA), Legal and Sustainability departments.

To verify correct management of risk, the ACSMA and Internal Audit departments provide guidance and regular reviews of:

- Organizational structure
- Identification and evaluation
- Response and monitoring
- Risk tolerance and analysis
- Alignment and coordination
- Coverage and scope
- Capacities and resources
- Methods, planning and focus



### RISK AWARENESS

To better integrate and coordinate areas that have expertise in various categories of risk (occupational safety, environmental management, legal, information technology, and others) according to a standard set of methodologies and processes, we created work groups and training and awareness-raising sessions with the support of the Engineering & Construction Risk Institute (ECRI). The ECRI promotes an exchange of ideas between professionals on issues relating to risk management. The head of risk management at ICA, acts as the regional representative to that organization's Board of Director.

G4-16

ICA employs three risk management experts who have obtained the highest certifications offered by that institute (employee training for PMI ECRI procedure and Project Management Institute Risk Management Professional certification).



G4-45

ICA's Board of Directors, with the assistance of its support committees, increased its involvement in the process of identifying, evaluating and dealing with key risks faced by the company and its subsidiaries. At least every six months, the agenda for the Board of Directors meeting includes the following points: material risks to ICA (including follow-up actions); new identified risks; materialized risks (incidents and lessons learned) and emerging risks.

S03

Each year, every Business Unit conducts a risk analysis using automated tools so that one universal methodology can be applied across the organization. This makes it easier to compare, control and follow up on negative or positive events that may impact them. ICA's Internal Audit area conducts comprehensive process audits by account and in specific areas, producing recommendations for more effectively managing the risks to which our company is exposed. It also conducts audits of compliance and adherence to internal and external regulations, integrity and accuracy of information, and each year evaluates the Internal Control System.

The Internal Audit area uses the "Team-Mate" system, an internationally recognized tool for efficiently and productively managing the audit process. The system involves risk evaluation, planning, execution, review, reporting, documentation and observation follow up, in permanent interaction with the audited subjects. In order to better identify the risk of fraud we introduced a medium-term plan for training in the use of technological tools.

CLIMATE CHANGE

In ICA's global strategy, it is paramount we are able to identify environmental, social and corporate governance risks so that we can meet the expectations of our stakeholders, from shareholders to commercial partners and investors. At ICA, we work to identify, prevent, plan and evaluate risk in every phase of each of our projects, in order to operate safely and meet our strategic objectives.

ICA participated voluntarily in the Carbon Disclosure Project (CDP) 2013 Climate Change questionnaire. The results show that we are progressively creating value by identifying climate change risks and opportunities in all our businesses, specifically through emission reduction initiatives and measures to adapt to and mitigate climate change through shared commitment with the various components of its value chain.

ICA began participating in the CDP in 2013, establishing a baseline for the company's carbon emissions. While responding to the CDP questionnaire, we identified risks relating to new climate change regulations.

Potencial impact:

Increase in operating costs and higher demand for services

- In 2014 Mexico passed the General law on Climate Change, which orders the creation of a National Emissions Registry in which various industries will be obligated to regularly report their emissions.
- Both, the National Climate Change Strategy of 2013 and the Mexican energy reform, will increase the weight of renewable energy sources in the overall mix of electrical energy generation in the country.

Potencial impact:

Operations

- The increase in average temperatures raises the evaporation level of the humidity in concrete. A higher rate of evaporation could reduce the quality of the concrete.
- Prospects of a rise in the number of torrential rains, or a dramatic change in precipitation patterns, could cause mudslides that jeopardize our infrastructure and operations.

Potencial impact:

Reputation and lower demand for goods and services

- Risks related to other socio-climatic changes
- Communication, dialogue and engagement with stakeholders.

QUALITY AND INSPECTION

At ICA we are continually improving the way we work through better processes and new tools. We generate value in all of our management and inspection systems through tools that help us concentrate processes common to different business units and areas of the company.

In 2014 we unified the functions of Quality Assurance, Safety and Environment in ICA's Construction area; improved the project execution (standardization) plan; simplified and standardized management processes and systems; linked quality and sustainability strategies with suppliers and subcontractors; consolidated a new system for machinery procurement and procedures; created a shared service center to reduce costs; certified employees and incorporated testing labs into projects that meet operating standards.

In the design and development of ICA projects, we identify and oversee application of federal, state and municipal technical, environmental, safety and health laws, as well as the design specifications and international standards required by our clients. We conform to Official Mexican Standards (NOM) and Mexican Standards (NMX) in technical areas, as well as international standards as required by our clients. 100% of our business units have the ISO 9001 management quality certification, ISO 14001:2004 environmental management certification and OHSAS 18001:2007 health and safety certification. In 2014 we earned the Socially Responsible Company (SRC) certification from the Mexican Center for Philanthropy for the seventh year in a row. This distinction is given to companies that meet corporate social responsibility requirements (information on environmental and social management is included in the chapters on ICA's sustainability strategy).

Our products and services are also subject to NOM, NMX and international standards, which are applied 100% with the methods and frequency defined in the projects' Inspection and Testing Plan.

ICA has four quality and inspection processes. It conducts an inspection when receiving products at a project which incorporates the verification, review, inspection, and testing of all materials, equipment, parts and components, as indicated in the Inspection and Testing Plan, Subcontractor purchase orders and supply agreements, according to their specialty.

- Development
- Consolidation
- Execution
- Project control



ICA has 11 procedures for labeling products and services:

Coordination, evaluation, review, design, engineering, procurement, construction, assembly, installation, startup, and delivery.

According to the respective certifications, the types of product and service information required by ICA labeling procedures for significant product and services, and the percentage covered by those requirements, were as follows:

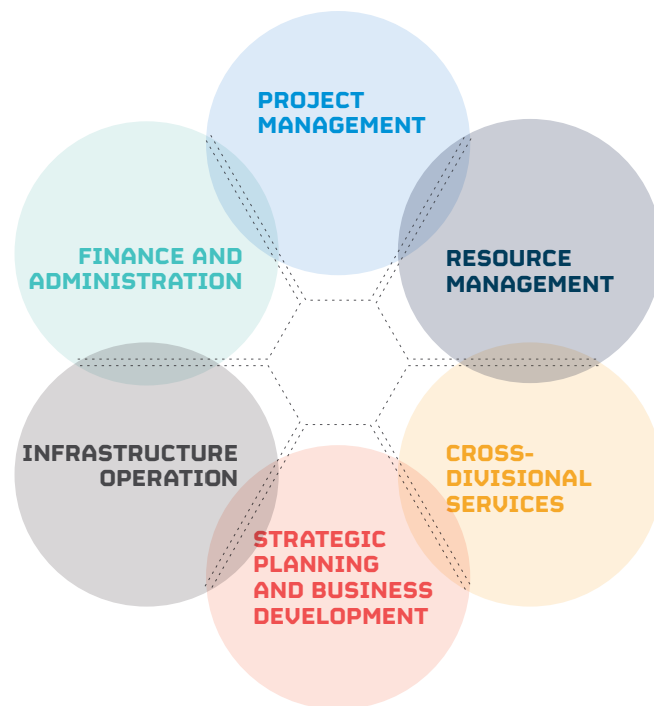
Contractual requirements	100 %
Legal quality framework	90 %
Inspection and Testing Plan and Process Control Plan	80 %
Plans and programs for processes during planning, execution, measurement and improvement	80 %
Approval of basic materials and equipment, procedure execution methods, labor skills, operating condition of machinery and equipment, calibration of inspection, measurement and testing equipment, quality control of materials (LAB), process measurement, environmental conditions, startup, conclusion of work, release and delivery-receipt by client, delivery of quality documentation dossier and administrative quitclaim.	80 %
Key Performance Indicators (KPIs)	80 %
Supply chain	80 %
Customer satisfaction surveys	70 %
Innovation and technology management model	60 %





### UNIFICA PROJECT

After a two-year process of design and planning, in 2014 we launched the UNIFICA product, an integrating business model backed by the data processing Systems, Applications and Products (SAP) methodology that unites best practices in the construction industry. SAP was implemented at one of ICA's companies—Ingenieros Civiles y Asociados S.A. de C.V.. It was also introduced to the Barranca-Larga Ventanilla project, on both the construction and concession sides, with transactional modules relating to project management, such as purchases, machinery, planning, etc. The UNIFICA system will continue to bring new projects and companies into the SAP platform in coming years, in order to further strengthen our business model based on a unified, innovative and sustainable ICA.



For 2015, our challenges will be to go from controlling projects to putting them in commission; obtain ACI and AWS personnel certification; cooperate to reduce accounts receivable; proper document control to support collections; improve subcontractors' performance; follow up on procurement and supply chain programs and evaluations; establish performance evaluation methodologies; and update the Quality Plan for our projects.

None of ICA's business units were subject to any significant fines relating to **PR2** the products and services supplied, nor with regard to the privacy or theft of **PR8** clients' personal data. All our contracts include confidentiality clauses. In cases where we are obligated to protect data pursuant to the Federal Law on the Protection of Data held by Private Parties, we distributed the appropriate privacy notice informing our counterparties of ways we protect their data under the terms of that law. For our technical-administrative personnel, we have developed a preventive system which includes a courses and a signed commitment by them. The courses include a course on the federal data protection law as well as a course on anti-money laundering laws and the Code of Ethics. In 2014 **PR9** we received no fines in connection with violations of the regulations on the provision and use of products and services.

### PROJECT MANAGEMENT

Real-time cost visualization by work front and activity  
Better control of changes  
ONE Monitoring

### RESOURCE MANAGEMENT

Control and visibility of materials and equipment  
Uniform catalog of materials and services  
Integration between planning, acquisition and distribution processes

### CROSS-DIVISIONAL SERVICES

Definition of roles and responsibilities  
Information control and integrity  
Internal control and audit automation

### STRATEGIC BUSINESS PLANNING AND DEVELOPMENT

Material information for our bids  
Shared market and business intelligence  
Identification and cooperation on opportunities

### FINANCE AND ADMINISTRATION

Integrity of financial information  
Timely information for decision-making  
Comprehensive control of resources and assets

### INFRASTRUCTURE OPERATION

Integration of investment plans  
Service level indicators  
Information on operating income and costs

**PR5** ICA conducts a customer satisfaction survey to find out how clients perceive the know-how, experience and technical capacity of our personnel, our management and compliance with laws and regulations relating to the project, the honesty and commitment of the personnel assigned to the project, our handling and speed of response to changes in scope, our focus on quality, and our attitude to client service.

**G4-27** The survey revealed some areas of opportunity to improve communication in project supervision; reconciliation of estimates; keeping up with the project plan; specialized training for personnel working on the project; and improving communications with project authorities. The results of this evaluation had an 83.33% overall grade, 82.55% for services and 80.98% for project execution.



### THE CLIENT SPEAKS

One of the channels we have for clients to communicate their opinion to us is a program at ICA Fluor called "The Client Speaks," which involves written surveys and interviews. In these, clients identified some of ICA's strengths: loyalty and honesty, quality procurement; functional construction tools; technical capacity; and safety. The overall grade was 8.65 out of 10.

**PR5**





## ICA AND LINE 12

Starting in the 1960s, ICA has been involved in developing Mexico City's Master Plan for the Electric Transport System, which includes the city's metro system. For ICA, the challenges of modernizing the city in response to growing demand has required a process of long-term planning of mass transit, an aspect in which the company has proven its long-term business and social commitment. ICA has built almost all of Mexico City's metro lines. The efficiency of this system, recognized by experts, shows an understanding of the concept of sustainability that inspires the company and has earned it recognition as a leading builder of public works in Mexico and other countries. With this vision it has helped improve the quality of life and mobility of millions of people.

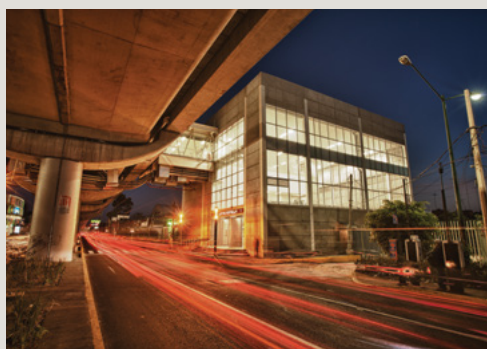
This experience was enriched by its work on Line 12, a public works project that made transport faster and safer for residents of the southern and eastern parts of Mexico City and also had considerable environmental impacts. This is the fourth busiest line in the Metro system, with the capacity to carry more than 400,000 users each day, and it also the longest: 24 kilometers.

However, after almost a year and a half of uninterrupted service, there was a problem on this line caused by the track system interface with the selected train cars. Once the Mexico City authorities made the decision to stop operations of the street-level and elevated portions of Line 12, the situation became a complex mix of social, political and budget difficulties. ICA decided to take the lead in proposing solutions and communicating with authorities, offering its experience for resolving the situation as quickly as possible. To do so, we assembled a work group of specialists in various fields to seek out proposals to support the city government with appropriate technical solutions.

To determine the root of the problem with Line 12, Mexico City's government hired SYSTRA, a French company specializing in railway and underground metro systems. After several months of study, SYSTRA concluded that the origin of the problem was that wrong train cars were chosen to travel Line 12. It recommended reinforcing the track system and making some modification to the cars, since the cost of replacing them –down to the bogies–would have been excessive. Work for track reinforcement has already begun, and Line 12 is expected to be fully operational by November 2015. ICA has willingly joined the efforts at every phase of the process where its involvement could be useful, to get this line operating again as soon as possible for the people of Mexico City.



Metro Line 12



Metro Line 12



Metro Line 7, 1982



Metro Line 1, 1967



Metro Line 8, 1988



Metro Line 7, 1982



Metro Line 2, 1970

**ICA has built more than  
200 kilometers of Mexico City's Metro,  
equivalent to 75% of the 12 lines  
that make up that system.**

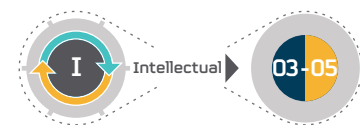






# 3.0 SUSTAINABILITY STRATEGY

*We are a sustainability industry benchmark*



- Materiality and engagement with stakeholders
- ICA Presence
- Markets and specialties
- International expansion/integrating acquisitions
- Infrastructure for development

Mexico City-Tuxpan Highway - Ing Gilberto Borja Navarrete Bridge  
Puebla | Veracruz

*We are building the foundations of tomorrow today*

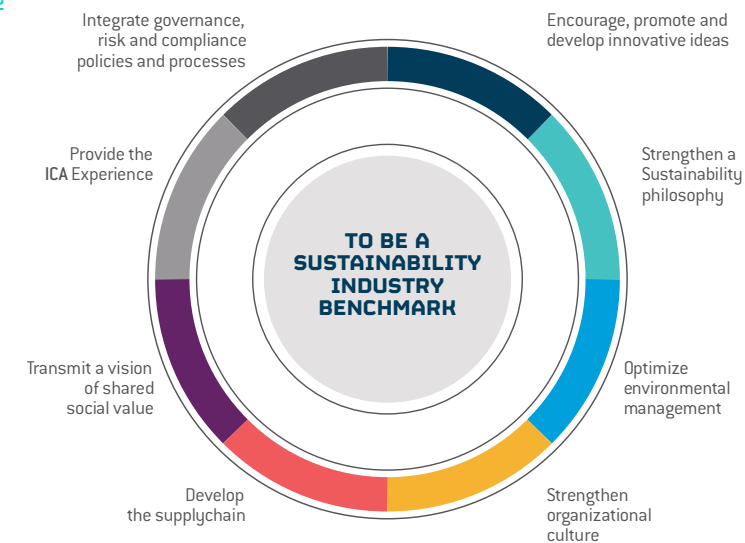
**G4-15** For the second year in a row, ICA has been the only company in the Latin American construction industry to be included in the Dow Jones Sustainability Index, reaffirming our industry leadership in sustainability issues. We know our activities impact both the environment and the lives of communities where we work. So with the same conviction of over 68 years of experience, in 2014 we bolstered our strategic planning to increase social engagement and environmental initiatives in order to ensure a positive ICA experience.

We renewed our sustainability commitment as a signatory of the Global Compact and member of the Mexico Network Council, as voluntary reporter of emissions according to the guidelines of the Carbon Disclosure Project (CDP) and, for the seventh year in a row, as a recipient of the Socially Responsible Enterprise (ESR)—distinction. We also lead the Mexican Stock Exchange's Sustainability Index Board, in which we work with other industrial firms on social, environmental, and occupational health and safety programs; and we are members of the Infrastructure Committee and the Commission for Private Sector Studies for Sustainable Development (CESPEDES), both of the Business Coordinating Council.

Over the past year, we forged stronger ties with our stakeholders, promoting inter-institutional relations, training and transmission of best practices. As members of the Network for Emerging Market Sustainability of the German Society for Development Cooperation (GIZ), we were selected to share our social programs in a study by the Center for Development Research (CIDAC). And for the fourth year in a row, we prepared our Integrated Report of Activities based on the criteria of the Global Reporting Initiative (GRI) G4 guidelines and the International Integrated Reporting Council (IIRC).

## STRATEGIC SUSTAINABILITY PLANNING

**G4-2**



**G4-2** We have been planning strategic sustainability since 2009, with the committed support of ICA's Board and senior management. Our first initiative to incorporate sustainability issues involved a materiality study and comparison with other companies in the engineering and construction industry, so we could define the company's priorities.

In 2009 and 2010 we held introductory and awareness-raising sessions about corporate sustainability to create functional structures with institutional guidelines. In 2010 we created the Sustainability Department and eight committees: Quality; Communication; Internal Development; Research; Development and Innovation; Environment; Procurement; Subcontracting and Machinery; Social; and Engagement. With this we were able to begin compiling information for the first Mexican Stock Exchange questionnaire. In 2011, ICA became a national sustainability leader when it joined the IPC Sustainable Index for the first time; issued its first Sustainability Report; signed the Global Compact; provided training for the Board of Directors on Sustainability issues (Deloitte); conducted campaigns, forums and talks for managers and directors; distributed and communicated the company's Policies and code of Ethics; and publicized and strengthened projects to strengthen our capacity for reporting non-financial results.

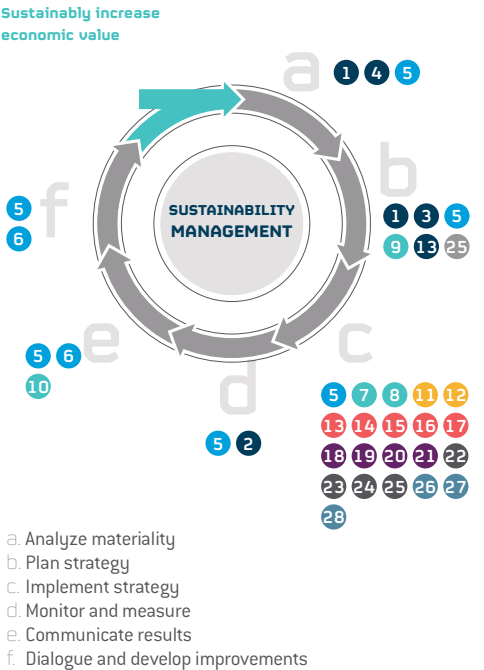
**G4-27** In 2012 we defined three priority areas of sustainability for ICA: Health and Safety, Environment and Social Planning. Having served their purpose, the committees were dissolved and efforts channeled to the corresponding corporate areas as they grew more independent—Risks and Internal Audit; Legal Affairs; Human Capital; Procurement, Subcontracting and Machinery; Internal Communications; and Quality.

**G4-2** Now that sustainability has been formally incorporated as a strategic objective, "sustainable and sustained increase of economic value," the Sustainability Department is responsible for two specific goals: "to be a sustainability industry benchmark" and "to promote best sustainability practices in our processes."



In 2013 we held our first sustainability planning meeting, defining eight capacities or priority issues ICA must work on attain those objectives:

- 01. Sustainable focus and approach to strategy
- 02. Strategy for stakeholder dialogue and engagement
- 03. Managerial leadership and corporate governance
- 04. Commitment and social planning
- 05. Innovation and environmental management
- 06. Supply chain and customer service
- 07. Health and safety
- 08. Organizational culture



G4-2 Based on these capacities, and as members of the Dow Jones Sustainability index (DJSI), we designed our management process based on best practices in the field. Sustainability is an integral part of our day-to-day operations, as we identify the value added by our activities in each phase of their execution.

