

ANNUAL REPORT

2013

**Comprehensive solutions**

for global needs

**ineco**

*Bringing people & places together*

ANNUAL REPORT

■ ■ ■ 2013



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## LETTER FROM THE CHAIRMAN

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### **Dear shareholders, clients and employees,**

The development of the business, in a competitive, profitable and efficient way, along with the supply of quality and value-added engineering services have been the reference axes in all of Ineco's activities in 2013. All this under the premise of consolidating the internationalisation strategy launched in 2012, the results of which have been significantly evidenced in this period.

Throughout this year, we have continued to increase our business activities with international clients, which yielded 19% more income than the figure reached last year. In spite of the difficulties the domestic market is going through and the challenge involved when opening up to new countries, the great internal effort made in terms of efficiency and competitiveness has made it possible to maintain the profit level, which entails a key sustainability element for the company.

In order to maintain profitability, it has been necessary not only to make a significant adjustment of production capability to adapt the dimension of the company to the market's demand, but also to develop the activity under a severe cost containment policy and a focus on "core" and value-added activities of Ineco as a benchmark in transport consulting and engineering. This special effort has allowed to reduce exploitation expenses and, particularly, general expenses, which have been 18% lower than last year.

The financial situation of the company continues to be solid and the order book as of 31st of December 2013 amounts to approximately 300 million euros. It is worth highlighting the change in the composition of this variable, which evidences the strategic shift of the company towards foreign countries with a significant increase in the relevance of clients not related to the State's General Administration.

The effort made in the international market positions us among the Spanish engineering companies of reference abroad. Examples of this are the large railway projects we continue to perform in Saudi Arabia and United Kingdom,

Ecuador's national transport plan, Mexico's highway project and the aeronautical works in Nepal and Kuwait, among others. In the aviation sector, it is worth mentioning the awarding, on the one hand, of Ineco's first project in Brazil, undertaken with local partner ATP, to carry out the feasibility studies and draft project to develop 50 regional airports and, on the other hand, the drafting of the operational model for Abu Dhabi International Airport in the United Arab Emirates as a first step in the project of enlarging such airport. The completion of the works at Pristina international airport in Kosovo should also be noted.

The consolidation of major projects in three continents has led us to secure a network of permanent offices, in which Singapore, London, Quito and Kuwait add up to those in Jeddah, São Paulo and Mexico.

As far as the domestic market is concerned, the close cooperation with shareholding companies and with the Ministry of Development is maintained, in line with the continuity of current projects and our firm willingness to guarantee excellence in the service offered to our main clients. Such is the case of the Mediterranean Corridor, one of the country's largest railway projects, and the works on railway security and interoperability with the Ministry of Development, the General Railway Directorate and the Railway Accident Research Committee, CIAF. As described in this Report, we have also carried on with the collaboration, maintenance and technical assistance in multiple projects with Aena, Adif and Renfe, main transport operators in Spain.

We continue to be constantly committed to innovation, since we understand it is an instrument that strengthens our teams from a technical point of view, as it allows them to face challenges and favour collaboration with the best technicians from other organisations. An example of this is the Arid-Lap project to minimise the effects caused by extreme weather conditions on railway infrastructure in arid areas. Framed within the ININTERCONECTA national program, it is a significantly strategic project which may facilitate our development in areas with economic

and commercial projection on an international scale. On the international stage, we have participated in 13 European R+D+i consortia, 5 out of which are led by Ineco, and we are active partners of different platforms at national and European level.

Likewise, Ineco has renewed its commitment to the 10 Principles of the United Nations Global Compact