INITIATIVES/PROJECTS	STATUS	2014	ACTUAL PROGRESS	2015	EXPECTED PROGRESS
<b>Integrate Governance, Risk and Compliance (GRC) processes</b>					
Integrate best environmental, social and governance practices within the organization's processes and systems, and measure the performance of key indicators aligned with the strategy.					
1. Design the company's sustainability process	In progress	Diagnose the current status of the sustainability process (ASIS)	<div></div>	Design the comprehensive sustainability process under the GRC framework (TO BE)	<div></div>
2. Establish a system for non-financial information	In progress	Design guides to facilitate the consolidation and traceability of non-financial information on all GRI indicators	<div></div>	Introduce guides for the company's environmental and labor indicators	<div></div>
3. Standardize management systems under sustainability standards	In progress	Unify management systems	<div></div>	Develop environmental and social management systems	<div></div>
4. Update methodology for analyzing materiality	New			Develop and implement methodology for analyzing materiality	<div></div>
<b>Provide the ICA experience</b>					
Be partners and allies of our strategic stakeholders and create an optimum reputation for the company					
5. Strengthen engagement and dialogue with our stakeholders	In progress	Create a department of institutional relations and stakeholder engagement	<div></div>	Develop and implement a strategy of engagement and dialogue with our stakeholders	<div></div>
6. Expand and improve channels of external and internal communication to ensure open, transparent and inclusive dialogue	In progress	Renew our brand and update our website, develop integrated reports and audiovisual documentation by project and engagement with specialized media	<div></div>	Sharpen the focus of our environmental, economic and social reports according to our different channels: integrated report and case studies, project visits and handling of e-content	<div></div>
<b>Transmit a vision of shared social value</b>					
Strengthen our relationship with society to positively impact its development					
7. Strengthen social responsibility programs executed within the company's projects	In progress	Prepare a manual for social responsibility actions in the company	<div></div>	Implement the manual at every one of the organization's projects	<div></div>

8. Strengthen volunteer actions and forge a culture of social responsibility within the company	In progress	Receive, catalog and donate books to encourage reading	<div></div>	Structure and disseminate volunteer programs	<div></div>
9. Engage with public and private organizations and institutions	In progress	Establish a work plan for developing sustainable infrastructure	<div></div>	Organize forums, discussion tables and documents for publishing sustainable issues related to our industry	<div></div>
10. Publicize and promote best practices based on ICA experience in Mexico and other countries	New			Document and communicate best corporate social responsibility practices at ICA with the Center for Development Research (CIDAC) and the German Society for Development Cooperation (GIZ)	<div></div>

<b>Encourage, promote and develop innovative ideas</b>					
Promote a philosophy of innovation at ICA as critical to our competitiveness and tangible value					
11. Introduce effective R&D&I programs	In progress	"Your Idea" inbox	<div></div>	Strengthen "Your Idea" inbox	<div></div>
12. Update innovation model	In progress	Diagnose and restructure in three areas: research, development and innovation	<div></div>	Research: strengthen ties with key institutions Development: maintain, update and strengthen tools, systems and methodologies Innovation: offer solutions to project challenges	<div></div>

<b>Strengthen sustainability culture</b>					
Spread a sustainability culture to the entire organization					
13. Expand training and awareness programs within the organization to sharpen sustainability focus	In progress	Develop materials on sustainability issues for orientation courses and talks to new managers and project foremen	<div></div>	Use materials in orientation courses	<div></div>
14. Increase the scope of our sustainability processes to include international subsidiaries	New			Diagnose current status of sustainability practices in international subsidiaries and begin joint reporting process	<div></div>
15. Align the ICA Prize with best international sustainability practices	In progress	Include ENVISION methodology, GRI G4 and DJSI in project evaluation criteria	<div></div>	Involve managers and project directors to raise their awareness of best sustainability practices	<div></div>
16. Strengthen the company's health and safety spirit	In progress	Distribute occupational health and safety materials to all levels of the organization (Cowboy Book of Safety, stoplights, policies and protocols)	<div></div>	Implement commitment activities and workshops in 100% of ICA projects	<div></div>
17. Update company's occupational health and safety model	In progress	Update policy and indicators and improve safety indicators	<div></div>	Distribute policy, report indicators by project and reduce company's OHSAS index to 1.0	<div></div>

<b>Optimize environmental management</b>					
Manage ICA's environmental operations with a focus on contractual compliance, risk mitigation and prevention and project profitability					
18. Optimize energy consumption and reduce GHG emissions	In progress	Find ways to make machinery operation more efficient	<div></div>	Introduce and monitor actions for reducing energy consumption	<div></div>
19. Manage waste	In progress	Introduce recycling program at the corporate level, with the support an outside company	<div></div>	Strengthen recycling program with workshops and courses. Reduce waste at project sites and corporate offices	<div></div>
20. Preserve biodiversity	In progress	Fortify biodiversity protection and conservation programs	<div></div>	Build, install and operate a forestry nursery	<div></div>
21. Natural resource management (eco-efficiencies)	In progress	Improve productivity in materials use	<div></div>	Measure and monitor strategic materials and generate optimization and recycling initiatives	<div></div>

G4-2



G4-2

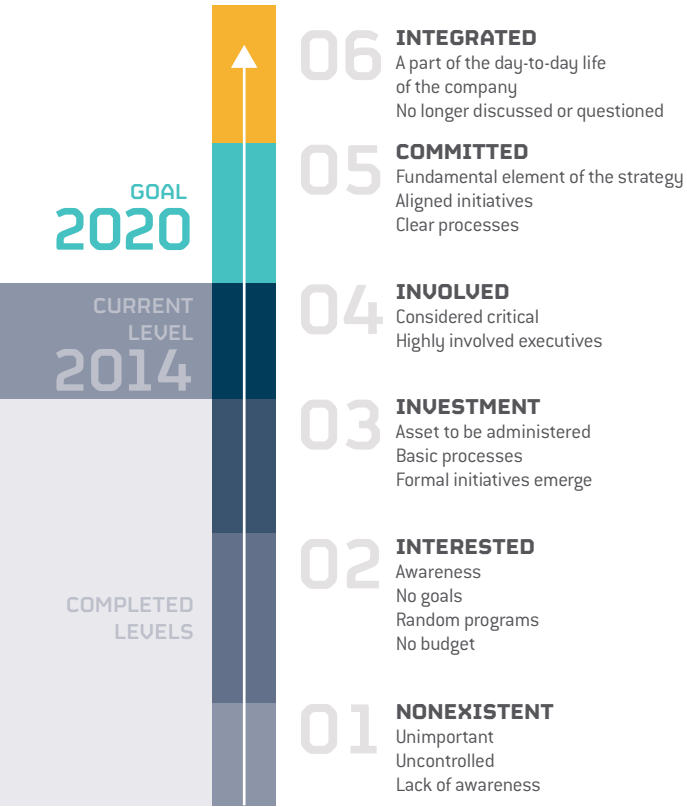
Develop the supply chain					
Strengthen the supply chain through actions and initiatives that ensure sustainability and guarantee a competitive advantage					
22. Promote the development of strategic suppliers and subcontractors	In progress	Introduce a comprehensive supplier and subcontractor development program to strengthen and make them more competitive through competencies training; ensure compliance with ICA's internal policies	●	Strengthen the comprehensive supplier and subcontractor development program by creating alliances with organizations that specialize in small and mid-sized enterprise development	●
23. Identify and measure possible risks in the supply chain	In progress	Set up use and application of Vendor Risk management (VRM) tool, which measures companies' conduct and performance with respect to its guidelines, rules and policies	●	Install Vendor Risk Management tool.	●
24. Sustainable management of the re-use of structural steel and rebar (scrap)	New			Optimize structural steel waste and rebar (scrap) for Mexican steel mills, guaranteeing their reuse and incorporation into new products	●
25. Replace conventional materials with more innovative, sustainable materials	New			Create CPSCR value workshops	●
Strengthen Organizational Culture					
Promote an organizational culture grounded in values that bring us closer to our goals as an organization					
26. ICA Philosophy and values	In progress	Develop a brand study and design an Employee Value Proposition	●	Implement the Employee Value Proposition	●
27. Recruit, develop and retain talent	In progress	Develop and introduce metrics for quantifying investment and monitoring the impact of human capital initiatives for making decisions about Talent	●	Introduce the Employee Value Proposition, conclude development and facilitate WIPI access to analytics and metrics for generating real-time information	●
28. Promote the organizational competencies the company requires	In progress	Design Position Capacity Plans (PCPs), launch new in-person and on-line (AcadémICA) training actions	●	Structure and open architecture with PCP-based training and development options supported by the SERCH-WIPI training module, online AcadémICA learning platform and ICA University (under development)	●

**G4-18** This new conception of sustainability led us to focus on eight strategic capacities, each aligned with our business objectives, which in turn break down into 28 initiatives that contain specific activities to be executed in the short, medium and long term. These are explained throughout this report. Another noteworthy area, which was the result of our materiality analysis, is the issue of stakeholder engagement, and on this issue we continue to participate actively in forums, dialogues and work tables, and in creating strategic alliances with various public and private sector organizations. With this, we have made strong progress toward our goals while creating value from the various activities in which are involved.

Through various initiatives within our value chain, we have encouraged a greater awareness, understanding and inclusion of the sustainable focus in the company's operations. Today we are at the start of phase 04 of the maturity model we proposed in 2012, and our aim with the new organizational structure is to complete the last phase of level 04 in 2015, or even begin phase 05 (committed level) which is targeted for completion by 2020.

SUSTAINABILITY MANAGEMENT MATURITY MODEL

We strengthened our maturity model to improve processes and performance



**G4-47** Based on the goals and initiatives for each of the capacities identified, **G4-49** and as a result of feedback from our Offsite Sustainability Conference, we outlined strategies for 2015 in order to continue moving forward in this maturity model:

- Sustainability issues must be addressed from the time of the public tender and linked to project responsibilities for tracking, monitoring and implementation.
- Issues dealt with by the committees must be part of the company's sustainability strategy.
- Concessionaires and builders must work as a single front on projects that connect them.
- Refocus the Assurance, Quality, Safety and Environment (AQSE) structure for projects in order to strengthen response capacity to sustainability challenges.
- Service areas must facilitate processes in projects, simplifying formats, reducing excessive red tape and streamlining reporting requirements
- Sustainability must be considered part of the company's strategy for engagement and relationship to its stakeholders.



OFFSITE SUSTAINABILITY CONFERENCE

To obtain feedback we could use to improve strategic sustainability planning, on October 30 and 21, 2014, we organized a series of conferences and workshops with the active involvement of 80 employees from various parts of the company (Human Capital, Administration, Risks, Finance, Legal, Strategic Planning, Procurement), sustainability committees (Social, Environmental, Health and Safety, Innovation and Quality) and representatives from construction projects and from ICA Fluor, Los Portales and San Martín (via remote link). The meetings were held in the La Cantera facilities of Club Pumas, and the work agenda focused on reviewing the results obtained by the Dow Jones Sustainability Index. We updated our development, goals and the scope of each of the sustainability issues that are priorities for ICA: corporate governance, management systems, social commitment, environment, health and safety, organizational culture, stakeholders, and innovation. At the conclusion of the conference, participants discussed challenges, areas of opportunity, progress and future actions.

G4-24

G4-26



# 3.1 MATERIALITY AND ENGAGEMENT WITH STAKEHOLDERS

We value and nourish our relationship with stakeholders

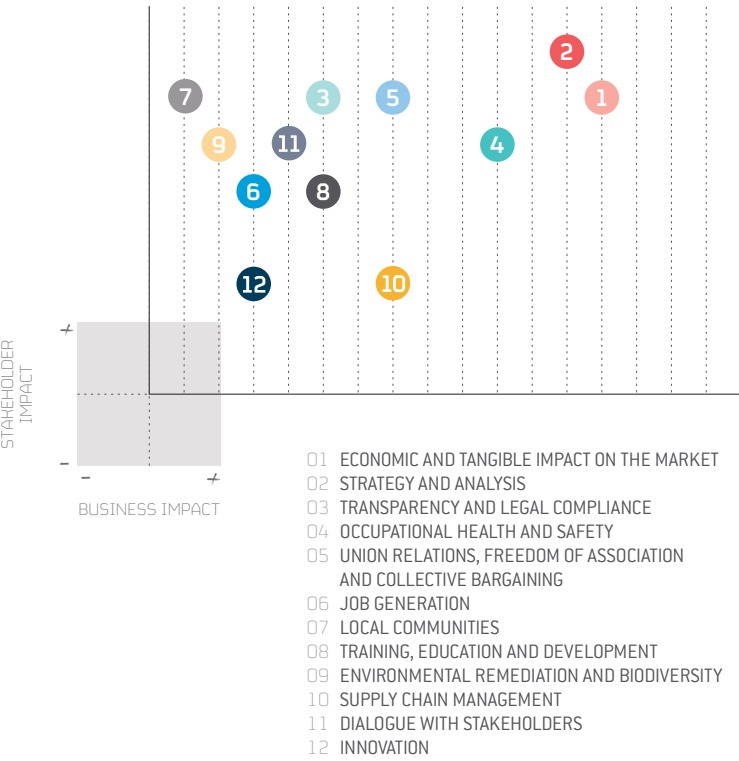


G4-25

Through a materiality analysis of the social, environmental and ethical aspects that are key to our vision and strategy as a company, we identified the main stakeholders with which we interact directly and who have a greater impact.

To relate to these stakeholders, we created a map of players by area and business unit so that we could maintain constant, effective communication. We consider it a priority to provide each stakeholder group with transparent, responsible, prompt and appropriate information. This also enables us to obtain feedback that we can use to identify monitor and address issues of vital importance.

In 2014 we continued our strategy based on the results of the materiality study (updated in 2013). With the UNIFICA project under way, we began working in a standardized and integrated way with a focus on processes, in order to optimize and improve operations and fully meet our business objectives.



In addition to the twelve aspects mentioned above, in this report we will discuss other issues that are not material for all our stakeholders, but do represent a significant interest for some groups in particular.

- 1

Economic and tangible impact on the market  
Strive for sound financial performance, taking into account factors like the national and global need for infrastructure, growth, and efficiency and quality in building systems.
- 2

Strategy and analysis  
Appropriate strategic planning, risk management and management systems.
- 3

Transparency and legal compliance  
Guarantee ethical business practices through good corporate governance, with accountability that includes transparency issues, money laundering prevention and anti-corruption.
- 4

Occupational health and safety  
Develop a safety system that fosters each employees' commitment to safety leadership, and programs that continually improve our safety performance.
- 5

Union relations, freedom of association and collective bargaining  
Unions today have been transformed, and now involve social, economic and governability issues for the country at large, so the company has had to modify past paradigms and practices regarding labor and haulage.
- 6

Job generation  
Linked with project generation: as new projects begin, they generate jobs and support employability goals, generating a virtuous circle of mutual benefit.
- 7

Local communities  
Monitor positive and negative impacts, both real and potential, from our operations; create economic opportunities and improve quality of life for communities by hiring local personnel and suppliers.
- 8

Training, education and development  
Human capital programs for our employees and corporate social responsibility programs for neighboring communities and society, creating alliances with local schools, government and higher educational institutions.
- 9

Environmental remediation and biodiversity  
Identify and respect biodiversity; develop actions to favor the environment; protect and restore habitats that support endangered species in areas where we operate.
- 10

Supply chain management  
Relations with suppliers; environmental sustainability in the supply chain; sustainable materials; human rights in the supply chain.
- 11

Dialogue with stakeholders  
Build strong relations with our stakeholders based on mutual trust and respect.
- 12

Innovation  
Manage innovation.

G4-19

For ICA, acting sustainably means building our business day to day with a long-term vision, valuing our relations with stakeholders and working tirelessly to meet our obligations to them.

G4-25

We define stakeholders as those individuals or groups that may be impacted positively or negatively by the financial, environmental, health, safety and social aspects of our operations, as well as those that are interested in or can influence our activities. On this basis, we have nine priority stakeholder groups.

## 1. SHAREHOLDERS/FINANCIAL MARKETS:

Regulators, banks, mutual funds, lenders, etc.

## 2. CLIENTS:

Public (domestic and foreign)

Private (internal and external)

## 3. SUPPLIERS:

Any organization whose activities involve the provision of some good or service to ICA in order to meet some specific need.

## 4. EMPLOYEES:

Administrative-technical, unions and subcontractors

## 5. AUTHORITIES:

Government agencies that define the policies and regulations under which the company must operate.

Municipal, state and federal.

## 6. CHAMBERS AND INSTITUTIONS:

Business, trade and academic organizations, universities, institutes and research centers.

## 7. COMMUNITIES:

A group or set of local individuals who share a common identity.

Farming cooperative leaders, union leaders, local civil organizations.

a. Urban

b. Rural

## 8. COMPETITION/PARTNERS:

Any company capable of complementing ICA's capacities to execute a project.

## 9. OPINION LEADERS:

Persons or organizations who have the capacity to influence the attitudes or conduct of other individuals, backed by their reputation with the public.

a. Entrepreneurs

b. Journalists

c. Social media leaders

d. Researchers

G4-24

By strengthening various paths of communication, forums, events and conference calls with our stakeholders, we remain permanently aware of their concerns and interests in order to address them with the appropriate frequency and level of attention.

COMMUNICATION	EXPECTATIONS	ACTIONS	FREQUENCY
Stockholders/Financial Markets			
Stockholders' Meeting Annual Report Reports to BMV and NYSE Quarterly reports IR webpage Investor relations office Meetings with analysts, shareholders, investors, bondholders and banks	Financial and non-financial results	Maximize economic value	Ongoing
Clients			
Service request Competitive bidding and offers Direct meetings Satisfaction surveys Whistleblowers' hotline	Responsible management and ethics	Integral solutions	Ongoing
Government and Authorities			
Attending key government events for the industry Regular contact with government officials Liaison meetings Whistle-blowers' hotline	Legal compliance and technological innovation	Legal compliance	Ongoing
Chambers and Institutions			
Institutional dialogue Active participation in industry chambers Presentations on sustainability and industry topics	Best industry practices	Share and encourage adoption of best practices	Ongoing

G4-24

G4-26



G4-26

Suppliers			
Service request Direct meetings Development programs Evaluations and feedback Internet sub-site Whistleblowers' hotline	Development and empowerment of suppliers and subcontractors	Win-win situations	Permanent
Communities			
Sustainability office webpage ICA Foundation Whistleblowers' hotline On-site meetings	Efficient social management and optimum use of resources	Distributed local value and engagement	Periodical
Employees			
Internal e-newsletter Printed newsletter Technological platform Office of the general counsel Reviews and feedback Intranet Assemblies and meetings with directors Annual reports Whistleblowers' hotline	Talent and organizational culture	Talent development and compensation	Permanent
Partners and Competition			
Annual report Quarterly reports Office of the general counsel Investor relations office Sustainability office Whistleblowers hotline	Free competition and best practices	Mutual development	Periodical
Opinion leaders			
Direct meetings Success stories Press releases	Timely and transparent information	Participation in various forums and media	Permanent

G4-27

MAIN ISSUES
Solution
<b>Offers to sell/rent land</b> Forwarded to the corresponding business unit or area
<b>Offers to rent/service machinery</b> Forwarded to Machinery area
<b>Offers of services for employee training</b> Forwarded to Human Capital area
<b>Provision of multiple services</b> Forwarded to corresponding area
<b>Job requests</b> Forwarded to Human Capital area
<b>Complaints</b> Depending on type and classification of the complaint, forwarded to the Legal Area or directly to the General Counsel
<b>Anonymous complaint</b> Resolved through independent third party, following up with the General Counsel and Inetrnal Audit Director
<b>Request for information</b> Depending on type of request, resolved through the Investor Relations or Sustainability area
<b>Questions from university students regarding sustainability</b> Immediate response through Sustainability area

On this basis, we updated our materiality study in 2015 and we also encouraged a more fluid dialogue with our priority stakeholders regarding their influence over the business strategy. The results of the new materiality study will help us identify, prevent and/or mitigate significant environmental, social and financial risks to the company's operations. They will also help us to keep our business strategy up to date in order to remain at the forefront of market trends in our field and optimize our competitive advantages. Finally, they will help strengthen our commitment to transparency, because the results of this analysis will be the cornerstone for 100% adoption of the integrated reporting framework in the medium term, so we can assess the impact of our actions and omissions on the organization and the world around it.

As a first initiative, we identified our main allies, partners and strategic alliances, based on the types of capital mentioned by the international Integrated Reporting Council.

G4-19

# 2014

## ALLIANCES BY TYPE OF CAPITAL

### FINANCIAL

Aeropuertos y Servicios Auxiliares (ASA)  
Aeropuerto Internacional de la Ciudad de México  
Banamex  
Banco Interamericano de Desarrollo (BID)  
Banco Nacional de Obras y Servicios Públicos  
Banorte  
Bolsa Mexicana de Valores (BMV)  
Cementos Mexicanos (CEMEX)  
Confederación Patronal de la República Mexicana (COPARMEX)  
Comisión Federal de Electricidad (CFE)  
Comisión Nacional de Vivienda (CONAVI)  
Comisión Nacional del Agua (CONAGUA)  
Consejo Coordinador Empresarial (CCE)  
Deutsche Bank  
HSBC  
INBURSA  
Instituto del Fondo Nacional de la Vivienda para los Trabajadores (Infonavit)  
Instituto de Seguridad y Servicios Sociales de los Trabajadores del Estado (ISSSTE)  
Morgan Stanley  
New York Stock Exchange (NYSE)  
Partnering Against Corruption Initiative (PACI)  
del Foro Económico Mundial  
Petróleos Mexicanos (PEMEX)  
Santander  
Scotiabank  
Secretaría de Comunicaciones y Transportes (SCT)  
Secretaría de Defensa Nacional (SEDENA)  
Secretaría de Desarrollo Agrario, Territorial y Urbano (SEDATU)  
Secretaría de Energía (SENER)  
Secretaría de Gobernación (SEGOB)  
Secretaría de Hacienda y Crédito Público (SHCP)  
Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT)  
Secretaría de Salud (SALUD)  
Secretaría de Trabajo y Previsión Social (STPS)  
Sistema de Transporte Colectivo Metro  
Shell Canada Energy  
The World Bank

### HUMAN

AON  
Design Center™  
Executive Strategy Manager  
Extrategia  
Endeavor  
Group & Team Coaching  
INTERBRAND  
Mercer  
PwC  
Tower Watson

### INDUSTRIAL

Aeroinvest  
Aéroports de Paris Management  
BAUER Maschinen GmbH

Caisse de dépôt et placement du Québec (CDPQ)  
Caterpillar  
Fluor Corporation  
Fomento de Construcciones y Contratas, S.A. (FCC)  
Garciavelez Arquitectos  
Grupo AYESA Advanced Technology  
Grupo Carso  
Grupo Raffo  
Herrenknecht  
Impulsora del Desarrollo y el Empleo en América Latina (IDEAL)  
Linden Comansa  
Soilmec  
Soletanche Bachy  
VEOLIA  
VINCI

### INTELLECTUAL

Academia de Música del Palacio de Minería  
Agencia de Gestión Urbana de la Ciudad de México  
Agencia Francesa de Desarrollo (AFD)  
Alianza FIIDEM  
American Society of Quality  
Asociación Geotérmica Mexicana, A.C.  
Asociación Mexicana de Asfalto, A.C.  
Asociación Mexicana de Directivos de la Investigación Aplicada y el Desarrollo Tecnológico (ADIAT)  
Asociación Mexicana de Hidráulica  
Asociación Mexicana de Higiene y Seguridad (AMHSAC)  
Asociación Mexicana de Ingeniería de Vías Terrestres  
Cámara Internacional de Comercio (ICC)  
Cámara Mexicana de la Industria de la Construcción (CMIC)  
Centro de Competitividad de México (CCMX)  
Centro de Innovación Aplicada en Tecnologías Competitivas (CIATEC, A.C.)  
Centro de Investigación para el Desarrollo (CIDAC)  
Centro de Investigación y Docencia Económica (CIDE)  
Colegio de Ingenieros Civiles de México, A.C.  
Consejo Nacional de Ciencia y Tecnología (CONACYT)  
Colegio Nacional de Educación Profesional Técnica (CONALEP)  
Cooperación Alemana al Desarrollo (GIZ)  
El Colegio de México (COLMEX)  
Engineering & Construction Risk Institute (ECRI)  
ENVISION (Institute for Sustainable Infrastructure)  
Escuela Bancaria y Comercial  
Escuela Nacional de Biblioteconomía y Archivonomía  
Instituto Tecnológico Autónomo de México (ITAM)  
Fundación Javier Barros Sierra  
Fundación ICA  
Fundación UNAM  
Graham Foundation for Advanced Studies in the Fine Arts  
Harvard Graduate School of Design  
Instituto de Geología de la UNAM  
Instituto de Ingeniería de la UNAM  
Instituto Mexicano de Mejores Prácticas Corporativas (IMMPC)  
Instituto Tecnológico de la Construcción (ITC)  
Instituto Politécnico Nacional (IPN)

International Chamber of Commerce (ICC)  
Museo Experimental el Eco  
Museo Universitario de Arte Contemporáneo (MUAC)  
Patronato de la Fundación para las Letras Mexicanas  
Sociedad Mexicana de Ingeniería Geotécnica  
The Anderson Graduate School of Management at UCLA  
The Culver Educational Foundation  
Universidad Anáhuac  
Universidad Autónoma Metropolitana-Xochimilco  
Universidad Iberoamericana  
Universidad Nacional Autónoma de México (UNAM)  
Universidad Nacional Autónoma de México-San Antonio, Texas  
Zofnass Program for Sustainable Infrastructure

G4-24

G4-16

### NATURAL

Amigos de Sian Ka'an A.C  
BioPappel  
Capítulo Mexicano del Consejo Empresarial para el Desarrollo Sostenible (CESPEDES)  
Carbon Disclosure Project (CDP)  
Centro Mario Molina  
Comisión Nacional de Áreas Naturales Protegidas  
Comisión Nacional Forestal (CONAFOR)  
Comisión Nacional para el Conocimiento y Uso de la Biodiversidad (CONABIO)  
Comisión para la Cooperación Ambiental de América del Norte  
Consejo Consultivo del Agua  
Fideicomiso para el Ahorro de Energía Eléctrica (FIDE)  
Fideicomiso Probosque Chapultepec  
Global Reporting Initiative (GRI)  
Índice IPF Sustentable de la Bolsa Mexicana de Valores  
Pacto Mundial de las Naciones Unidas\*\*  
Pronatura México  
RobecoSAM Dow Jones Sustainability Index  
Sistemas Estratégicos para la Gestión Ambiental (SEGA)  
Tecnológico de Estudios Superiores de Valle de Bravo  
Tecnológico de Monterrey  
World Business Council for Sustainable Development (WBCSD)

### SOCIAL AND RELATIONAL

Centro Cultural de España  
Centro Mexicano para la Filantropía, A.C. (CEMEFI)  
Consejo Mexicano de Hombres de Negocios  
Club de Industriales  
Club Universidad Nacional, A.C.  
Difusión Cultural UNAM  
EcoValores  
Empowering Responsible Investment (EIRIS)  
Empresa Socialmente Responsable (ESR)  
Expok  
Fundación Hogares  
Instituto Nacional para la Educación de los Adultos (INEA)  
International Integrated Reporting Council (IIRC)  
ResponSable  
UNESCO

G4-21 \*Includes competitive bids, contracts, projects and agreements in 2014. For the purpose of the report the list does not include coverage of material aspects outside the organization, as there are no operating performance indicators unless when the specific value proposition of the alliance is indicated  
\*\*ICA is a member of the Mexico Global Compact Committee, made up of Toks, Asur, Xcaret, IPADE, Expok, KPMG, Telefónica and Aeropuertos del Sureste.

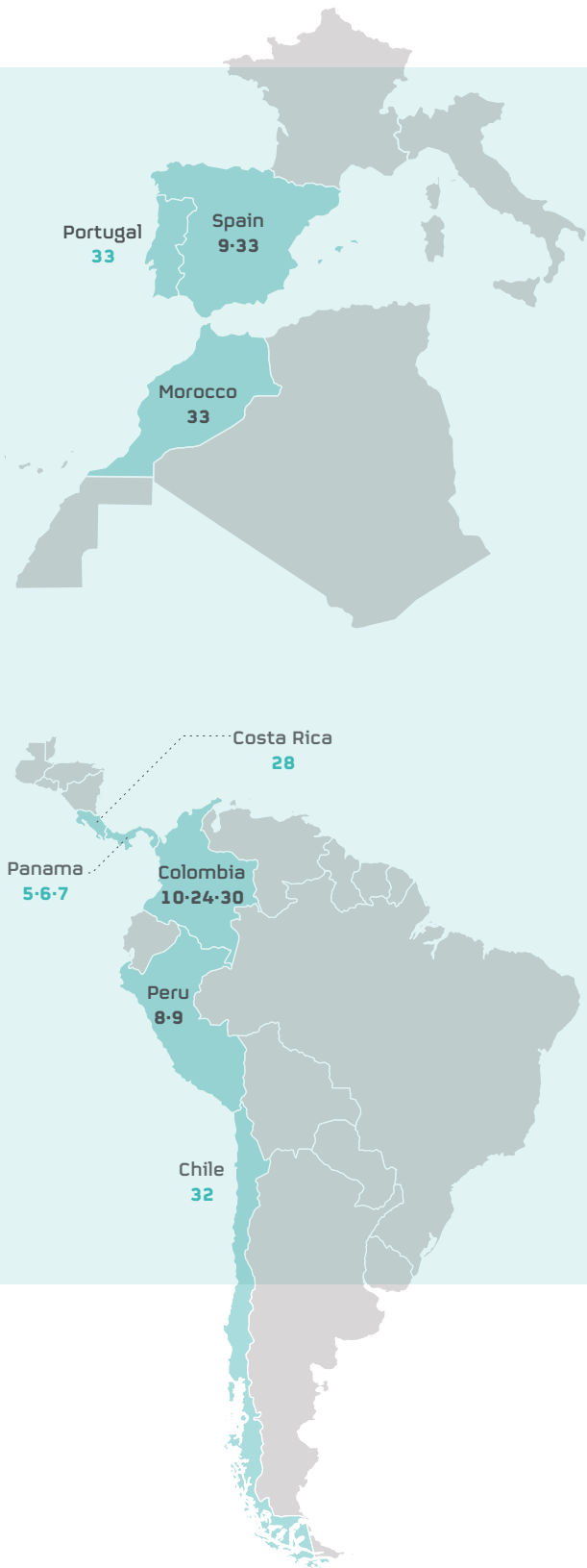


3.2 ICA PRESENCE



CIVIL WORKS

- 1 Paquete Carretero Sonora Norte
- 2 Protección Marina Atasta
- 3 Presa Santa María
- 4 Ampliación Autopista México-Pachuca Fase II
- 5 Avenida Domingo Díaz
- 6 PAC-IV Ampliación del Canal de Panamá
- 7 Corredor Norte Fase II
- 8 Grupo Los Portales
- 9 San Martín Contratistas Generales
- 10 Carretera Caqueta Huila
- 11 Hospital Materno Infantil Ciudad del Carmen
- 12 Hospital General Dr. Miguel Silva
- 13 Complejo Deportivo Zona Poniente Oaxaca
- 14 Hospital General Tuxtla Gutiérrez
- 15 Hospital General de León
- 16 Casaflex
- 17 Laboratorio Túnel del Viento
- 18 Centro de Tecnología para Aguas Profundas Boca del Río
- 19 Ampliación Autopista Urbana Sur México-Acapulco
- 20 Túnel Gran Canal
- 21 Túnel Emisor Oriente
- 22 Plan Emergente Acapulco
- 23 Entubamiento Canal de la Compañía
- 24 Túnel Interceptor Norte Río Medellín
- 25 Cotrisa
- 26 Túnel Churubusco Xochiaca
- 27 Tren Interurbano México Toluca
- 28 Ampliación Terminal Portuaria del Atlántico
- 29 Facchina Construction Group
- 30 Mantenimiento Oleoducto Zona Sur Colombia
- 31 Túnel Acapulco II
- 32 Línea 3 Tramo 3 Metro Santiago Chile
- 33 Rodio Kronsa



CONCESSIONS

- 34 Acueducto El Realito
- 35 Autopista Barranca Larga-Ventanilla
- 36 Autopista Mitla Tehuantepec
- 37 Autopista Palmillas Apaseo El Grande
- 38 Acueducto Monterrey VI
- 39 Lázaro Cárdenas Terminal de Contenedores TEC II
- 40 Autopista MAYAB

RESIDENTIAL DEVELOPMENTS

- 41 Aak-Bal
- 42 Marina Nacional
- 43 Espacio Condesa
- 44 Campus ICA
- 45 Reserva Escondida

INDUSTRIAL

- 46 Chicontepec II
- 47 Madero Gasolinas Limpias
- 48 Minatitlán Gasolinas Limpias
- 49 Salina Cruz Gasolinas Limpias
- 50 Terminal Dos Bocas II
- 51 Plataforma PP Agatsil C
- 52 Rehabilitación Reynosa Fase 2
- 53 Residuales Refinería Tula
- 54 Sistema de Compresión Dos Bocas
- 55 Recuperación Etano Ciudad Pemex Fase 2
- 56 DUBA Madero FEL 3
- 57 DUBA Minatitlán PMC
- 58 Tula Coquizadora
- 59 Residuales Refinería Salamanca Fase 1
- 60 AHMSA Fase 2
- 61 El Boleo
- 62 Braskem IDESA
- 63 Planta ESDE III Cananea Fase 2
- 64 DuPont Altamira L2
- 65 Reconfiguración Planta PVC
- 66 Gasoducto Los Ramones Sur
- 67 Módulos Tuberías Freeport
- 68 Energía Pánuco
- 69 Laguna Verde 3 y 4 Estudio de Factibilidad

AIRPORTS

- 70 Aeropuerto de Ciudad Juárez
- 71 Aeropuerto de Chihuahua
- 72 Aeropuerto de Torreón
- 73 Hotel Hilton Garden Inn Monterrey
- 74 Aeropuerto de Durango
- 75 Aeropuerto de Acapulco
- 76 Aeropuerto de Zihuatanejo
- 77 Aeropuerto de Monterrey
- 78 Aeropuerto de San Luis Potosí
- 79 Aeropuerto de Culiacán
- 80 Aeropuerto de Mazatlán
- 81 Aeropuerto de Reynosa
- 82 Aeropuerto de Tampico
- 83 Aeropuerto de Zacatecas
- 84 Hotel NH Terminal 2 Aeropuerto de la Ciudad de México

HOUSING PROJECTS

- 85 Paseos de Santa Mónica
- 86 Paseos de San Antonio
- 87 Natura Ciudad del Carmen
- 88 Ciudad Natura Cancún
- 89 Foresta Santa Anita
- 90 Paseos del Valle
- 91 La Vista Residencial
- 92 Paseos del Pedregal
- 93 Paseos de Las Torres
- 94 Ciudad Natura Apodaca
- 95 Paseos del Vergel
- 96 Paseos de Santa María
- 97 Hábitat Piedras Blancas
- 98 Ciudad Natura Tizayuca
- 99 Bosques
- 100 Paseos San Martín
- 101 Arboleda San Miguel



ICA FLUOR

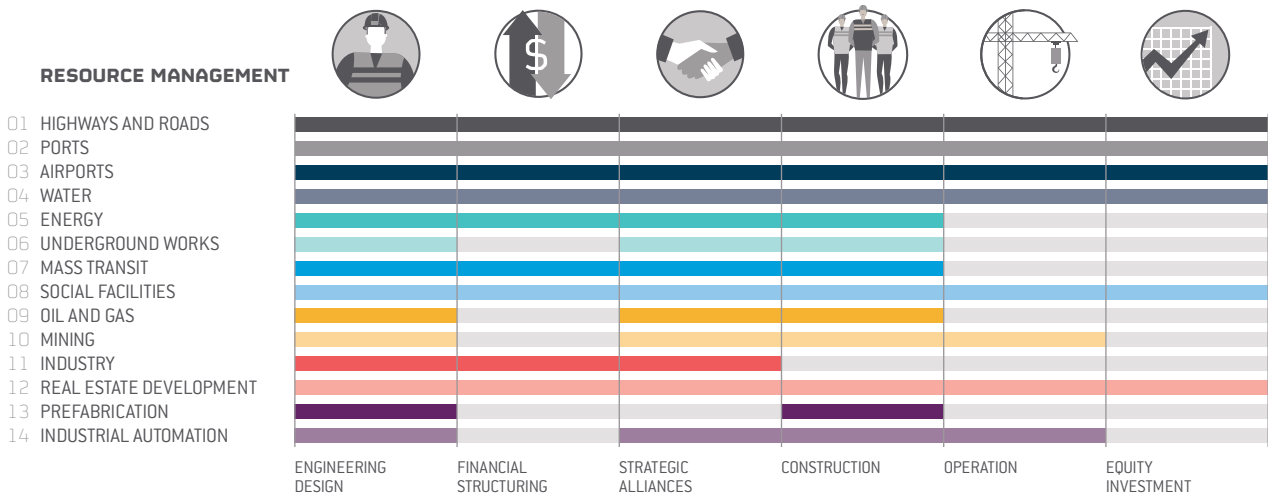




# 3.3 MARKETS AND SPECIALTIES

We share experience and applied engineering by work and project type

G4-8



G4-8

At ICA, we create value throughout the infrastructure life cycle, providing a wide range of services and investments in productive assets. From transportation and water infrastructure to power plants and hospitals, we have extensive experience in design an engineering, financial structuring and partnerships, construction, operation and administration of equity investment.

We have the experience needed to efficiently supply comprehensive civil and industrial construction solutions. We use the latest technology to create developments that resolve our client’s needs and meet all the necessary regulations.

We are experts in organizing long-term projects and ensuring the availability of financial resources for future developments. Our strategic alliances bring in new skills to add to the portfolio of capacities and technologies we can use for complex projects. They also help reduce risks, social and environmental impact, and capital needs.

In 2014 we redoubled our commitment to good governance, risk and compliance practices in Mexico and Latin America by diversifying our portfolio. The value of the equity invested grows as projects mature, and we monetize this value through portfolio management to free up resources for new projects. In infrastructure operation, we build client satisfaction through efficient management tools and systems that have been checked against ongoing improvement processes according to the markets and specialties of each project.

- 01 Roads: Highways, bridges, tunnels and urban roads
- 02 Ports: Ports and marine works
- 03 Airports: Integrated airports, runways, terminal buildings, systems, logistical and commercial spaces
- 04 Water: Aqueducts, canals, deep drainage, wastewater treatment plants, freshwater and sewage systems, reservoirs
- 05 Energy: Hydroelectric, combined-cycle and alternative energy: wind, geothermal, and mini-hydro plants
- 06 Underground works: Tunnels (urban, highway, drainage), foundations and specialized soil treatments
- 07 Mass transit: Metros, light trains, metro-buses
- 08 Social facilities: Hospitals, penitentiaries, schools and universities, stadiums and other public buildings
- 09 Oil and gas: Refineries, chemical and petrochemical plants, natural gas processing facilities, marine platforms, gas and oil pipelines and oil field services
- 10 Mining: Construction services for mining and mining facilities
- 11 Industry: Steel and cement industry plants, industrial and municipal waste handling, and other municipal plants
- 12 Real-estate development: Hotels and tourist resorts, industrial parks, affordable entry-level and residential housing, mixed-use developments, offices and parking facilities
- 13 Prefabrication: Structural elements, coatings, facades; prefabricated homes and housing elements
- 14 Industrial automation: Safety control systems, other automation and control systems, project modeling and control.

# 3.4 INTERNATIONAL EXPANSION

We expanded and fortified our strategic alliances

G4-6

Through our alliances we have been able to extend our effective, sustainable and responsible business model to the rest of the world. For ICA, 2014 was a year of great opportunities, challenges and achievements. Consolidated revenues from offshore operations accounted for 28 % of our total revenues.

G4-13

Sales from unconsolidated operations, Grupo Los Portales and Rodio Kronsa, among other operations, totaled USD169 million, based on our equity in those companies. [Rodio Kronsa has 31 projects now operating, in Morocco, Spain, Portugal, Malaysia, Mexico and Central America]. These results were made possible by various actions during the year, including the purchase of 100 % of the US company Facchina Construction Group. This fits in well with our strategy of international expansion: Facchina has more than 25 years of experience and is one of the largest building companies in the Washington D.C. metropolitan area and southern Florida. The company develops civil construction projects, retail and industrial projects, real-estate developments, among other projects. The regions and areas in which it participates are expected to continue growing in coming years as the US economy recovers. Between April and December 2014, Facchina brought in revenues of USD185 million, equivalent to 23 % of our offshore sales.

In 2014, our Peruvian operations billed USD275 million, or 35 % of our international revenues. This does not include our operations with the leading real-estate company in Peru, Grupo Los Portales. San Martín has another 20 projects operating, seven in the construction unit and 13 in the mining unit. Los Portales generated revenues of USD112 million for us in 2014, which is about 50 % of our sales in that country.

In Central America, we have operations in Panama and Costa Rica, which in 2014 made up 36 % of our offshore revenues, generated by the construction of emblematic projects like the expansion of the Panama Canal and North Corridor, as well as the recently completed construction of Avenida Domingo Díaz in Panama City. The expansion of the Panama Canal is 83 % complete, and is expected to be finished by August 2015. The expansion of the Panama Atlantic Port Terminal is 66 % along and the detail engineering of the electro-mechanical work is almost complete. In Costa Rica, we built the expansion of the oil port for the state-owned enterprise RECOPE. In Colombia we are involved in highways, water and oil pipelines, and we pre-qualified for four highway projects that are part of the Fourth Generation of Concessions (4G) of the National Infrastructure Plan, which we expect to bid on in 2015 together with local private companies. The Río Medellín Interceptor Norte Tunnel was 83 % complete as of the end of 2014, with a total of 7,208 meters excavated so far—86 % of the full length of the tunnel.

G4-2

In 2014, we met our goal of increasing revenues from international operations. Despite the progress already achieved to date, this is a long-term goal for us, which involves increasing offshore operations by 2018.

We have attained our expansion goals in international markets; we began operations in the United States; strengthened our presence in countries where we were already active; and bolstered relationships with clients and partners. In 2015 we will introduce various private initiatives and joint ventures for structuring and promoting new projects, with the clear goal of becoming a global enterprise.



\* The increase in the percentage of revenues from foreign operations between 2013 and 2014 was due primarily to the acquisition of Facchina Construction Group in the United States, and an increase in the income from projects in Costa Rica and Panama.



EC7

# 3.5 ICA: MORE THAN 68 YEARS GENERATING VALUE

**ROADS:**  
HIGHWAYS, BRIDGES,  
TUNNELS AND  
URBAN ROADS



**1949**  
Puente Sifón  
Barranca Honda  
Communicating Uruapan and  
Apatzingán



**1957**  
Puente Belisario Domínguez  
Crossing bridge with a span  
of 88 meters



**1961**  
Ferrocarril  
Chihuahua-Pacífico  
63 km of track through  
the Western Sierra Madre



**1974**  
Puente El Incienso, (GUA)  
Span of more than 200m



**1981**  
Puente Coatzacoalcos  
Cable-stayed bridge, traffic of  
18,000 vehicles a day



**1988**  
Puente Tampico  
Communicates Tamaulipas  
and Veracruz



**1992**  
Carreteras concesionadas  
Land communication between  
9 Mexican cities



**1993**  
Puente Mezcala  
160m over the Balsas River



**1994**  
Puente El Zacatal  
Communication between the Atasta  
Peninsula and Isla del Carmen  
(CALICA)



**1994**  
Autopista Guadalajara-Tepic  
First ecological highway in Mexico



**1999**  
Corredor Sur Panamá, (PAN)  
3,200 direct jobs



**2002**  
Puente de Chiapas  
Reduced travel time between Tuxtla  
Gutiérrez and Mexico City by 5 hours



**2012**  
Autopista Urbana Río de  
los Remedios – Ecatepec  
13,000 vehicles per day benefiting  
8 million people



**2014**  
Autopista Nuevo Necaxa-  
Tehuacán  
Benefits 12 million users



**2014**  
Corredor Norte  
Under construction (PAN)  
10.2 km of 4-lane highway



**2014**  
Libramiento de Tepic  
Under construction  
Pacific Region competitiveness



**2014**  
Ampliación de la Autopista  
del Mayab Mérida-Cancún  
Communicates tourist zone of  
Mayan Riviera



**2014**  
Avenida Domingo Díaz  
Under construction (PAN)  
Benefits 600,000 inhabitants



**2014**  
Autopista Mitla-Tehuantepec  
Under construction  
Communication between Salina Cruz,  
Oaxaca and neighboring regions



**2014**  
Autopista Barranca-Larga  
Ventanilla  
Under construction  
Reduces travel time between Oaxaca  
and Puerto Escondido by 2 hours



**2014**  
Autopista Palmillas-Apaseo  
El Grande, Under construction  
Communicates Mexico City, Bajío  
and northern region of Mexico



**2014**  
**UNDER CONSTRUCTION**  
Paquete Carretero  
Sonora Norte  
797 km of highway connecting  
Hermosillo, Nogales and  
Puerto Peñasco

**PORTS:**  
PORTS AND  
MARINE WORKS



**1995**  
Internacional de Contenedores  
Asociados de Veracruz (ICAVE)  
Handles 80% of containers at  
Port of Veracruz



**2014**  
Ampliación del Canal de  
Panamá PAC-4  
Under construction (PAN)  
2.8 km of access canal



**2014**  
Ampliación Portuaria Petrolera  
del Atlántico RECOPE  
Under construction (CRC)  
Automated unloading of oil, gasoline  
and diesel



**2014**  
Terminal de Contenedores  
TEC II Lázaro Cárdenas  
Under construction  
To increase annual yield by 1.2 TEUs



**2014**  
Centro de Tecnología para Aguas Profundas Boca del Río  
Five labs and other buildings over 20.89 hectares

**AIRPORTS:**  
INTEGRATED AIRPORTS,  
RUNWAYS, TERMINAL  
BUILDINGS, SYSTEMS,  
LOGISTICAL AND  
COMMERCIAL SPACES



**2006**  
Terminal 2 del Aeropuerto  
Internacional de la Ciudad  
de México  
Doubled air traffic capacity at  
Mexico City



**2010**  
Terminal B del Aeropuerto  
Internacional de Monterrey  
2 million passengers a year



**2015**  
Aeropuerto de Culiacán  
Average annual growth of 9.5%  
in passengers



**2015**  
Aeropuerto de Mazatlán  
Expansion and remodeling  
of 4,800 m<sup>2</sup>

**WATER:**  
AQUEDUCTS, CANALS, DEEP DRAINAGE,  
WASTEWATER TREATMENT PLANTS,  
FRESHWATER AND SEWAGE SYSTEMS,  
RESERVOIRS



**1962**  
Presa La Soledad  
First dam with a vaulted arch  
concrete curtain



**1978**  
Acueducto Río Colorado-  
Tijuana  
First water supply for the city



**1979**  
Drenaje Profundo  
Network of more than 80 km  
of tunnels



**2011**  
Acueducto II  
47 million m<sup>3</sup> a year of water



**2013**  
Planta de Tratamiento de Aguas  
Residuales Agua Prieta  
15,300 liters per second



**2013**  
Planta de Tratamiento de  
Aguas Residuales Atotonilco  
Under construction  
Treatment Plant Capacity: 11 to 58%



**2013**  
Túnel Interceptor Norte  
Río Medellín  
Under construction (COL)  
Part of the Medellín River  
Remediation Program



**2013**  
Túnel Emisor Oriente  
Under construction.  
The largest project of its type (62 km  
long), benefiting 20 million people



**2015**  
Acueducto El Realito  
Supply of fresh water to more  
than 800,000 inhabitants of  
San Luis Potosí



**2014**  
Túnel Gran Canal  
7.9 km long, prevents flooding  
in the MCMA



**2015**  
Túnel Churubusco-Xochiacá  
13 km long, prevents flooding  
in the MCMA



**2015**  
Presa Santa María  
24,250 hectares for developing  
southern region of Sinaloa



**2014**  
Acueducto Monterrey VI  
3896 km long, between San Luis  
Potosí, Veracruz, Tamaulipas  
and Nuevo León

**ENERGY:**  
HYDROELECTRIC,  
COMBINED-CYCLE AND  
ALTERNATIVE ENERGY:  
WIND, GEOTHERMAL,  
AND MINI-HYDRO PLANTS



**1964**  
Hidroeléctrica El Infiernillo  
Capacity for 710 million m<sup>3</sup>



**1974**  
Central Hidroeléctrica  
Alto Anchicayá (COL)  
140m high, 300m long curtain



**1980**  
Presa Hidroeléctrica  
Chicoasén (GUA)  
Fourth most productive  
hydroelectric plant in the world



**1986**  
Presa Hidroeléctrica  
San Carlos (COL)  
Storage capacity of 72,000 m<sup>3</sup>



**1989**  
Planta Nucleoeléctrica  
Adolfo López Mateos, Tuxpan  
First and only plant built in Mexico



**1994**  
Central Termoeléctrica  
Aguamilpa  
Largest generator of energy from  
renewable resource



**1994**  
Central Hidroeléctrica  
Aguamilpa  
Storage capacity of 6.95 billion m<sup>3</sup>  
of water



**1995**  
Proyecto Hidroeléctrico Huites  
4.57 billion m<sup>3</sup> of water



**1995**  
Planta Hidroeléctrica de  
Temascal  
Dam on an 8 million m<sup>3</sup> lake



**1998**  
Planta de Ciclo Combinado,  
Samalayuca II  
700MW Combined Cycle  
Power Plant



**2006**  
Hidroeléctrica Caruachi (VEN)  
Serves 12% of country's  
electricity demand



**2007**  
Central Hidroeléctrica  
El Cajón  
Benefits 20,000 inhabitants  
from 40 communities



**2012**  
Planta Hidroeléctrica la Yesca  
Second largest hydroelectric power  
plant in the world



**1983**  
Alcantarillado de la Ciudad  
de Mérida  
Wastewater treatment for  
3,500 hectares

**UNDERGROUND WORKS:**  
TUNNELS (URBAN, HIGHWAY, DRAINAGE),  
FOUNDATIONS AND SPECIALIZED SOIL TREATMENTS



**1996**  
Maxitúnel, Acapulco  
Longest highway tunnel in Mexico

**MASS TRANSIT:**  
METROS,  
LIGHT TRAINS,  
METRO-BUSES



**1969**  
Metro de la Ciudad de México  
60,000 passengers per hour  
in each direction



**2015** Laboratorio Túnel del Viento  
First Center for Training and Innovation at UNAM





- Supplier and subcontractor relations and development
- Shared social value
- Environmental management
- Innovation

Mitla - Tehuantepec, Puente Lachiguirí Highway  
Oaxaca, Oaxaca

*We build and operate the full infrastructure cycle*

**G4-8** Our Civil Construction segment specializes in infrastructure projects in Mexico, building roads, highways, underground transport, bridges, ports, hydroelectric plants, penitentiaries, tunnels, canals and airports. It also builds, develops and remodels residential, office and retail space in urban zones. Other activities include demolition, clearing, excavation, drainage, pumping, landfill, concrete structure building, concrete and asphalt paving, mining services and tunnels. This segment is the third phase of our business model, after promotion and financial structuring, when we develop the technical proposal and sustainability criteria. We have latest-generation technology, specialized machinery, innovative techniques and multi-disciplinary teams, so we can provide the best quality and resource optimization.

**G4-9** Our construction division had a backlog of 36,957 million pesos of work at the close of 2014, 16 % more than in 2013, and equivalent to 18 months of sales at the 2014 pace of execution. New additions and updates to the backlog during the year totaled 22,437 million pesos, primarily relating to the Technology Center contract in Veracruz and the Santa María dam. Projects overseas accounted for 11 % of our backlog.

In 2014, we began some transcendental projects that embody our commitment to equity investment in infrastructure based on our leadership in highway projects. We completed the National Oncology Tower at the National Oncology Institute of Mexico City, with highly specialized clinics and hospital facilities designed and created to serve patients suffering from cancer.

**EC7 Projects opened in 2014**

LOCATION	KM/CAPACITY	BENEFIT
<b>01. Mexico-Tuxpan Highway, Necaxa-Avila Camacho segment</b>		
Puebla	37km	7,500 vehicles a day
<b>02. El Mayab highway, Tintal-Playa del Carmen segment</b>		
Quintana Roo	61km	2,400 vehicles a day
<b>03. National Oncology Institute, Hospital Tower</b>		
Mexico City	61 beds	5.8% increase in service
<b>04. Widening of Avenida Domingo Díaz</b>		
Panama City	12.1km	70,000 vehicles a day



01.



02.



03.



04.





## PROJECTS UNDER CONSTRUCTION

EC7

In 2014 we started the operation of some major works while picking up the pace of work and improving performance in our projects under construction. The Palmillas-Apaseo El Grande Highway is one of the most important of these, a four-lane, 86.5km long highway that runs between the states of Querétaro and Guanajuato. As of today, we have active fronts along the 44km available for construction in this project, with a general status of 20% complete. The Mitla-Tehuantepec Interchange highway, which will run for 169km across the state of Oaxaca, is 43% complete. The project will improve and modernize the road connection between the industrial port of Salina Cruz and central Oaxaca. Also in the Isthmus of Tehuantepec region, the Barranca Larga-Ventanilla highway, 104km long, will provide a closer connection between Puerto Escondido y Bahías de Huatulco with the state capital of Oaxaca.

As of 2014, 23 million m<sup>3</sup> of earth had been moved between laying the roadbed and forming the embankments, out of a total of 33 million m<sup>3</sup>. We have completed the placement of 362 drainage works to be built, equivalent to 80 % of the total to be executed. Another major project now under way is the Scenic Bypass in Acapulco, which is being built in partnership with CARSO. The project involves building a 3.3km tunnel wide enough for three lanes of traffic, and a 4.7km road including four interchanges in the city itself. At the close of 2014, the work was 35% complete.

*We create infrastructure that transforms and endures*

One of our most representative works is the Emisor Oriente Tunnel, 62m long, 7m in diameter, with 35 metric tons of weight per ring, and vent shafts between 55 and 150 meters deep. This project, the largest infrastructure work of its type in the world, is 65% complete, and the first segment is 100% complete.

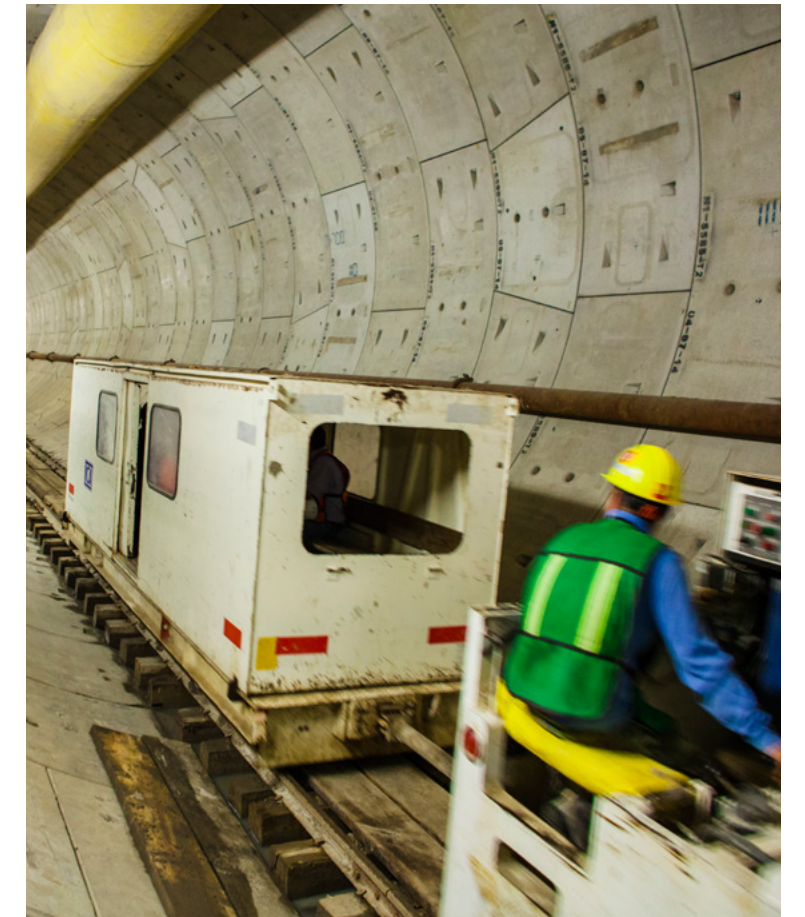
In 2014 we completed work on the Atotonilco Wastewater Treatment Plant, the largest in Latin America, with a workforce of more than 1,700. The project is being built by a consortium involving ICA, CARSO and DYCUSA, and will be complete in early 2015. The IMSS General Hospital in León, Guanajuato, a 250-bed facility with an 8,000 metric tons steel structure, is also well under way, at 73% complete.



**Facchina**  
CONSTRUCTION COMPANY, INC.

Approximately 11% of our civil construction backlog is in foreign currency. This increase in international projects is concentrated mainly in the United States, after our purchase of Facchina Construction Group. Facchina's current projects in the United States are Le Parc, Apollo Residences at Town Center, the Grove at Grand Bay and the MD4 Forestville Road.

EC7 Among the new project contracts we added in 2014 was the Canal General Tunnel, 7.8km long, the Churubusco-Xochiaca tunnel, 13km long, the Mexico City-Toluca Railway Tunnel, 4.6km long, the Monterrey VI Aqueduct, 372km long, and the Deepwater Exploration Lab, with engineering, procurement and construction of five laboratories and complementary works. Furthermore, in the last quarter of the year, we were awarded a major contract, in recognition of our dam building experiences: under a unit-price fixed-term contract, ICA won the public tender to build the Santa María Reservoir, with a storage capacity of 980 million m<sup>3</sup> of water.







## ICA FLUOR

G4-8

Since 1993, this joint venture between ICA and Fluor Corporation has been working on Engineering, Procurement and Construction (EPC) projects in Mexico, Central America and the Caribbean, for clients in the automotive, chemical and petrochemical, manufacturing and electronics, mining and metals, oil and gas, energy generation, pipeline and telecommunications industries. ICA Fluor has executed more than 150 comprehensive EPC projects over its 22-year history. Sales by ICA Fluor have doubled every five years, and return on investment for the parent companies has been more than 2000%. In 2014, ICA Fluor completed some major projects, such as the El Boleo mining company in Baja California Sur, the environmental remediation of Tinajas at the Cananea mine in Sonora; the gas compression system at the Dos Bocas Marine Terminal in Tabasco; and the Tizimin and Ayatsil platforms at Los Patios, Veracruz. In 2015 work will be completed on the Etileno XXI, Dupont, Los Patios Dow Chemical, and Madero Clean Diesel projects; and work will begin on contracts awarded in 2014: the coking plant at the Miguel Hidalgo Refinery in Tula; the manufacturing and procurement services of 13 crude oil extraction platforms at the El Empalme plant in Tampico, Tamaulipas (in cooperation with Shell Canada Energy), the Ramones II Sur Gas pipeline; and the PMC Supervision of the Clean Gasolines plant in Minatitlán.



ICA FLUOR

## 4.1 SUPPLIER AND SUBCONTRACTOR RELATIONS AND DEVELOPMENT

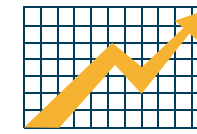


*We value and promote the development of our strategic partners*

Global trends in supply chain management for the infrastructure industry focus on managing risks and creating programs that promote supplier development. In this spirit, and to strengthen relations with our suppliers and subcontractors by complying with codes of ethics and conduct, our 2014 strategy focused on transparency and respect of human and labor rights, anti-corruption practices and sustainable development in project efficiency and operation based on the following initiatives:

G4-12

EC8



### ECONOMIES OF SCALE:

Savings of up to 3 % in operation of purchasing and subcontracts by applying the strategic supply methodology.

### SUPPLIER DEVELOPMENT:

Comprehensive development process focused on improving companies' competitiveness (in 2014 we worked with small and mid-sized enterprises and followed up on the Management Systems Training Program of 2013).



## PROCUREMENT STRATEGY

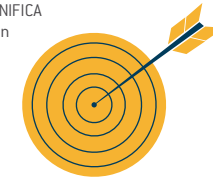


### PROFESSIONALIZATION:

Academic program for developing our people's skills in order to create career plans based on their performance and experience.

### CENTRALIZATION OF FUNCTIONS:

Process standardization to improve purchasing and subcontracting procedures, increasing business-oriented productivity and customer service (aligned with the UNIFICA project and Business Service Center in order to promote effectiveness in all purchasing and subcontracting processes).



The four defined pillars of our procurement strategy are aligned with one of ICA's strategic capacities to reach the planned level on the Sustainability Maturity Model and taking into account the phases of our supply chain. Based on the results of Governance, Risk and Compliance (GRC) enhancement measures of 2013 to increase the number of suppliers and subcontractors, this year we developed initiatives and took action to promote their sustainable development, ongoing improvement and risk management. We resized suppliers and subcontractors as a Strategic Sector in 2014, increasing their number from 293 in 2013 to 327 in 2014.

**We resized suppliers and subcontractors as a Strategic Sector in 2014**

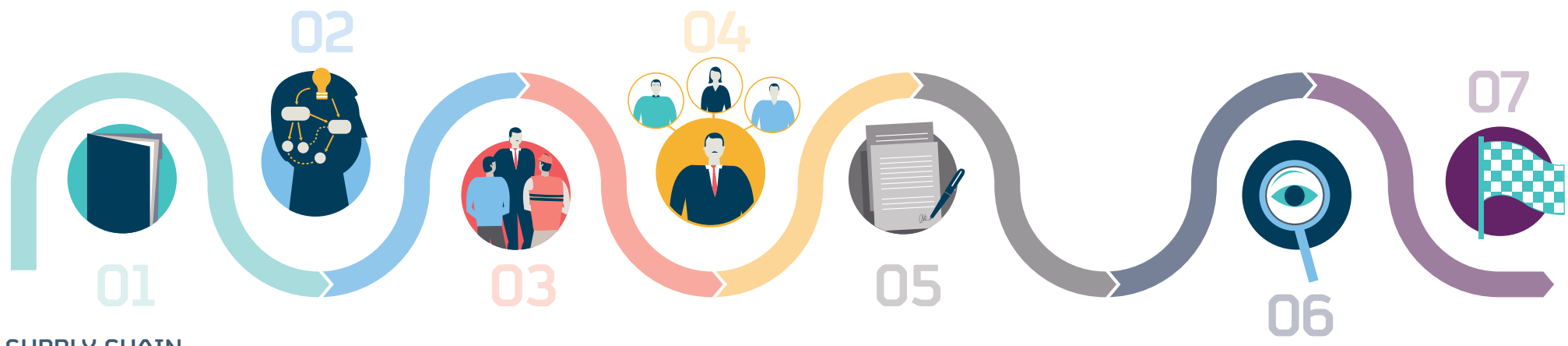


Our evaluation was based on the following criteria:

- Companies with performance score of more than 80 points
- Current documentation in the suppliers pool, quality and service rendered to projects
- Approval of purchasing and subcontracting managers.
- Feedback from employees who work directly with the companies on the projects.



G4-12



SUPPLY CHAIN

- 01** A package of documents, plans, standards, permits, etc. that ICA obtains upon winning a competitive bidding or project assignment. Planning begins based on this information.
- 02** Planning the requirements for materials and services that will be used during project execution; this plan is subject to update during the project's development.
- 03** Defining the scope of the client's needs, such as manufacturing and supply programs, compliance and specifications; the technical team, suppliers and specialists participate in defining in detail the materials and services to be requested.
- 04** Process of selecting the companies that will strengthen the supply chain and who will share the risks to ensure compliance with internal policies on meeting clients needs, and taking maximum advantage of their capacities and strengths.
- 05** Signing the purchase order or service contract based on the plan, assembling the documents, supports and authorizations required, in addition to the payment plan or financial scheme.
- 06** Ensures adherence to administrative and financial processes based on agreements established in the purchase order or service contract itself.
- 07** Full completion of all the processes involved in the supply chain.



After identifying these strategic suppliers, we mapped the purchase and subcontracting processes, the result of which was the planning and creation of a Vendor Risk Management (VRM) tool to administer the commercial relationship based on indicators that measure these companies' performance against ICA guidelines, rules and policies. This tool will be applied in 2015, and will be used to create an ICA Supplier Profile (goods or services) according to the size of its operations, its risks and historic performance, organized into five categories of partner: strategic, principal, technical, basic project and generic. Thus, we can determine their critical level and measure their financial capacities for operation and logistics, their use of management systems (quality, safety and environment), anti-corruption practices and compliance with the Federal Law on Preventing and Identifying Transactions with Illegal Resources, Corporate Social Responsibility and value-added services that benefit users.

SUPPLIERS REVIEWED UNDER ENVIRONMENTAL CRITERIA

The evaluation criteria for suppliers is determined by project, identifying suppliers that according to the size of purchasing in a given quarter have been the main suppliers of the period (also includes direct requests by the Project Manager). Evaluations are managed through the ICAActiva website.

EN32

528 subcontractors reviewed in 2014

38 new suppliers and subcontractors reviewed in 2014

556 suppliers reviewed in 2014



SUBCONTRACTS MANAGED

5.01 BILLION PESOS

In total contracts Jan-Dec 2014

173 MILLION PESOS

Total amount managed in 2014

Summary of subcontractor management

Proportion of expenses paid to local suppliers in sites with significant operations

MXN1.32 BN	26.37 %
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2014 MEETING OF ICA SUPPLIERS AND CONTRACTORS

On September 18, 2014, we held a meeting with 189 companies (88 suppliers and 101 subcontractors) that in 2013 accounted for 73% of the total amount of ICA's purchasing and subcontracting expense. The event focused on compliance with ICA policies, processes and procedures; risk mitigation actions; and signing the Code of Ethics by commercial partners. The commitments acquired were: technical support and advice for companies, joint participation in competitive bidding and public tenders, meetings on the issues of sustainability, innovation, processes and product development; administrative improvement and streamlining for drafting and processing contracts, and setting up a past account payment program.

G4-12

ENDEAVOR MEXICO ALLIANCE

To strengthen ICA's Comprehensive Supplier and Subcontractor Development Program, developed together with the Mexican Center for Competitiveness, in October we began an alliance with Endeavor Mexico for the economic and sustainable development of companies. The ICA Endeavor Partner Project, which begins in March 2015, will identify 18 of the company's strategic partners, seven of which will undergo an intensive 12-month program to strengthen the capacities of dynamic, innovative and talented entrepreneurs.

\*During the meeting, performance certificates were given to 15 companies as ICA Strategic Partners: Transportes y Grúas Especializadas PHEVAC; Concretos Lanzados Construcciones; BiiA Biología Integral en Impacto Ambiental; Fraccionadora Alga; Constructora Industrial Metálica; Concreto Especializado Industrial; Alfher Porcelwol; Doka México; Constructora Baspec; Estructuras Frango; Movimientos de Asfalto; Mitsubishi Electric de México; Sanirent de México; Servicios de Ingeniería y Confort Ambiental and Unispan de México.



EN1

MATERIALS USED BY WEIGHT AND VOLUME

PRODUCT	UNIT	HISTORIC 2012	HISTORIC 2013	VOLUME 2014	VALUE 2014
Steel	ton	121,461	43,627	28,769.91	\$ 269,037,547.33
Concrete	m³	1,147,784	407,892	425,290.81	\$ 695,079,468.44
Fuel	lts	51,631,278	57,606,710	64,986,469.69	\$ 736,023,875.64
Asphalt	ton	98,647	35,418	1,498,816.19	\$ 378,058,167.84
Lumber	m³	9,971	4,617	12,997.92	\$ 134,071,475.78
Tires	pzas	8,179	6,756	7,995.00	\$ 54,914,331.62
				TOTAL AMOUNT	\$ 2,267,184,866.65

EC9

		MILLIONS OF PESOS	TOTAL
2014	TOTAL AMOUNT SUBCONTRACTED	5,014	5,172
	TOTAL AMOUNT PURCHASED	2,267	2,282
		7,281	7,454

EN1

Additional Materials

PRODUCT	UNIT	2014 VOLUME	2014 VALUE
Landfill, paving materials	m³	198,086.00	\$51,540,026.50
Chemicals	lts	2,944.00	\$32,533,785.06
Agglutinants	ton	36,482.59	\$54,966,574.09
Explosives	ton	2,879	\$4,187,382.20



EN3

Fuel Breakdown: Diesel

MXN 644,711,016.36

LITERS 56,608,481.89

Fuel Breakdown: Unleaded Gasoline

MXN 98,381,466.87

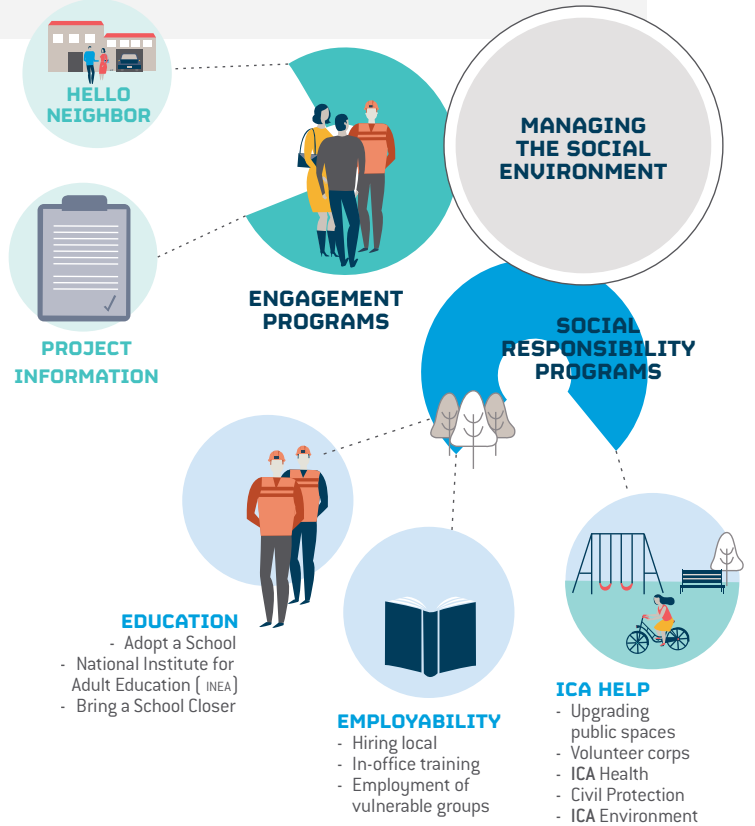
LITERS 8,896,610.41

4.2 SHARED SOCIAL VALUE

We are committed to progress and to management of the social environment

In Mexico, the concept of Corporate Social Responsibility has evolved over the last 10 years, from a matter of simple philanthropy to one of value creation within the business strategy. According to Michael E. Porter's theory of shared value, the challenge for companies is to create economic value in such away that value is also created for society, by meetings its needs and challenges. So companies must connect their success in business with social progress. At ICA, we understand that managing the social environment requires constant engagement with the community and shared social value.

SO1 We know that our operations affect society and the environment in the places where we work. As a leader in sustainable infrastructure, we introduce efficient, ongoing programs for the short, medium and long terms, measuring their impact and generating shared value for the company and the communities to which we contribute our experience. Aware of the benefits ICA's activities can have for the sustainable development of countries and regions where we work, we designed a strategy of social management and responsibility to encourage cooperation and mutual benefit for communities as part of our value proposal. Managing the social environment is a commitment all of this company's employees assume, and the various initiatives of our social programs are organized into two areas.



First, there are our Social Engagement programs, consisting in turn of two initiatives to provide clear and timely information on the project's implications for the community.



1. HELLO NEIGHBOR

In the starting phase, presentations are organized to describe the nature and scope of the project to neighboring communities



2. PROJECT INFORMATION

In the construction and operation phase, each project has an information module that is open for the duration of the project. The module provides orientation and accurate information on the project status.





### ALLIANCE WITH INEA

**SO1** In 2014, ICA renewed its alliance with the National Institute for Adult Education (INEA) as a sign of its ongoing commitment to education and training for its employees, their families and the communities where we work. Educational and technical development for employees has been part of this company's philosophy since its founding.

In September 2009, ICA formalized this vision through an educational agreement with INEA, which has benefited more than 2,900 employees to date. With the signing of this agreement, ICA pledges to promote free and voluntary participation by its employees in the program, and to provide spaces for adult education at its project sites. INEA in turn is responsible for providing conditions in each state for appropriate continuing educational services. With this alliance, ICA and INEA reaffirm their commitment to educating young people and adults, helping to expand workers' possibilities for advancement and promoting Mexico's competitiveness through education.

## Working together on a common front of dialogue and cooperation

The second major area of involvement for our social programs are social responsibility initiatives, which break down into three essential categories: employability, education, and ICA HELP. These initiatives support local economic development, strengthen commitment to the company and its objectives among personnel, and ensure a diverse workplace.



### 1. EMPLOYABILITY

This strategic area includes the following initiatives: hiring local personnel, specific in-office training for employees and community members, and serving as an employment option for differently-abled people.



### 2. EDUCATION

This strategic area includes the following programs: Adopt a school, which involves conducting a study of the needs of schools near our projects to find ways to make the greatest and most lasting impact; our alliance with the National Institute for Adult Education (INEA), which helps close Mexico's educational gap, and Bring a School Closer, which involves organizing visits to projects by students enrolled in related fields. These measures help form human capital for the future, based on improving the educational infrastructure for communities and training future engineers and infrastructure specialists. It also inspires trust in the surrounding community, ensures a better-prepared workforce and the talent needed to guarantee the company's success and endurance.



### SO1 3. ICA HELP

Depending on each specific community's needs and requests, we have the following programs: Upgrading public spaces; Volunteer corps; ICA Health, Civil Protection; and ICA Environment. These initiatives are aimed at improving the quality of life in communities, sharing best practices, creating jobs and involving communities in our projects. They also build stronger ties with neighbors and communities, extend the useful life of materials and furniture in vacant offices, involve employees in ICA's social commitment, generating a sense of belonging, and take advantage of projects' ability to further our social license to operate. ICA Fluor came out in support of the victims of hurricane Odile in Baja California by organizing a food supply collection program that gathered half a metric ton of goods.

ICA's volunteer corps is one of the most popular channels for social participation by its employees, one of its most successful programs is the book collection to promote reading and education in Mexico. In 2014, we donated more than 12,000 books to various schools and communities surrounding ICA projects, and to strategic alliances throughout the country. With these activities, we are continually strengthening and improving our social management.

BOOK RECOLLECTION	DONATED BOOKS	BENEFICIARIES
2010	4,000	Libraries of Mexico City and the Gustavo A. Madero Delegation
2011	8,259	Ministry of Public Safety
2012	15,718	CONALEP, through the Mexican Senate
2013	19,575	Fundación Hogares Mitla Tehuantepec and Barranca Larga projects, Oaxaca BioPappel (used textbooks, magazines, etc.)
2014	12,088	Ejutla-Oaxaca Project



### OMA

In recognition of its social initiatives, OMA was included on the list of "Great Places to Work" and was also designated a Drug-Free Workplace for the fourth year in a row, and a Socially Responsible company for the seventh year in a row by the Mexican Center for Philanthropy. The Zacatecas airport obtained the Inclusive Company distinction from the Ministry of Labor and Social Planning; and the Reynosa, Ciudad Juárez and Torreón airports all obtained Family-Responsible Company certifications.



### INTERNATIONAL

ICA extended its social responsibility initiatives to its offshore operations in 2014, and among the first of these, in partnership with our associated firm Los Portales, was development of the third PlayPark in Peru. Its purpose is to revive public spaces by contributing infrastructure, training neighbors to maintain them, and encourage volunteer work. Our challenge in 2015 will be to continue these efforts and promote activities relating to our manual for creating social value in all our international projects.



ALLIANCE WITH GERMAN CORPORATION FOR INTERNATIONAL COOPERATION (GIZ)

**G4-15** As members of the Emerging Market Multinationals Network for Sustainability and the German Institute for Development Cooperation (GIZ) which have more than 90 member companies from around the world, ICA was selected to share best social environment management practices in the infrastructure industry. We created a strategic alliance with GIZ and the Research Development Center (CIDAC) to document our programs and activities. The study will be published in June 2015 as a guide for other companies in the industry.



VIVE ICA

**S01** Vive ICA, our housing development subsidiary, focused its efforts on community education in order to support their advancement and raise awareness, mostly at the Ciudad Natura project. Through the “Adopt a School” program, training and talks were given to schoolchildren about crime, drug addiction and bullying, and for parents and communities, civil protection and health care. A total of 12 talks were given in 2014 in schools located near the project, and 17 INEA certificates were given out to primary and secondary schools.



MANUAL FOR IMPLEMENTING SOCIAL RESPONSIBILITY ACTIONS

Based on our strategic objectives, in 2014 we updated and strengthened the **S02** guidelines of our manual on implementing social responsibility programs, which contains practical information on setting up and executing initiatives with communities and stakeholders, forging strategic alliances to achieve a vision of shared value.



WHAT

All ICA projects must implement the engagement program and at least two social responsibility programs, from the starting phase through closing.

Social responsibility programs will be chosen according to the type of project, the social impact, relations with stakeholders and the established scope.



WHO

Social responsibility activities must be carried out by ICA personnel. External personnel, consultants or companies cannot be hired for this purpose.

Each project must have a Social Committee, led by the project manager. The committee will review the results of social responsibility programs every quarter.



HOW

Social responsibility activities must be part of the Starting and Execution Plan for the projects, and must be incorporated into the budget, because the expenses will be charged to the project itself.

All social responsibility actions must be aligned with ICA's strategy and the objectives of the Social Committee, have a clear objective, be transparent and viable, contribute value for the company, and obtain measurable results.

*We raise awareness and create incentives for our employees through shared social value programs*

**S01** In 2014 we strengthened our alliance with Club Universidad Nacional, A.C. to link educational actions with employee activities and thus help motivate and encourage volunteer programs. We also introduced company-wide initiatives to promote family togetherness and values through free visits to museums (583 people in 2014, including employees and family members) and bike rides (150 people). In the first half of 2015 we will launch a program called “Sponsor a Child” (program to support children from homes and orphanages linked to the National System for Comprehensive Family Development (DIF).

Managing the social environment

Number of social program projects	241	
Total investment in social programs	\$6,644,874.53	
Amount invested per social program	Bring a School closer	\$433,017.23
	Adopt a School	\$12,500.00
	ICA Help	\$6,089,574.30
	ICA Environment	\$33,366.00
	ICA Health	\$6,770.00
	ICA Volunteer corps	\$53,477.00
	National Institute for Adult Education INEA	\$16,170.00
		\$6,644,874.53
Number of work hours devoted to program execution	408 horas	
Number of work hours per program	Bring a School closer	150
	Adopt a School	48
	ICA Help	148
	ICA Environment	86
	ICA Health	86
	ICA Volunteer corps	14
	National Institute for Adult Education INEA	26
Number of beneficiaries	1,315,157	
Number of beneficiaries per program	Bring a School closer	320
	Adopt a School	4,145
	ICA Help	1,272,114
	ICA Environment	24,973
	ICA Health	3,941
	ICA Volunteer corps	9,470
	National Institute for Adult Education INEA	194



NUEVO NECAXA-TIHUATLÁN SEGMENT, MEXICO CITY-TUXPAN HIGHWAY

Running for 85 km between Nuevo Necaxa and Tihautlán, this highway crosses the Western Sierra Madre, through the states of Puebla and Veracruz, and is part of the 283 km-long Mexico City-Tuxpan highway, the main road connecting the nation's capital with the Gulf of Mexico. The highway shortens travel times from 4 hours to 2 hours and 40 minutes, and was opened on September 17, 2014. Given the scale of this project, and aware of the tremendous social challenge of this area, ICA developed a set of initiatives in 2014 that exemplify its commitment to the community. In the area of education, environmental education programs were provided in 13 municipalities of Puebla and Veracruz; more than 150 visits for 10,000 undergraduate and Master's degree students were coordinated, and cooperation and research agreement were signed with the Instituto Tecnológico Superior de Huachinango, Puebla. Service roads and streets were paved in various Puebla communities, such as San Agustín, Cuaxicala, Tepapaclaxco, Teteloloya, Hula and Plan de Ayala, among others. Road signs and emergency meeting points were set up in San Agustín and Teteloloya, and 300 meters of electrical cable were donated to the Cuaxicala Health Center in Puebla. Streets and Plazas were cleaned in Xicotepec and San Agustín.

EC7

S01



### KANTUNIL-CANCUN HIGHWAY

**S02** The Kantunil-Cancun highway, opened on November 26, 2014, faced many social and environmental challenges, making this project unique. In cooperation with the non-profit organization Amigos de Sian Ka'an and Universidad del Caribe, we conducted an economic and social diagnosis of communities in the municipality of Lázaro Cárdenas, where the Tintal-Playa del Carmen branch road was built. To support education in the region, we provided basic education to workers in an alliance with the INEA; adopted two schools in the Xuch community, and created the Bernardo Quintana Exhibit Center, a space on the service island where craftsmen from the municipalities of Valladolid and Temozón can display and sell their wares. The volunteer corps organized a PET bottle collection at various locations along the works to donate to the village of Leona Vicario, which exchanged them for school furniture as part of the "ECOCE" program; collected used tires for donation to the municipality of Solidaridad, for conversion into soles for shoes made by needy people under the "Llantatón" program organized by the state ministry of Ecology and Urban Development; donated 942 trees; and painted the Alborada Center in Mérida.

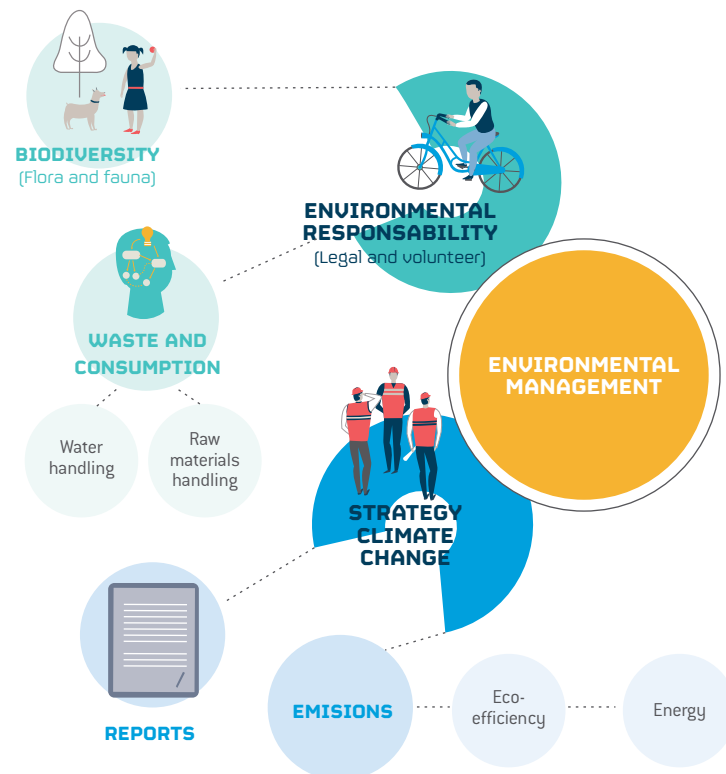


## 4.3 ENVIRONMENTAL MANAGEMENT

*We promote sustainable operating efficiency*

At ICA, we have adapted to the challenges of climate change and trends that are transforming the infrastructure industry. Because of climate change and its implications for the availability of the natural resources we need to operate, together with the growth of the population and definition of public policies and collective actions to mitigate and reverse the negative effects of climate change, we had to think "out of the box" and come up with innovative solutions. Recently approved reforms and laws, together with related legislation like the Regulations on the General Law on Climate change for the National Emissions Registry, are signs of this increasing environmental regulation in Mexico.

Although the energy and tax reforms approved in 2013 will stimulate the economy in the long run, they are accompanied by secondary laws and regulations that affect our operations. We make it a policy to act in advance of legal requirements and adhere to international best practices. Today we are working on improving processes that affect the environment and our value chain in order to make our operations more efficient, prevent and mitigate risk, reduce costs, and maximize added value throughout all our projects and corporate offices. In 2014 we focused considerable effort on one of our strategic objectives, which is to optimize our environmental management. This objective in turn contains various initiatives with performance indicators that contribute information on the improvements identified and implemented in our projects.



### OPTIMIZATION OF ENERGY CONSUMPTION AND REDUCTION OF GHG EMISSIONS

*At ICA we are continually working to improve our processes, adapt to climate change strategies, and pursue our vision of obtaining the same goods and services with the same efficiency, but expending less energy.*

Our energy consumption depends heavily—almost 80 %—on fossil fuels, primarily from non-renewable sources. There is no optimum balance between energy expenditure and final product, bearing in mind the following:

- Total energy sales in the world account for almost 3% of global GDP.
- Energy consumption in transportation accounts for around 20% of total consumption.
- Less than 10% of the world's energy sources are renewable.
- Today, the construction industry consumes around 37% of the energy generated.

To prepare our report on energy consumption, we used fuel consumption logs for each project, obtained from ERP and invoices (mainly electrical energy consumption). To calculate the density and caloric power of fuels, we used the Guidelines to Defra/DECC's GHG Conversion Factors for Company Reporting. Upon calculating our internal energy consumption broken down by primary sources, we found that our main fuels are diesel, LP gas, gasoline, oil and bio-diesel, meaning most of our energy is from non-renewable sources. Our consumption of fossil energy in 2014 was 14% higher than in 2013, mainly because of projects that have more active work fronts, which means primarily greater consumption of diesel, as well as gasoline for travel to the work fronts.

**EN3 Fuel consumption**

**8,030,486.21 GJ**



### ENERGY INTENSITY

Energy intensity is reflected in the organization's energy consumption based on its energy efficiency. We have decided that the denominator will be work force. The data used for Workforce were provided by the organization's occupational health and safety commission, and are reported each month to the authorities, making this an ideal figure for using as the denominator for our energy intensity integrator through 2016.

Workforce

**31,302**

Energy Intensity

**260.64 GJ/FT**

### ENERGY SAVINGS DUE TO CONSERVATION, EFFICIENCY IMPROVEMENTS AND INITIATIVES FOR REDUCING INDIRECT CONSUMPTION

ICA places a priority on mitigating energy consumption inside the organization, and maintaining a level consistent with our policies on reducing use. One of these is the "Turn off or Pay" campaign, which has been met with a particularly positive response by our employees. To construct the baseline for consumption and demand, we invested in the ENERIS Management System for monitoring and controlling consumption and thus to reduce our energy use by balancing and breaking up cargo, and above all, through greater efficiency in air conditioning systems. From July 2013 to July 2014, we saved 19.6% in energy compared to 2012. This meant a 562 metric ton reduction in CO<sub>2</sub> emissions, equivalent to 588,253 liters of fuel.

EN5

EN6



EN6

LOCATION	DESCRIPTION OF IMPROVEMENT	BACKGROUND/JUSTIFICATION FOR IMPROVEMENT	BASELINE	TYPE OF ENERGY	UNITS	% REDUCTION
Headquarters, concessionaire offices and operating projects	Install the "Turn off or Pay" campaign in every office or tollbooth and measure monthly	For expense savings	Energy savings	Electrical	kWh	0.91%
Operating projects	Log of vehicle use for fuel savings	Fuel savings	Fuel savings	Fuel	Liters	0.02%
Rio Verde, La Piedad bypass, TUCA I	Solar light fixtures, LED lighting and raising personnel awareness	Support for environment and reduced use of hydrocarbons and fossil fuels in energy production	Energy savings	Electrical	kWh	7.00%
Medellín Tunnel	Electronic e-mail bulletins raising awareness about turning off electronic equipment during the day when not in use	Energy crisis in the country, because electrical energy comes from hydroelectric plants that depend on rainfall, which had lessened, raising awareness among personnel in the CP, CU, PRET and PAM business units	Energy savings	Electrical	kWh	7.00%

EN7

REDUCTION OF ENERGY REQUIREMENTS FOR PRODUCTS AND SERVICES

We translated the reduction in the energy needed to make our products and services into an analysis of the percentage of major machinery supplied in projects, on the energy consumption and use line. Of the 90 power generators in operation, 47 % are able to optimize consumption by up to 60 %. Generators are supplied for specific operations: feeding the tower cranes, tractors and mobile offices, and tunnel lighting, to name just a few. Like power plants, our major power generators are latest-generation, and also are also efficient in terms of consumption and productivity.

EN15

DIRECT EMISSIONS OF GREENHOUSE GASES (SCOPE 1)

In 2013 we reported on the findings of our Carbon Disclosure Project (CDP) report, which reflected the impact of zoning changes. In 2014 we did not incorporate the impact of zoning changes, and this resulted in an increase of approximately 47,000 metric tons of CO<sub>2</sub>, equivalent to those emitted solely from the use of fossil fuels and electrical energy. The increase in emissions is directly related to the starting of more work fronts as well as the need to travel longer distances to execute projects, which affects the internal energy consumption indicator.

	2013	2014
Mtons CO <sub>2</sub> eq.	297,536.69	344,425.58

INDIRECT EMISSIONS OF GREENHOUSE GASES (SCOPE 2)

In 2014 we achieved a reduction of emissions through our "Turn off or Pay" campaign, as well as a reduction in the number of projects under construction.

	2013	2014
Mtons CO <sub>2</sub> eq.	25,492.00	21,211.63

EN18

Regarding the intensity of our GHG emissions, last year we reported on:

- The intensity of Scope 1 greenhouse gas emissions
- The intensity of greenhouse gas emissions (gasoline, diesel, biodiesel and LP gas)\*279.96 Mton (CO<sub>2</sub> eq/Workforce).

\*The metric used to calculate energy intensity is the number of unionized personnel, sub-contractors and administrative personnel. Includes emissions of CO<sub>2</sub>, CH<sub>4</sub> and NO<sub>2</sub>.

- The intensity of Scope 2 greenhouse gas emissions
- The intensity of greenhouse gas emissions (gasoline, diesel, biodiesel and LP gas) 279.96 Mton (CO<sub>2</sub> eq/people).

\*The metric used to calculate energy intensity is the number of unionized personnel, sub-contractors and administrative personnel. Includes emissions of CO<sub>2</sub>, CH<sub>4</sub> and NO<sub>2</sub>.

There was a substantial reduction in this indicator in the current year, because the Workforce used in the previous calculation did not include the total average personnel for the year in all the business units. This year, as with the calculation of energy intensity, we used data from the Health and Safety Committee, which is responsible for keeping data on the workforce up to date (30,811 people/year 2014).

EN18 11.87 Mton CO<sub>2</sub> eq / WF

Emission intensity

EN20 In order to develop initiatives to reduce greenhouse gas emissions, taking into account the reduction in the energy requirements of our products, in 2014 we decided to measure the performance of major machinery. Once we have measured that performance, we can decide on measures to reduce their emissions. Our machinery inventory is renovated every four years, and we now have a priority of investing in equipment that offer high operating yield and fuel efficiency. Of the 1,582 major generators we currently have in operation, 43 % have latest-generation motors. In 2014 we consumed no substances that are destructive to the ozone layer.

EN21 NOX, SOX AND OTHER SIGNIFICANT EMISSIONS

Emissions of nitrogen oxide, sulfur oxide and carbon monoxide are reported below.

Mton CO	Mton NOx	Mton Sox
1,357.23	1,094.13	183.88

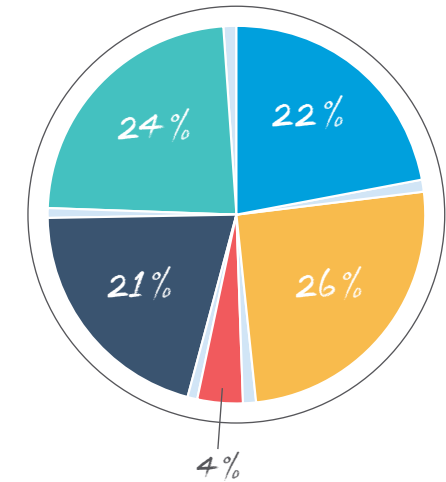
EN1 MANAGEMENT OF MATERIALS AND HUMAN RESOURCES

In 2014 we analyzed the trend in materials to identify our 80/20 ratio in consumption of raw materials, auxiliary materials and others, so we could compare this against the 2013 numbers. We decided to report earthmoving activities in m<sup>3</sup>. For consumption of raw materials and auxiliary materials, as well as for other materials consumed in metric tons, we decided to use metric tons (Mton) as a unit of measure.

As regards landfill, the amounts change very little from year to year. In 2013 we moved a total volume of 9,988,138.00m<sup>3</sup>, and in 2014, 9,882,596.05m<sup>3</sup>; of the 2014 amount, we reused a total of 3,348,634.24m<sup>3</sup>, which was not the case in 2013, meaning we reduced the number of sites and impact of our earthmoving operations.

MATERIALS

EN1



- Asphalt mix 22 %
- Sand 26 %
- Cement 4 %
- Concrete 21 %
- Gravel 24 %
- Asphalt -
- Asphalt Cement -
- Electrodes/soldering rods -
- Oxygen -
- Other materials -
- Bond paper -
- Paint -
- Plastic -
- Steel -
- Acetylene -
- Wood -
- Lubricants -
- Include other materials that are part of the 20/80 ratio -
- Waterproofing -

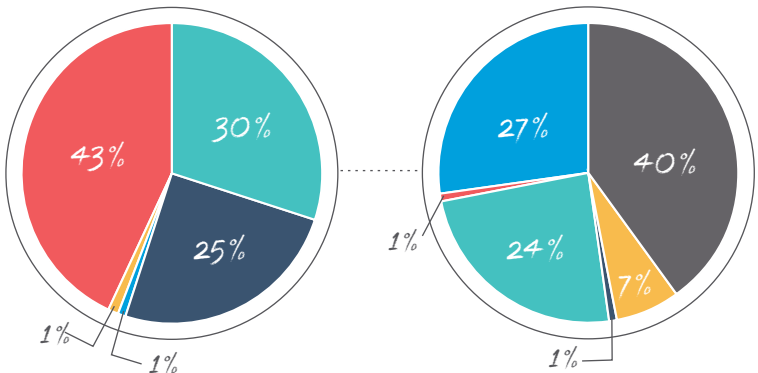
The materials that make up 80 % of our total consumption are, in order of proportion, sand, gravel, concrete and asphalt mix. We also performed an arithmetic calculation for materials not counted in 2013 in order to identify those that could make up the remaining 20 % in 2015. Note that in three years we will be able to see the performance and thus identify the components of the 80 % that will be analyzed in greater detail.



We implement processes and operations based on sustainable cycles

EN8 We are reporting a significant reduction in water consumption from 2013 to 2014. We built fewer projects during the year, so demand is lower and the consumption phase is much shorter.

WATER CONSUMPTION 2013-2014 (m³)



EN8

	2013 (m³)	%	2014 (m³)	%
•Wastewater (third parties)	2,699,135	43%	34,347.00	1%
•Surface water bodies (rivers, lakes, lagoons, oceans)	1,882,103	30%	590,404.33	24%
•Tanker trucks	1,563,397	25%	16,364.92	1%
•Municipal network	55,624	1%	651,589.32	27%
•Wells	34,221	-	969,220.79	40%
•Rainwater	61,988	1%	178,311.70	7%
GRAND TOTAL	6,296,468.00		2,440,238.06	

EN9

In 2014 the most affected sources were wells and rivers. Rivers and lakes, which are surface water bodies, were among most affected in both 2013 and 2014, but well water rose sharply, from less than 1% in 2013 to 30% in 2014. The main reason for this new breakdown is that the proportion of work executed declined in 2014, and so, consequently, did water requirements. For this indicator, the reporting form changed substantially due to a modification in the Federal Law on Water Rights. The changes in that Law were as follows:

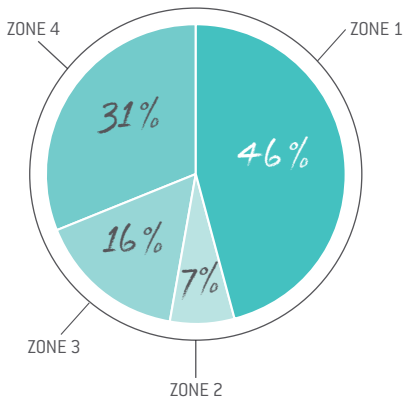
Old available zones		
ZD	\$ Water fees	
ZD1	\$20,5042	
ZD2	\$16,4028	
ZD3	\$13,6689	
ZD4	\$11,2770	
ZD5	\$8,8845	
ZD6	\$8,0297	
ZD7	\$6,0437	
ZD8	\$2,1472	
ZD9	\$1,6092	

New available zones		
AZ	SURFACE WATER	UNDERGROUND WATER
ZD1	\$13,8162	\$18,6169
ZD2	\$6,3606	\$7,2062
ZD3	\$2,0855	\$2,5091
ZD4	\$1,5948	\$1,8239

There were nine availability zones in 2013, which were reduced to four in 2015. The change was due primarily to a new calculation methodology for consumption. Starting on January 1, 2014, the amount payable must be calculated depending on accessibility of the water for extraction and the volume, expressed in quarterly cubic meters. The aquifers in zone 1 will be the most expensive, and surface water in availability zone 4 would be the cheapest in terms of cost per cubic meter of use for our projects. The project locations were determined based on the Agreement published in the Official Gazette of the Federation on March 27, 2014. For the purposes of this report, we only counted projects in Mexico, which break down as follows:

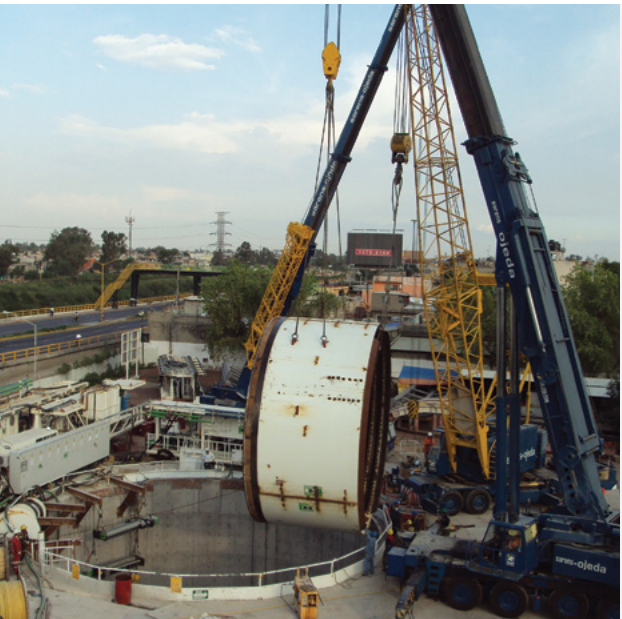
BREAKDOWN OF PROJECTS BY AVAILABILITY ZONE 2014



Additionally, rainwater capture increased by 178,311.70 m³. We captured the water by means of an artificial lagoon, which also saved energy on extracting water for our projects. Our water capture did not have any significant impact on other water bodies. The percentage of water recycled in 2014 was 1.22%, and we will work to increase this percentage because of the new scheme of water usage fees.

EN10

Waste management is another of our commitments to the environment. We are closely involved in the lifecycle of materials, the extraction of commodities and the energy involved in the transformation process. We are responsible for the



useful life and disposal of waste from our projects. Our management of waste aims to extend the useful life of materials through recycling and reuse. We manage waste comprehensively, to ensure the correct disposal of those that require special handling, being especially careful not to drian our water resources. For this reason, we place a priority on using only the water that is needed and anticipate it through recycling measures and treatment plant technology.

EN22

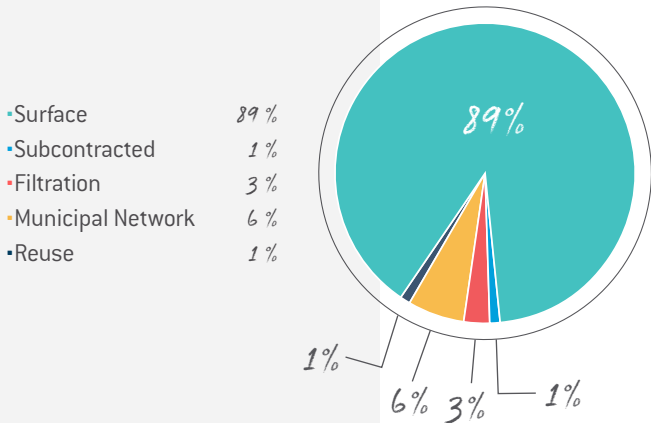
In 2014, we recycled 1.22% of the water we used. With the new system for water fees in Mexico, we are analyzing a financial model in which we could discharge less water than the standard indicates, increase our temporary construction infrastructure and the use of treated water, in order to reduce costs and extract less fresh water from surface bodies and aquifers.

We believe it is important to balance water discharge with the sources of water use, so we decided to analyze this using the following categories. As this breakdown shows, most of our discharges are concentrated in surface water bodies.

By discharge point (m³)	
Filtration	11,657.00
Municipal network	27,299.58
Surface water	376,750.69
Service provider	3,254.20
TOTAL m³	418,961.47



WASTEWATER DISCHARGE



Our wastewater discharges maintained a similar proportion to consumption as the previous year. In international projects we captured water using artificial lagoons that function as dikes.

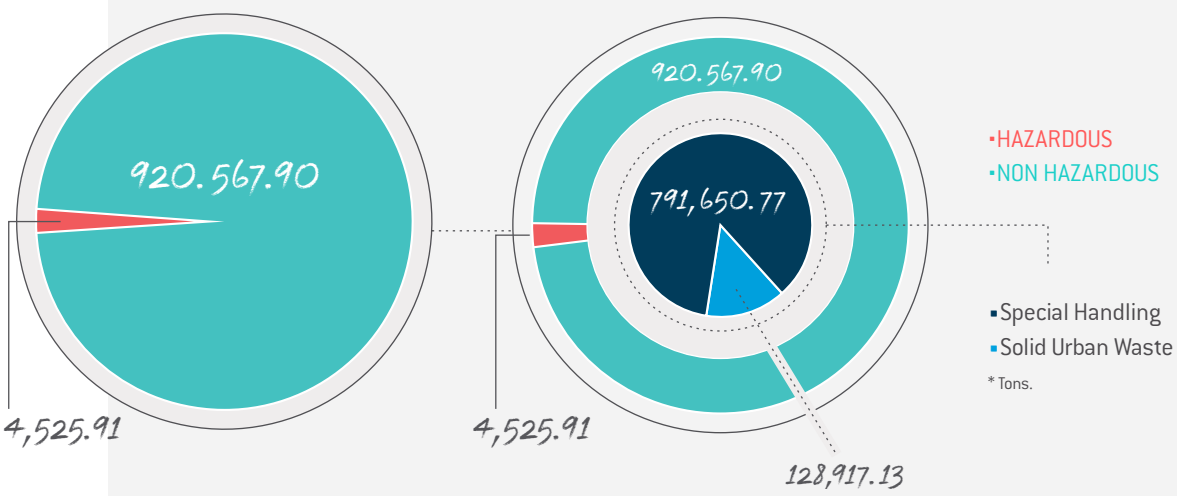
In 2014 we redoubled our comprehensive management of hazardous and non-hazardous waste. We generated a larger volume of hazardous waste because they relate to maintenance, which means they keep pace with the volume of work in progress and the increased in earth moved, which requires increased maintenance of machinery. The hazardous waste we generate is turned over to companies specialized in treating it. Machinery maintenance is also handled by subcontractors.

EN23



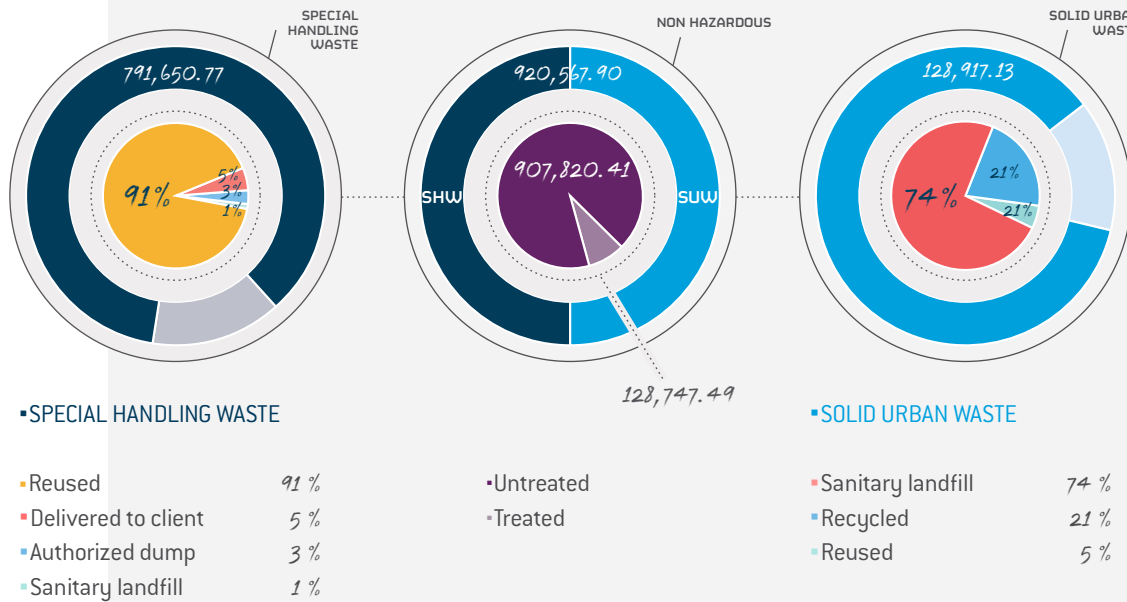
EN23

BY TYPE OF WASTE:



EN23

TREATMENT OF SUW (SOLID URBAN WASTE)



As part of our effort to continue reusing material from our projects whenever possible, this year we introduced an asphalt paving reuse plan for the multi-annual highway conservation contract we have in Sonora State. We use reclaimed asphalt pavement (RAP) in producing the asphalt base and new asphalt paving. The percentage of recycled material used in each of these is 10% and 15%, respectively. This gives us an average of 12.5% recycled material used in the project. In addition, 20% of the 28,000 metric tons of steel we purchased and used in various projects (5,754 metric tons) came from recycled scrap. Corrugated rebar for concrete reinforcement has a 20% recycled (post-consumer) scrap content (recycled steel), about 98% of which is obtained from external suppliers, and the rest was generated within our operations. Once we have the final product, the corrugated rebar can be used or recycled 100 % as scrap for making steel.

Number and volume of waste spills:

Total number of spills in the period	34
Total volume spilled (m³)	20.26
Main materials spilled	Hydraulic oil
Type of treatment following spill	Handled as HW

Purchases

Recycled scrap in purchased rebar  
Out of 28,000 Mtons purchased in 2014,  
5,754 Mtons were recycled scrap

28,769.91	5,753.98
METRIC TONS	RECYCLED

Corrugated rebar for concrete reinforcement has a 20% recycled (post-consumer) scrap content (recycled steel), about 98% of which is obtained from external suppliers, and the rest was generated within our operations. The iron ore was extracted at the Las Truchas mines in Lázaro Cárdenas, Michoacán.



PROTECTION AND CONSERVATION OF BIODIVERSITY

Mexico is the world's fourth most mega-diverse country, which gives all of us a unique responsibility to protect our natural heritage. Together with our infrastructure works throughout the country, we make an effort to know the flora and fauna present in each place and have projects focused on creating the spaces necessary to avoid damage to human and natural ecosystems in our country and elsewhere in the world. The construction industry by nature has a large impact or dependence on biodiversity and ecosystemic services—the use of oil, gas, electricity and others.

At ICA, we work to conserve biodiversity through environmentally sustainable, socially acceptable responses. We promote a balance between society and the environment that ultimately means a better quality of life for communities and a healthier evolution of the environment and its resources. Specifically for flora and fauna—two environmental aspects that can be most heavily affected by infrastructure development—we apply the special measures mentioned in the Official Mexican Standard for Protection of the Environment and Native Species of Mexico.

EN2

EN24

EN11



These measures include identifying, rescuing, relocating and protecting the species mentioned in the standard, either because they are at risk or simply because they are endemic to the region.

We apply Environmental Management Systems that have been certified with the ISO 14001:2004 standard. We identify the species of flora and fauna listed and carry out rescue work, when necessary, before beginning any type of project. We also carry out reforestation, monitoring, protection and waste management programs to avoid destroying landscapes and biodiversity in the regions where we work. With regard to the surface areas modified in non-formal areas with biodiversity values (non-formal areas

are those that have been identified as having ecological value but with no legal framework for application), we identify the modified areas occupied according to the regional environmental system, as established in article 13 of the Regulation on the General Law on Environmental Impact and Risk regarding Environmental Impact Studies. We also prepare a list of non-formal areas that are modified by project construction and operating activities, primarily to evaluate the technical aspects of the projects with the federal authorities. Based on the impact statement we present to the competent authorities, we develop specific actions and proposals for mitigating the negative impacts identified.

List of surfaces modified in non-formal areas according to GRI, by biodiversity value

EN12

TYPE OF AREA	SURFACE AREA IN KM² OCCUPIED, MODIFIED, OR AFFECTED	TOTAL SURFACE AREA	PERCENTAGE DIRECTLY OR INDIRECTLY INVOLVED IN PROJECT
Priority land regions	45.83	28,728.00	0.160 %
Priority water regions	4.30	57,511.51	0.007 %
Priority marine regions	0.00	0.00	0.00 %
Areas important for conservation of avian species	52.20	14,235.60	0.367 %
Areas with protected species	5.96	7,301.70	0.082 %
TOTAL	108.29	107,776.82	0.62 %

List of surfaces in formal areas modified by construction and operation activities (identified by national decree or international convention)

EN13

TYPE OF AREA	SURFACE AREA IN KM² OCCUPIED, MODIFIED, OR AFFECTED	TOTAL SURFACE AREA	PERCENTAGE DIRECTLY OR INDIRECTLY INVOLVED IN PROJECT
Federal Natural Protected Areas	16.86	14,603.24	0.115 %
RAMSAR sites/wetlands	0.53	7,061.51	0.008 %
TOTAL	17.39	21,664.75	0.12 %

Most significant impacts on biodiversity

EN11  
EN12

ENVIRONMENTAL IMPACT	DIRECT/INDIRECT	TEMPORARY/PERMANENT	REVERSIBLE/IRREVERSIBLE
Ecosystem fragmentation	NEGATIVE/POSITIVE	Permanent (general communication paths)	Reversible
Loss of forest communities due to change in zoning	Direct negative	Temporary	Reversible
Removal of protected species	Direct negative	Temporary	Reversible
Soil compacting due to machinery traffic or temporary facilities (access roads)	Direct negative	Temporary (removal of vegetation and habitat for fauna)	Reversible
Alteration of habitat	Direct negative	Permanent (general communication paths)	Irreversible

Ecosystem fragmentation, interruption of natural migration routes (barrier effect)	Direct negative	Permanent (general communication paths)	Reversible
Mortality of fauna during dismantling works	Direct negative	Temporary	Reversible
Mortality of fauna by traffic accident (construction and operation of communication paths)	Direct negative	Permanent	Reversible
Impact of atmospheric emissions (gas, noise, particulate dust)	Direct negative	Temporary	Reversible

MITIGATION MEASURES

The total area restored or preserved is around 1,986,724 km², where we have applied mitigation measures and programs to conserve and protect spaces with significant biodiversity, primarily in protected areas, as established in the environmental impact and zoning change authorizations.

EN12  
EN27

MITIGATION MEASURE	DESCRIPTION OF THE MEASURE
Reforestation and maintenance of rights of way, which also forms corridors for fauna by uniting conserved segments, reducing landscape fragmentation as well	Compensation measures aimed at generating biomass from earth moved in project construction; attracting water; preventing erosion; capturing greenhouse gases; and generating a space for species located within the project's area of influence
Rescue of flora and fauna; relocation of species, germplasm, restoration in neighboring areas	Relocation of flora and fauna to minimize impact on populations of species important to the habitat modified by project construction
Soil remediation, flora and fauna rescue	After construction is complete, roads compacted by heavy machinery are de-compacted
Construction of corridors for fauna	Spaces for species within the zone of influence of project construction. Installation of animal crossing signage
Equipment maintenance and irrigation programs to avoid scattering dust	Activities constantly watered in construction phase, and maintenance of machinery, especially those used in landfills
Construction of gabion walls	Stabilizes material and avoids slippage of land toward water bodies



Measures to restore and protect habitats include preventing erosion (resurfacing to contain and stabilize certain elements avoiding landslides); soil remediation (desilting ditches, reshaping borders, replacing living barriers and raising curtain heights in the case of dams); reforestation of neighboring areas or others than those temporarily occupied; reforestation of areas used temporarily; tailings dams, temporary installations (reforestation with native species); payments to the Mexican Forestry Fund; recovery of green areas (established in the contract or deed of concession). We base these measures on the list included in Official Mexican Standard NOM-086-SEMARNAT-2010, Environmental Protection of Mexican Native Species of Flora and Fauna Wildlife, in the categories of Risk and Specifications for inclusion, exclusion or change - List of endangered species. The four categories established by law and defined in that standard are: a) endangered; b) threatened; c) subject to special protection; and d) probably extinct in the wild.

EN14



EN14

CATEGORY	TOTAL INDIVIDUALS
Threatened (T)	3,227
Endangered (E)	871
Subject to special protection (Sp)	541
Total individuals (T)+(P)+(Sp)	4,639

EN29

We also rescued 35,824 individuals of various species which were important for their ecological function in the modified ecosystem and were therefore identified for conservation and relocation (flora and fauna). In 2014 there were no reports of significant impact on water bodies nor were we subject to any significant environmental fines.

In 2014 we made a number of investments in the environment, with mitigation actions, environmental impact resolution, environmental management and other human resource-relate expenses, quality assurance, safety and the environment, and costs associated with environmental reporting and budgeting.

EN31

INVESTMENT	TOTAL
Mitigation and resolution of environmental impact	\$63,102,027
Environmental management	\$19,707,925
Others	\$22,248,501
GRAND TOTAL	\$ 105,058,453

EN33

In 2014, we received 33 inspection visits by environmental authorities to 21 projects. For each project, we addressed the authorities' concerns, and no significant fines were issued. In all these cases we introduced environmental initiatives in return for commutation of minor fines.



In 2015, our efforts will focus on optimizing environmental management primarily in the area of wastewater treatment and waste management in project operations. This results in tax benefits as well as a reduction in environmental notifications from the authorities. Our sustainability strategy will also involve actions to strengthen compliance with authorizations, environmental impact statements and mitigation actions. Finally, we will work to promote a culture of environmental risk management at our projects, through planning, contract management and cost controls.



KANTUNIL-CANCUN HIGHWAY

This highway is unique in terms of biodiversity conservation in Mexico, as part EN14 of the Mesoamerican Biological Corridor, a multilateral initiative to preserve the wealth of Central American ecosystems. Because this is the first highway in the country to apply connectivity strategies like the location of overhead and ground-level paths for flora and fauna, we used geo-satellite technology to monitor large cats in danger of extinction, like the jaguar and the puma. All in all, 33,842 species of flora were rescued and 1,071 individual animals; 50 overhead and ground-level paths were created, and 294 hectares were reforested.

MEXICO CITY-TUXPAN NUEVO  
NECAXA-TIHUATLÁN HIGHWAY

EN14 This was Mexico's first “green highway,” and in building it we geo-synthetic materials for containment walls, moved 16.5 million cubic meters of earth and rescued 30% of the excavated material to build embankments. We recovered more than 300 ivy plants, 16,500 examples of flora (403 of them in danger of extinction), 1,475 examples of fauna, and reforested 1,400 hectares. We created an Environmental Management Unit regulated by the Ministry of the Environment and Natural Resources, where 40,035 species are currently preserved.

MITLA-TEHUANTEPEC HIGHWAY

EN14 Between November 2012 and December 2014, a total of 44,941 plant organisms were rescued, classified into 39 species, as well as 904 individual animals classified into 77 species. As part of the construction work, due to changes in zoning, tailings dams, dump sites, additional works and access roads, we reforested 600 hectares.

PARQUE DE LOS CIERVOS

The *Reserva Escondida* real-estate development has LEED environmental certification and was designed to promote the responsible use of natural resources and reduced environmental impact, because of its valuable location with the Parque de los Ciervos region of Mexico State.

ICA updated its Environmental management Plan in 2014 and held environmental awareness and fire prevention talks, soil remediation and reforestation activities.

REFORESTATION 2014

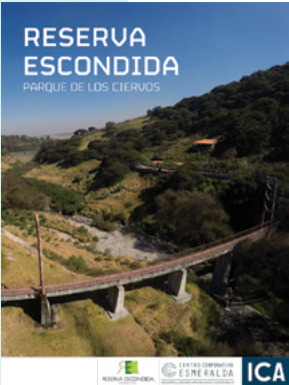
In August, we held our annual reforestation activity, involving 800 employees and their families. The reforestation effort covered 25.4 hectares in the community of San Miguel Topilejo, in the Tlalpan delegation of Mexico City, and continued the 2013 reforestation activity with pruning and maintenance of existing trees, creating protective berms and planting 10,000 sweetgum and pine trees. These efforts are part of a 2011 agreement between ICA and the National Forestry Commission, which created a Concurrent Fund to facilitate local environmental service payments on 220 hectares of community-owned land in San Miguel and Santo Tomás Ajusco. At our corporate headquarters, we also gave out plant pots with radish, carrot and cilantro seeds, to start urban family vegetable gardens.

MEXICO CITY'S  
NEW INTERNATIONAL AIRPORT

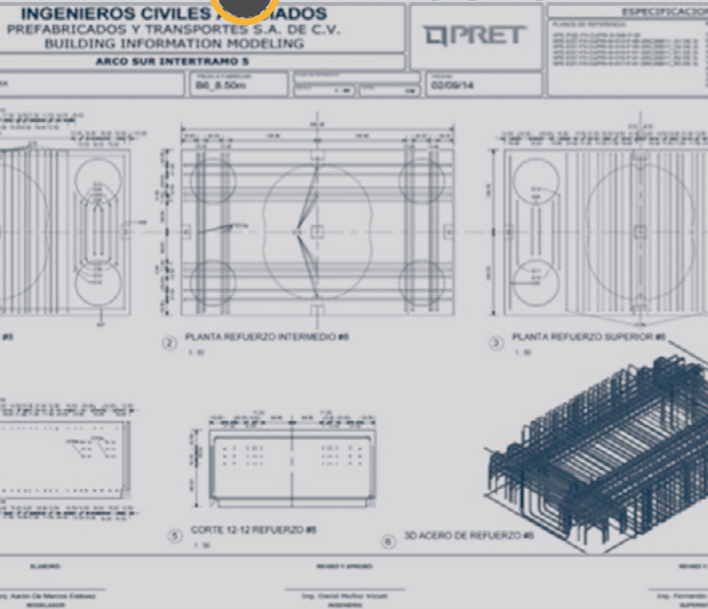
As part of the preliminary studies for construction of a new international airport for Mexico City, in the second half of 2014, ICA conducted a study of the flora and fauna present in the project zone, taking into account the lacustrine features of the area in the Regional Environmental Impact Statement. This was the basis for our development of a flora and fauna rescue and relocation program for five taxonomic categories of birds, flora, fauna, reptiles and amphibians.

RECYCLING CAMPAIGN

In 2014 we began a recycling campaign at our corporate headquarters. In collaboration with the recycling company Biopappel, we collected the waste paper generated in our offices, which is used as a raw material, and for every 5 metric tons collected we receive 10 boxes of white bond paper.







G4-4

### ICA BIM

ICA BIM was created in 2009 with the aim of introducing innovative technologies and systems to company projects to improve process efficiency optimize resources and provide the best solutions to our clients. In 2014, ICA BIM became more closely involved in company projects, improving planning and risk reduction processes by using virtual construction techniques, primarily precise 3D elevations using 3D Scanners and drones, and developing prefabrication technologies. Together with PRET, ICA BIM developed a model for automating the process of preparing prefabricated elements for assembly. ICA BIM was involved in every phase: planning, with the modeling of all the components; preconstruction, with reports on interferences, inconsistencies and shortfalls, shop plans and production parts lists, and 3d elevations (scatter diagrams); and construction, with shop plans and construction details, traceability and quality control for molds and components. From 2012 to 2014 this technology has been used in projects like the International Convention Center at Los Cabos, the Urbana Sur highway, the surveying work for the Colonia Escandón project; Campus ICA, and the Tula refinery, in cooperation with ICA Fluor.

**ICA** bim


**+10,000 km** of highways and roads  
**+300 km** of urban roads and tunnels

## 4.4 INNOVATION



At ICA, we seek out complex challenges. We find innovative solutions for finance, engineering, construction, water works, geotechnics, soil mechanics, electromagnetics and others. The start of every project brings infrastructure, social and natural challenges. We have realized ambitious plans like the largest wastewater treatment plant in Latin America (PTAR Atotonilco), the largest deep drainage tunnel of its type in the world (Emisor Oriente Tunnel) and the second highest bridge pile (Mexico-Tuxpan highway, Gilberto Borja Navarrete bridge).

**QUALITY**
**INTEGRITY**
**EFFICIENCY**
**SERVICE**

Economic,  
geopolitical, social  
and environmental  
challenges

Millennium Development Goals,  
UN Habitat, Global Compact,  
Global Infrastructure Initiative

EC7

### 43 ports

in Mexico and overseas, marine platforms,  
oversea roads, aqueducts and gas pipelines

### 16 airports

in Mexico and 3 in other countries

### 13 concessioned airports

### 160 km of aqueducts

### 100 km of deep drainage

### +60 bridges

### 66 dams

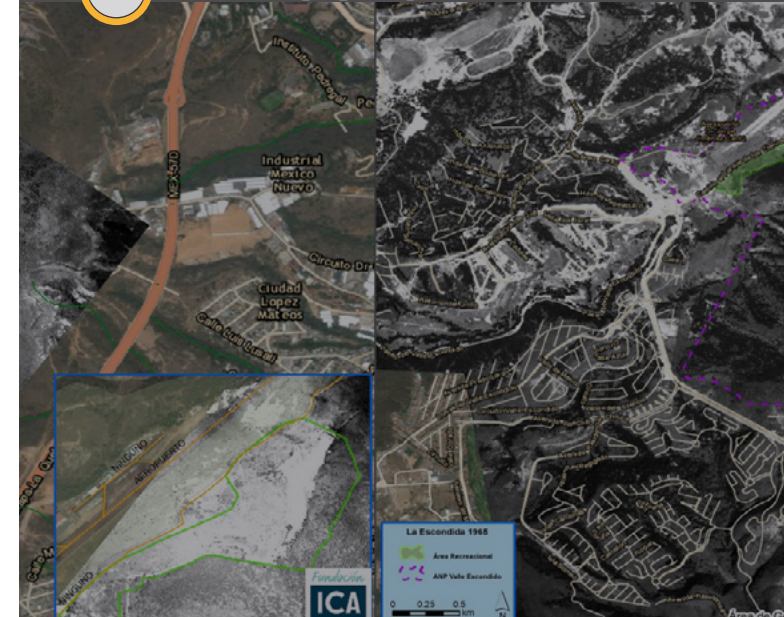
### 27 hydroelectric power plants

### +230 km

of metro lines in Mexico, Chile and the United States

### +1,800 buildings

### +40,000 homes



### ICA FOUNDATION

In 2014, ICA Foundation's Geomatics area used a system of coordinates as the basis for its work and studies on geo-referencing, which is used to define the location of an object in space (represented by a point, vector, area or volume). Using the ICA Foundation Aerial Photography Archive and new technologies obtained for analysis, the area has a technical-scientific definition applied to the existence of things in a physical space, by establishing relations between images or vectors on a geographic projection or system of coordinates. With this, geo-referencing becomes a central tool for data modeling by Geographic Information Systems (GIS).

The result is a series of areal photograph that can be manipulated in the GIS and be represented in map for the special analysis of various projects. Their uses in 2014 included inter-institutional cooperation between the Parque de los Ciervos preserve and the Reserva Escondida project; sustainability diagnosis for Mexico City's New International Airport; preliminary development of the Mayab Project/ Mayab Integral Biodiversity Station in the Mexican southeast; and study of the Términos tidal lagoon that lies between the state of Tabasco and Puerto Morelos (Cancun) in Quintana Roo State, through a cooperation agreement with the National Commission for Knowledge and Use of Biodiversity.

Fundación  
**ICA**

G4-4



**GG-4** Based on VIVEICA's strategy for maximizing housing functionality, improving urban design by linking public space and project location, we work to manage organic and non-organic waste by incorporating wastewater treatment plants, heat-insulating materials, electricity savings through compact fluorescent lights, and water-saving devices in faucets, showers and toilets. In cooperation with the Federal Mortgage Society (SHF) we conducted an evaluation of homes built with eco-technologies, as part of the Green Housing Evaluation System. The program promotes the construction of homes with a smaller environmental footprint, in partnership with the German Society for Development Cooperation and the British Embassy in Mexico.

**Out7** Three projects were presented: Ciudad Natura Cancun, Ciudad Natura Apodaca and Ciudad Natura Playa del Carmen, with five different prototypes that improved heat insulation to provide greater comfort within the home. The projects were given a satisfactory rating, with estimated energy savings of 25% and CO<sub>2</sub> reduction of 40%.

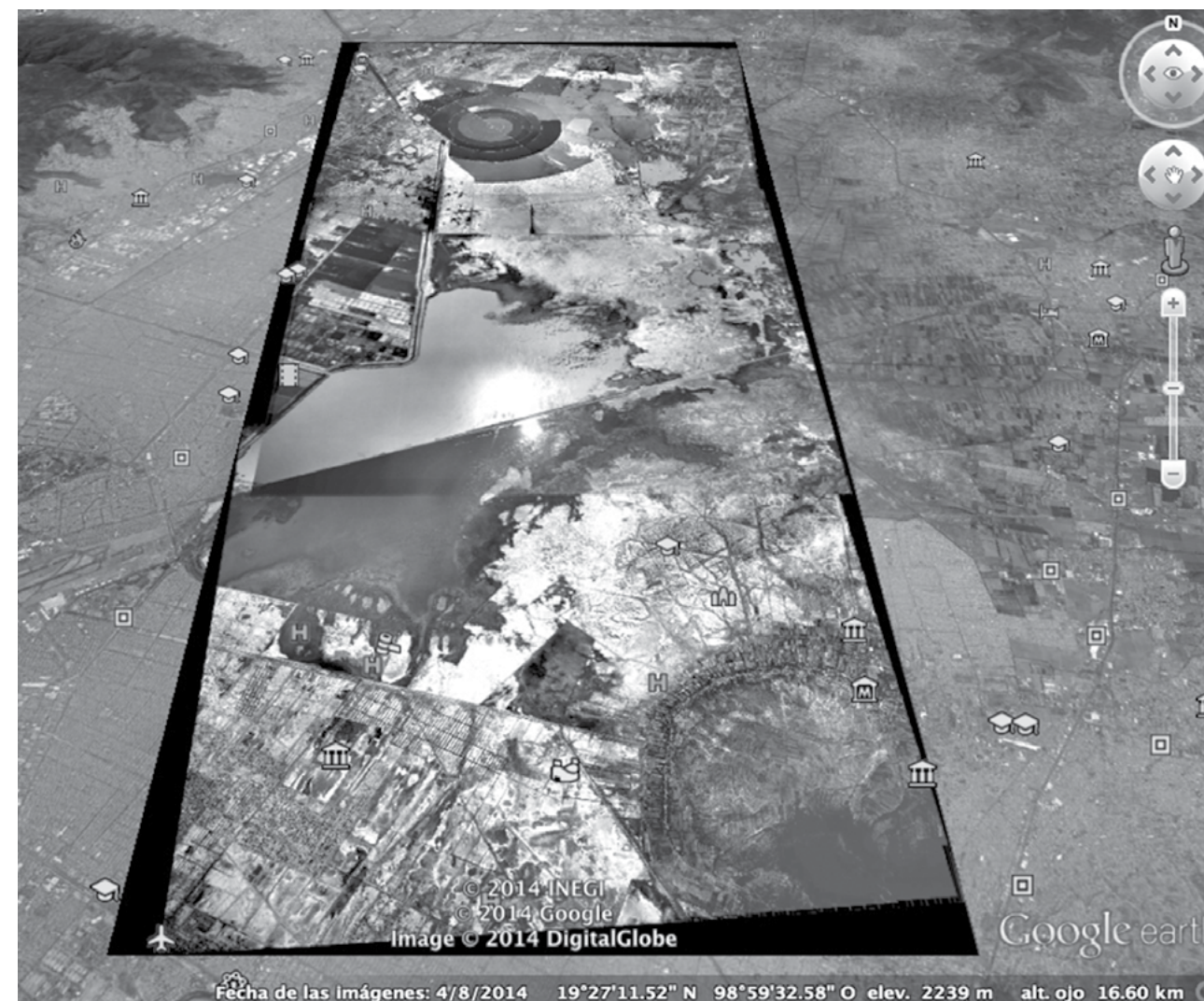
We promote innovative ideas and initiatives, especially those that are replicable, developed together with our stakeholders and generate value for the company and society. We have two mechanisms for identifying inter-entrepreneurs and innovations that can create added value for society.

**01. "Your Idea" Inbox.** This is an electronic channel by which anyone in the company can submit their ideas for innovation, these are reviewed by the innovation committee, a collegiate body of experts within ICA.

**02. ICA Prize.** An annual competition that looks for top-performing projects in different categories, one of which is innovation. Selection of these best projects is done by an independent jury of experts from outside of ICA who are recognized for their experience and specialization in a variety of fields. In 2014, 41 projects were entered in the Innovation category.

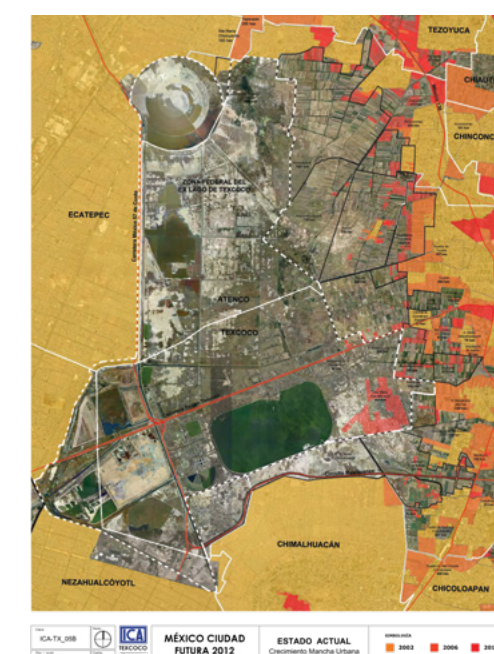
Through these two mechanisms, we have encouraged research, development and innovation initiatives in various projects that begun, where developed and/or completed in 2014:

- More than 11 innovation projects were introduced to the 13 airports administered by OMA, including water saving through climate condensation. The water captured is used for sinks and toilets, because it is clean water and is added to the water storage tank for the terminal building.
- A research paper entitled “Chemical compounds for improving the properties of rock aggregates contaminated with clay for use in hydraulic concrete” helped make inroads into the generation of sustainable concrete in highways under construction.
- In 2014 we opened two highways (Rio Verde-Ciudad Valles and Kantunil-Cancun) with tollbooths that operate using solar cells.
- Three real-estate development projects, two still under construction, using sustainable building methods certified by the Leadership in Energy and Environmental Design (LEED): the Regional General Hospital, Reserva Escondida and Campus CIA. Environmental impact factors were taken into account in the design and construction of these projects: freshwater efficiency; rainwater and wastewater management; energy savings; energy performance; renewable energy systems; preferred environmental materials; internal climate quality; and reduction of pollution sources.
- We organized a colloquium on the Panama Canal to commemorate its 100th anniversary and discuss the challenges of expanding it; a forum entitled “Muro Dren: quick and low-cost excavations, preconsolidation and soil liquefaction;” and the Fourth Mexican Congress of Tunnel and Underground Works Engineering 2014. On November 21, in cooperation with ICA BIM and ICA Fluor, on November 21 the fourth in a series of Technological Innovation Colloquiums was organized, entitled “Mobile applications for engineering, procurement, construction and operation.”



## MEXICO CITY'S NEW INTERNATIONAL AIRPORT

Based on a study entitled “Anáhuac Airport” prepared by ICA in cooperation with Ciudad Futuro between 2012 and 2013, and with reference to an Urban Development Plan for the New Western Mexico State, we developed the preliminary bases and diagnosis for a possible calls for bids on construction of a new international airport at Mexico City. One of the goals of the National Infrastructure Plan is to build a logistical platform with multi-modal transportation infrastructure that can generate competitive costs and added value. To this end, we assembled a work team to evaluate the efficiency and technical, hydraulic and environmental feasibility of a new airport, taking into account in the location and water context of Texcoco Lake. With the support of Geographic Information Systems, the Engineering, Construction and Geomatics areas of ICA Foundation carried out the initial research, grounding, environmental and social planning. This airport will be one of the three largest airport infrastructure works in the world today. When complete it will have six runways and the capacity to handle close to 120 million passengers a year, four times the current airport’s capacity.







Atotonilco Wastewater Treatment Plant  
Tula, Hidalgo



# 5.0 ASSET PORTFOLIO



- Equity investments
- Airports

El Realito Aqueduct  
San Luis Potosí, San Luis Potosí

**G4-8** At ICA, we develop and operate long-term concessions and service provision projects (called PPS) for highways, water supply, ports and public services. We operate and expand our portfolio of assets through assertive management, including monetization of long-term assets and capital recycling. In this business segment, our strategy of operating and serving is fundamental for providing a high-quality experience to our users.

**G4-9** 2014 was a particularly key year for ICA's transformation as a comprehensive infrastructure developer (builder and operator) of a substantial number of long-term concessions: highways, tunnels, urban equipment and water projects. Revenues from the concession segment grew 21% and EBITDA increased 11% due to the high volume of traffic and the startup of projects like AUNETI, LIPSA and ICASAL.

## Key indicators

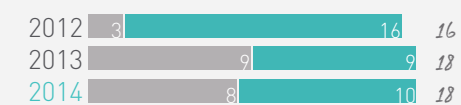
ANNUALIZED (AAR)

**DEC 2013** 33,390  
**DEC 2014** 42,634  
**% CHGE.** 28 %

In just two years we went from operating three assets to eleven. This makes us one of Latin America's largest infrastructure operators. The total number of projects went from 16 in 2012 to 17 in 2014.

## COMPREHENSIVE INFRASTRUCTURE MANAGEMENT

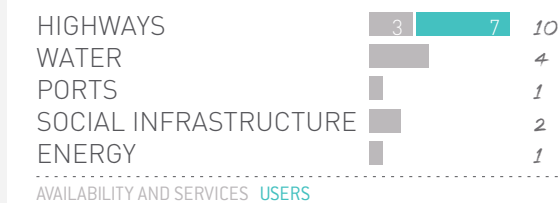
As part of our infrastructure management strategy, we have built a complete portfolio of assets diversified across various types of operation and revenue sources.



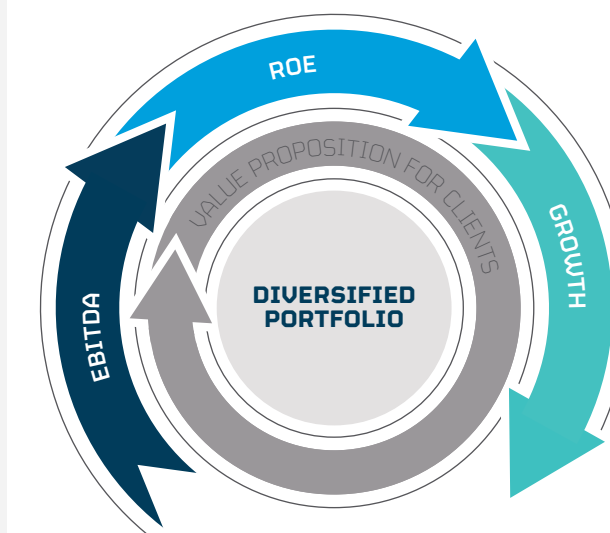
OPERATION CONSTRUCTION

Today we have 17 projects in five sectors: Highways, Water, Ports, Social Infrastructure and Energy. As for our revenue sources, more than half come from PPS, which are high-profit, low-risk ventures because payments come from the government. The rest of our revenues come from user payments, like tolls, and these depend on the demand for use of our highways.

## ASSET PORTFOLIO DIVERSIFICATION



## ASSET MANAGEMENT AND VALUE GENERATION



### INITIAL PHASE

MTY VI  
REYNOSA

### CONSTRUCTION

MITLA  
TUCACI  
PALMILLAS  
TEC II  
DIPESA

### TESTING

RENOVA  
AQUOS

### OPERATION AND GROWTH

ANESA  
AUNETI  
ICASAL  
LIPSA

### PORTFOLIO MANAGEMENT

MAYAB  
SARRE  
PAPAGOS  
TUCA  
SAQSA

HIGHWAYS, AIRPORTS, WATER, PENITENTIARIES,  
PORTS and WIND FARMS



CONCESSION LIFE

G4-4 We have a young portfolio of assets, with an average life of 24 years.

OPERATING HIGHWAYS			START	END OF CONCESSION		
TUCA	Acapulco Tunnel	Highway	1995			2033
MAYAB	Mayab Consortium	Highway	2008			2050
ANESA*	Río de los Remedios	Highway	2011			N/A
LIPSA	La Piedad Bypass	Highway	2012			2054
AUNETI	Nueva Necaxa-Tihuatlán	Highway	2014			2037
ICASAL	Río Verde-Ciudad Valles	Highway	2013			2047
HIGHWAYS UNDER CONSTRUCTION						
MITLA	Mitla-Tehuantepec	Highway	2015			2030
DIPESA	Barranca Larga-Ventanilla	Highway	2015			2039
TUCA 2	Scenic Bypass	Highway	2015			2043
PALMILLAS	Palmillas-Apaseo El Grande	Highway	2016			2042
OTHER OPERATING PROJECTS						
SAQSA	Aqueduct 2 Querétaro	Aqueduct	2007			2027
PÁPAGOS	CPS Sonora	Social	2012			2032
SARRE	CPS Jalisco	Social	2012			2032
OTHER PROJECTS UNDER CONSTRUCTION						
ACQUOS	El Realito	Aqueduct	2015			2034
RENOVA	Agua Prieta	WWTP	2015			2029
MITYVI	Monterrey VI	Aqueduct	2017			2045
TEC II	Lázaro Cárdenas	Port	2015			2042

\* partially operating



5.1 EQUITY INVESTMENTS

The value of our equity investment increases as our projects mature. Through skillful management of our portfolio—refinancing, divestiture—we can monetize the value created and free up resources for new projects. We manage our portfolio with a long-term perspective, and with three basic aims:

01. Maximize revenues

In operating our assets, we strengthen capacities at the operating level to manage the portfolio in such a way as to maximize revenues, which translates into higher returns for our investors.

02. Long-term financing

By refinancing short-term debt into longer-tem instruments, we maximize our operating income. At ICA we are known as pioneers in Mexico for the way we have structured our market issuance, which together with our reputation for construction excellence, provides more certainty to the markets and enables us to obtain financing under optimum conditions.

03. Monetize capital / Recycle capital

Having established the efficiency of our projects' operation, we can recycle the capital to build new projects. With this in mind, we are in the process of developing a specialized platform to handle projects in operation, maximizing the return on each of them. By 2015, this platform will concentrate all our assets and optimize asset sale or monetization processes, and provide a source of capital so that we do not have to resort to new debt. Under this new scheme, we can retain management of our assets, and this serves to attract financial partners who share our long-term investment focus, as well as pension funds. The financial capacity of these investors complements our own, creating market advantages over other asset managing competitors and strengthening our position as Partner of Choice.

5.2 AIRPORTS

G4-8 OMA is a leading Mexican airport operator focused on increasing the air connectivity of the destinations where it operates, attracting more passenger traffic and developing a world-class operating infrastructure that meets national and international standards. The company's strategic partners are ICA and Aéroports de Paris, which within the stock structure operate through Servicios de Tecnología Aeroportuaria, S.A. de C.V. (SETA). OMA operates and administers a portfolio of 13 airports in nine states of central-northern Mexico, all of them with national and internationals standards of quality, safety and environmental protection. Our portfolio includes operation of the NH Hotel at Mexico City International Airport Terminal 2, the bonded warehouses of OMA Carga, and the airports at Monterrey, Mazatlán, Zihuatanejo, Acapulco, Ciudad Juárez, Reynosa, Chihuahua, Culiacán, Durango, Torreón, Zacatecas, San Luis Potosí and Tampico. In 2014, OMA's airports handled 14.7 million domestic and international passengers, 10.6% more than in 2013, and its busiest airport, with more than 7 million passengers a year, was the General Mariano Escobedo Airport at Monterrey. (For more information and sustainability reports, go to [www.oma.aero](http://www.oma.aero)).

OMA's strategy is to have a diversified and well-positioned portfolio of airports to take advantage of global growth but also to strengthen trade ties and develop diversification projects to avoid the negative impact of fluctuating economic cycles.

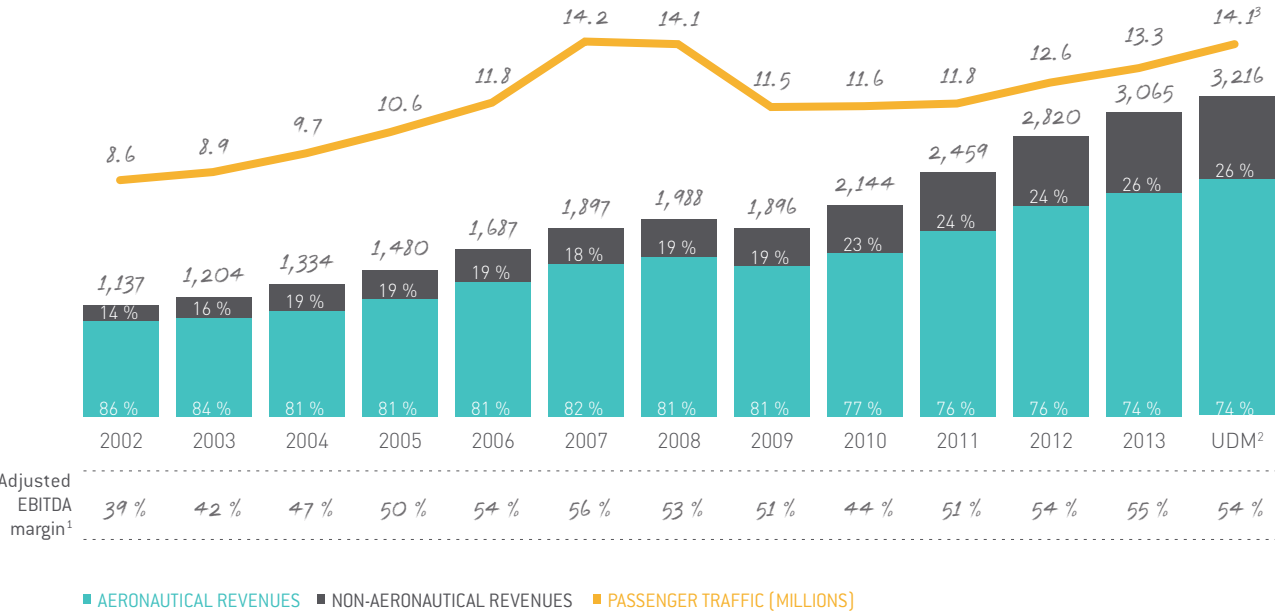
The strategy for increasing traffic is to capitalize on positive trends in the industry at large and increasing the profitability per passenger. During the past

year OMA completed important plans with airlines to develop connectivity through the group's airports, which translated into 46 net route openings (63 openings and 17 closures). This was the result of the ongoing development of the Monterrey hub, and sub-bases of operation at other airports.

OMA successfully applied its commercial and diversification strategy in 2014, as evident in the 11.7 % rise in non-aeronautical revenues. The success of OMA's operating and financial strategies is reflected in its profitability indicators and stock value, which rose 54 % in 2014.

COMMERCIAL OPERATIONS

The ongoing improvement in retail and service offerings in our airports and the development of a new commercial strategy materialized in 33 commercial initiatives in various segments, like passenger service, hotel promotion modules, local advertising, restaurants, a VIP lounge and shops. Occupancy levels in OMA's commercial areas closed the year at 96.1%.



Note: Figure expressed under IFRS standards for 2010-2013; 2001-2009 figures under Mexican FRS.  
<sup>1</sup> Adjusted EBITDA margin = Adjusted EBITDA / (Aeronautical Revenues + Non-Aeronautical revenues). Adjusted EBITDA = Operating Income + Depreciation and Amortization + Maintenance Reserve.  
<sup>2</sup> As of June 31, 2014.  
<sup>3</sup> Last 12 months as of August 31, 2014.

Figures in millions of pesos.

G4-9

G4-9





**AERO INDUSTRIAL PARK**

ECB OMA and VYNMSA Desarrollo Inmobiliario opened the first industrial building in the Aero Industrial Park at the Monterrey International Airport. The project covers 32.4 hectares of land, where buildings from 5,000 to 50,000 square meters will be developed. The project is part of the master plan for an “airport city” that will generate value for shareholders and airport communities, incorporating logistical centers, light manufacturing companies, cargo and aerospace industry firms, sports arenas, offices and hotels, like the Hilton Garden Inn Hotel, which will open its doors in 2015.

The construction process is expected to create 100 direct jobs and 300 indirect jobs, and its operation will mean 6,000 direct jobs and 15,000 indirect jobs.

**Diversification operations:** The diversification activities that generate the most revenues are The NH T2 Hotel and Oma Carga (air cargo logistical services), for import-export operations at three important sites: Monterrey, Chihuahua and Ciudad Juárez.

**Complementary activities:** The categories that generated the most revenues were inspection of checked baggage and sundry leasing.

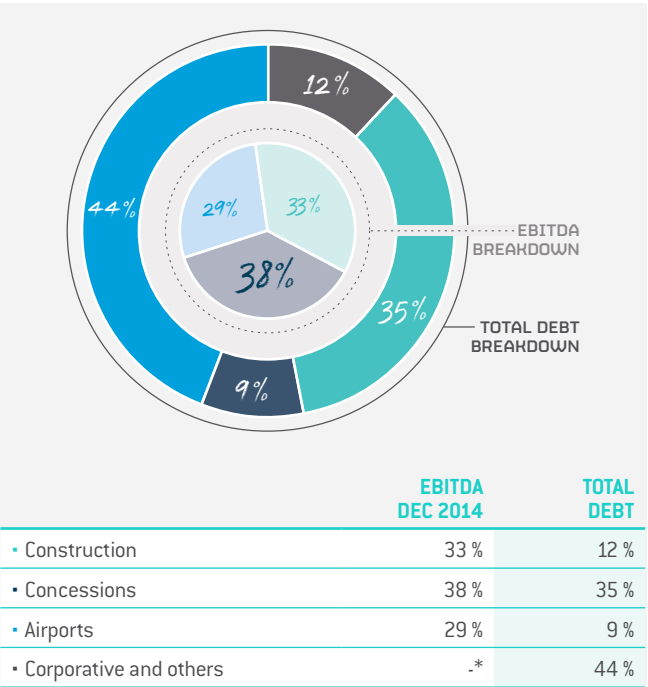
### 5.3 BREAKDOWN OF DEBT BY SEGMENT

In order to improve our debt maturity profile, we paid off part of our short-term debt using the proceeds of a new issue expiring in 2024. This reduction in short-term debt meant a corresponding rise in long-term debt, as follows:

Total Debt (MXN mn)	2013	2014	% Chge.
Short Term	9,756	6,534	-33
Long Term	28,816	47,245	64
Total Debt	38,572	53,779	39
Total Cash	5,417	7,084	31
Total Net Debt	33,155	46,695	41

Although our debt ended 2014 higher than the year before, 35 % of it was in the concession segment, most of which is structured through project finance-type agreements (without recourse to the parent company). This debt is reduced as the asset operations generate more revenues, and is closely related to the 48 % EBITDA margin. 71 % of the debt is associated with projects under operation and 29 % with projects under construction. In this segment, and given the status of work on the projects, the debt is equivalent to 18.79 billion pesos, a 32 % increase over 2013. The Construction segment accounts for 12 % of the total debt, mainly through the use of working capital lines of credit, which are used to keep up with the schedule of work, and are paid off as client payments are received, and as the work is executed and projected.

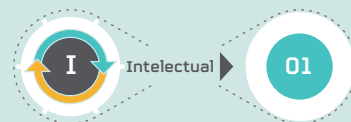
Finally, the airport division's debt totaled 4.82 billion pesos as of the close of 2014, a 55 % increase over 2013. For 2015, ICA expects a 10-12 % increase in revenues with an EBITDA margin of 14-16 %, excluding extraordinary. This estimate is supported by a solid backlog and a growing volume of projects overseas.



\*For EBITDA, this figure was not reported







## *We promote academic engagement and publication*

ICA promotes inter-institutional and academic engagement with universities, technical schools, institutes and companies involved in infrastructure development in Mexico and abroad. To fulfill this commitment, various areas of the company cooperate and promote cultural research and dissemination through ICA Foundation, responsible for creating and transmitting knowledge of civil engineering, construction technology, and the preservation and transformation of Mexico's infrastructure through the use and interpretation of our archive.

G4-24



### ICA FOUNDATION

Twenty-nine years after it was created, ICA Foundation has become an unparalleled repository of images, not only for ICA but for the entire country, that depict over 70% of Mexico's territory from 1930 to 1990. Our archive provides services to dozens of researchers by creating channels for communication in a space that promotes research and innovative development. It is organized into six sections: Oblique Aerial Photography, ICA Collection, Mosaics, Vertical Aerial Photography, Geomatics, and FICA Geographic System.

G4-26

S01

In 2014 staff continued the work of digitalizing and editing the images, and recording and publishing them in a new online platform and independent website that contains the materials from the Aerial Photography sections and ICA Collection. With this technological and operating improvement, all operating and informational applications are housed on a single platform, which allows for the use of integrated, functional applications, control of digitalized material, georeferential replication of the information, automatic backup and an online store. A total of 5,00 oblique photographs, and 5,000 vertical and georeferenced images were processed during the year ([www.codifica.org.mx](http://www.codifica.org.mx)). In 2015 we will be expanding the library, storage area and publication archive at ICA Foundation to provide better service to users.

EC8

### UNESCO MEMORY OF THE WORLD

In 2014, the photographic archive at Fundación ICA was recognized and registered in UNESCO's Memory of the World (MOW) program, whose purpose is to preserve the world's documentary heritage – stored in libraries, archives and museums – as a symbol of the collective memory of humanity. The collection holds images for the 60 years in which the Compañía Mexicana Aerofoto (previously Fairchild Aerial Camera Corporation) was operating, when much the nation's territory had not been viewed from the heights. The company, founded in 1930, obtained photogrammetric prints of the country, which it used as the basis for topographic plans—with precise horizontal and vertical measurements—using the restitution technique to correct the distortion that results from superimposing photographs taken from different angles. In 1965, ICA purchased the company and the photographic archive, which at the time consisted of over 100,000 negatives. The archive today holds more than a million negatives covering a surface area of more than a million square kilometers, including 73 rivers, 18 lakes and lagoons, 22 dams, 20 irrigation districts, 9 forest zones, more than 120 urban areas and a total of 2,286 engineering works.





UNESCO recognizes the cultural, architectural and documentary artifacts that preserve Mexico's history and traditions. The ICA Foundation archive has already earned to Memory of the World distinctions at the national and regional level—in this case Latin America and the Caribbean. Our goal in 2016 is to achieve the World category. To mark these recognitions, we published a commemorative volume entitled *Patrimonio Aerofotográfico de la Fundación ICA* (Aerial Photography Heritage at ICA Foundation).



## PARTNERSHIP WITH THE HARVARD GRADUATE SCHOOL OF DESIGN

In 2013 we began a close collaboration with the Harvard Graduate School of Design, working on various projects that were completed in 2014. We developed two case studies of ICA projects, the Nuevo Necaxa-Tehuacán highway and the Mayab highway, in order to share best sustainability practices and document them based on indicators, and also to strengthen our baseline of sustainability evaluation parameters in our projects using the ENVISION methodology developed by Harvard's Zofnass Program for Sustainable Infrastructure. Finally, we co-published a book entitled *Mexico City: Between Geometry and Geography*, which celebrates the endurance and transformation of Mexico City's infrastructure.

G4-26

## "MUNDO ICA" APP

EC8

As part of our effort to distribute and digitalize the ICA Foundation Archive, in 2015 we launched an app called "Mundo ICA" for tablets, enabling users to explore all of ICA's projects in Mexico and the rest of the world. This is an innovative proposal, organized by sectors, decades and years of execution, providing detailed information on construction process and interesting facts and figures about the projects. The application, developed with research and material from the Foundation, includes 3D models (in cooperation with ICA BIM), augmented reality, videos, historic and present-day photos, and a continually updated stream of trivia and recent information.

## BERNARDO QUINTANA ARRIJOA MEDAL

S01

The Bernardo Quintana Arrijoa medal was awarded for the first time in 1988, in recognition of five outstanding students from the preparatory schools of the Universidad Nacional Autónoma de México (UNAM), the Instituto Politécnico Nacional (IPN) and Consejo Nacional de Educación Profesional Técnica (CONALEP). For the past 26 years, three ceremonies have been held each year, one per institution, attended by all of those who apply for the prize, the institution's director or rector, and representatives of ICA, the Quintana family, and the Fundación de Apoyo a la Juventud. To date, 323 awards have been given out, 15 of them in 2014.

## ICA SCHOLARSHIP FOR ACADEMIC EXCELLENCE

The ICA Academic Excellence Scholarships were created to promote the international mobility of underprivileged students who have maintained an excellent academic average, in order to expand their horizons and improve their possibilities for advancement within the global labor market. In 2014, scholarships were awarded to nine students from the UNAM Engineering Department to attend nine different universities in the United States, Canada, South Korea, the United Kingdom and the Czech Republic. This program was in addition to our social service and internship programs, which in 2014 involved 51 students from 14 universities.

## SUSTAINABLE WATER CONTEST 2014

In 2012, ICA Foundation launched the call for entries in its first "University Perspectives on Sustainable Water Management" contest, as an initiative to promote research and development of innovative solutions by undergraduate and post-graduate students. For the third year in a row, the 2014 Sustainable Water Contest sought solutions to restore Mexico's over-exploited aquifers. On July 1 the award ceremony was held, attended by the winners and members of the jury. More than 37 universities from 19 states of Mexico took part, and the winning entries were published in a book entitled *Diez soluciones para el manejo sustentable del agua* (Ten solutions for sustainable water management).



## CASE STUDIES

One of our initiatives to document and publicize sustainability programs at our projects was the publication of case studies summing up the key value propositions in economic, social and environmental issues. Both the Nuevo Necaxa-Tehuacán and Mayab highways (opened in 2014) were documented and shown in short documentary films, available on our YouTube channel at <https://www.youtube.com/user/ICASUSTENTABILIDAD>



S01

## WIND TUNNEL

Together with UNAM and CONACYT on February 3, 2014 we opened the Wind Tunnel lab, part of the first phase of the Alianza FiiDEM High-Technology Structures and Materials Laboratory. This is a scientific and technological tool for solving problems relating to wind engineering through experimental study of wind phenomena and effects.



## THE WATER PARADOX

One of the ring segments from the Emisor Oriente Tunnel, now being built by ICA, was displayed in the patio of the El Eco Experimental Museum, during the 2015 Eco Pavillion entitled "The Water Paradox." This pavilion was opened on March 28, 2015 following a phase of cooperation the second half of 2014, and attests to the impressive achievement of this massive infrastructure work, 62 kilometers long and has vent shafts between 25 and 250 meters deep. The project, as well as cultural activities with visits to the project, are part of a cooperation agreement between ICA, the National Water Commission and UNAM's Cultural Dissemination Department.


G4-26



# 7.0 GRI G4 INDEX

FOR THE "IN ACCORDANCE-CORE" OPTION OF THE GUIDE

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	<b>04 Collection of information</b> 01. NO DATA 02. MANUAL 03. SYSTEMATIZED 04. AUTOMATED 05. INTEGRATED 06. BUSINESS INTELLIGENCE
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	<b>02</b>
	<b>01</b>



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G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership or supply chain.	3	2	63			
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	3	2	40			
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	6	3	43, 51, 80			
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues and/or views membership as strategic.	6	3	41, 59			

\* The report has not been additionally reviewed by an independent third party. In 2013 we began an internal opinion-gathering process through the company's Audit Department, in which we identified aspects to take into account in the information reported, the traceability of the information, the performance, impacts and risks, as well as remediation plans.



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G4-17	Operational structure, referencing the information in publicly available consolidated financial statements or equivalent documents.	-	4	2	6	
G4-18	Process for defining the report content and the aspect boundaries.	-	4	3	5, 9, 11, 54	
G4-19	List all the material aspects identified in the process for defining report content.	-	6	3	56, 58	
G4-20	For each material aspect, report the aspect boundary within the organization, report whether the aspect is material within the organization.	-	2	2	6	
G4-21	For each material aspect, report the aspect boundary outside the organization.	-	1	1	59	
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	-	2	1	6	
G4-23	Significant changes related to previous reports.	-	3	2	6	
Stakeholders' Engagement		EXTERNAL ASSURANCE				
G4-24	List of stakeholder groups engaged by the organization.	-	6	3	5, 55, 57, 59, 80	
G4-25	Basis for identification and selection of stakeholders with whom to engage.	-	3	2	56, 57	
G4-26	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	-	4	3	24, 28, 33, 40, 55, 57, 58, 96, 107, 109	
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.	-	4	3	28, 29, 34, 35, 36, 37, 45, 51, 58, 96	
Report profile						
G4-28	Reporting period.		6	3	5	
G4-29	Date of most recent previous report.		6	3	5	
G4-30	Reporting cycle.		6	3	5	
G4-31	Contact point for questions regarding the report or its contents.		6	3	2	
G4-32	Report the 'in accordance' option the organization has chosen and report the GRI Content Index for the chosen option.		6	3	110	
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report.		1	1	-	
Governance						
G4-34	Governance structure of the organization, including committees of the highest governance body.		6	3	20	
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.		6	3	5, 22, 26	
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.		6	3	22, 26	
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics.		6	3	-	
G4-38	Report the composition of the highest governance body and its committees.		6	3	19, 20, 21	

G4-39	Whether the Chair of the highest governance body is also an executive officer.	6	3	21	
G4-40	Nomination and selection processes for the highest governance body and its committees.	6	3	19	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	3	4	19	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	3	3	23	
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	4	3	23	
G4-44	Performance assessment of highest governance body.	3	4	23	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	4	4	20, 22, 40, 42	
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	4	4	22, 41	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	4	4	22, 55	
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report.	6	3	22	
G4-49	Process for communicating critical concerns to the highest governance body.	5	3	41, 55	
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism[s] used to address and resolve them.	4	3	40	
G4-51	Remuneration policies for the highest governance body and senior executives and how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.	4	3	24	
G4-52	Processes through which compensation is determined.	5	3	24, 30	
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	1	1	-	
G4-54	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees.	5	3	30	
G4-55	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees.	5	3	30	
Ethics and integrity					
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	6	3	24	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	6	3	24	
G4-58	Internal and external mechanisms to report unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	6	3	24	

CATEGORY: ECONOMICS

Economic performance					
G4-EC1	Direct economic value generated and distributed.	6	5	15	
G4-EC2	Financial implications and other risks and opportunities due to climate change.	1	1	42	
G4-EC3	Coverage of the organization's defined benefit plan obligations.	1	1	-	



G4-EC4	Financial assistance received from government.	1	1	25		
Market presence						
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	6	3	31		
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation.	3	2	31, 32		
Indirect economic impacts						
G4-EC7	Investments in infrastructure and services supported.	5	3	64, 65, 66, 67, 69, 70, 71, 81, 95		
G4-EC8	Significant indirect economic impacts, including their extent.	4	2	73, 104, 107, 108		
Procurement practices						
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	4	3	75, 76, 104		
CATEGORY: ENVIRONMENTAL PERFORMANCE						
Materials						
G4-EN1	Materials used by weight or volume.	6	3	76, 85		
G4-EN2	Percentage of materials used that are recycled input materials.	4	2	89		
Energy						
G4-EN3	Energy consumption: total fuel consumption from renewable and non-renewable sources, including fuel types; electricity, heating, cooling and steam consumption; electricity, heating, cooling, steam sold; total energy consumption. Report standards, methodologies and the source of conversion factors used.	6	3	76, 83		
G4-EN4	Energy consumption outside of the organization.	1	1	-		
G4-EN5	Energy intensity.	3	2	83		
CRE1	Reduction of energy consumption achieved as a direct result of conservation and efficiency initiatives; types of energy included in the reductions, and basis for calculating reductions such as base year or baseline.	1	1	-		
G4-EN6	Reductions in energy requirements of products and services.	3	2	83, 84		
G4-EN7	Reducciones de los requisitos energéticos de los productos y servicios.	1	1	84, 96		
Water						
G4-EN8	Total water withdrawal by sources.	5	3	86		
G4-EN9	Water sources significantly affected by withdrawal of water.	5	2	86		
G4-EN10	Percentage and total volume of water recycled and reused.	5	3	86		
CRE2	Building water intensity.	1	1	-		
Biodiversity						
G4-EN11	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.	2	1	89, 90		

G4-EN12	Significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	3	2	90, 91		
G4-EN13	Habitats protected or restored.	4	2	90		
G4-EN14	Total number of IUCN red list species and national conservation list species with habitats in areas affected by operations.	4	2	91, 92, 93		
Emissions						
G4-EN15	Direct greenhouse gas emissions (Scope 1).	3	3	84		
G4-EN16	Energy indirect greenhouse gas emissions (Scope 2).	3	3	84		
G4-EN17	Greenhouse gas emissions intensity from buildings.	1	1	-		
G4-EN18	Greenhouse gas emissions intensity from new construction and redevelopment activity.	3	3	84, 85		
CRE3	Other indirect greenhouse gas emissions (Scope 3).	1	1	-		
CRE4	Intensity of greenhouse gas emissions.	1	1	-		
G4-EN19	Reduction of greenhouse gas emissions.	1	1	-		
G4-EN20	Emissions of ozone-depleting substances.	1	1	85		
G4-EN21	NOx, SOx and other significant air emissions.	3	3	85		
G4-EN22	Total water discharge by quality and destination	4	3	87		
Effluents and waste						
G4-EN23	Total weight of waste by type and disposal method.	6	3	87, 88		
G4-EN24	Total number and volume of significant spills.	5	3	89		
G4-EN25	Weight of transported, imported, exported or treated waste deemed hazardous.	1	1	-		
G4-EN26	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by discharges of water and runoff.	1	1	-		
CRE5	Land and other assets remediated and in need of remediation for the existing or intended land use according to applicable legal designations.	1	1	-		
Products and services						
G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	1	1	91		
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	1	1	-		
Compliance						
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	3	3	92		
Transport						
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce.	1	1	-		
Overall						
G4-EN31	Total environmental protection expenditures and investments by type.	1	1	92		
Supplier environmental assessment						
G4-EN32	Percentage of new suppliers screened using environmental criteria.	1	1	74		
G4-EN33	Significant, real and potential environmental impacts in supply chain and actions taken.	1	1	92		



Environmental grievance mechanisms					
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms.	2	2	-	

CATEGORY: SOCIAL PERFORMANCE

Labor practices and decent work					
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	5	5	28, 29	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.	6	5	29	
G4-LA3	Return to work and retention rates after parental leave, by gender.	4	5	31	

Relation between directors and employees					
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements.	1	1	35	

Occupational health and safety					
G4-LA5	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.	6	3	38	
CRE6	Percentage of the organization operating in verified compliance with an internationally recognized health and safety management system.	6	3	36, 38	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and gender.	6	5	36, 37, 38	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation.	3	2	35	
G4-LA8	Health and safety topics covered in formal agreements with trade unions.	5	3	34, 37	

Training and education					
G4-LA9	Average hours of training per year per employee by gender, and by employee category.	6	5	32, 38, 39	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	4	3	26, 30, 31, 32	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category.	5	5	28, 29, 31	

Diversity and equal opportunity					
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.	6	5	27, 30	

Equal remuneration for women and men					
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	5	5	30	

Supplier assessment for labor practices					
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria.	1	1	74	
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken.	1	1	-	

Labor practices grievance mechanisms					
G4-LA16	Number of grievances about labor practices filed, addressed and resolved through formal grievance mechanisms.	1	1	-	

CATEGORY: HUMAN RIGHTS

Investment					
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	3	2	25	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	2	3	33	

Non-discrimination					
G4-HR3	Total number of incidents of discrimination and corrective actions taken.	2	2	25	

Freedom of association and collective bargaining					
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights.	4	2	35	

Child labor					
G4-HR5	Operations and suppliers identified as having risk for incident of child labor, and measures taken to contribute to the effective abolition of child labor.	4	2	35	

Forced or compulsory labor					
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	4	2	35	

Security practices					
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations.	3	2	34	

Indigenous rights					
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken.	2	1	25	

Assessment					
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments.	1	1	-	

Supplier human rights assessment					
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	1	1	74	
G4-HR11	Significant actual ad potential negative human rights impacts in the supply chain and actions taken.	1	1	-	

Human rights grievance mechanisms					
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms.	2	2	-	



CATEGORY: SOCIETY

Local communities					
G4-S01	Percentage of operations with implemented local community engagement, impact assessments and development programs.	4	2	77, 78, 79, 80, 81, 107, 108, 109	
G4-S02	Operations with significant actual and potential negative impacts on local communities.	1	1	80, 82	
Anti-corruption					
G4-S03	Total number and percentage of operations assessed for risks related to corruption and significant risks identified.	4	3	41, 42	
G4-S04	Communication and training on anti-corruption policies and procedures.	5	3	-	
G4-S05	Confirmed incidents of corruption and actions taken.	3	3	25	
Public policy					
G4-S06	Total value of political contributions by country and recipient/beneficiary.	1	1	25	
Anti-competitive behavior					
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.	5	2	25	
Compliance					
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	3	2	25	
Supplier assessment for impacts on society					
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society.	1	1	74	
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken.	1	1	-	
CRE7	Number of persons voluntarily and involuntarily displaced and/or resettled by development, broken down by project.	2	1	-	
Grievance mechanisms for impacts on society					
G4-S011	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms.	1	1	-	

CATEGORY: PRODUCT RESPONSIBILITY

Customer health and safety					
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	1	1	43	
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	2	2	44	
Product and services labeling					
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements.	5	3	43	

CRE8	Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment.	3	2	-	
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	1	1	-	
G4-PR5	Results of surveys measuring customer satisfaction.	6	5	45	

Marketing communications					
G4-PR6	Sale of banned or disputed products.	1	1	-	
G4-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.	1	1	-	

Customer privacy					
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	5	3	44	

Compliance					
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	3	2	44	









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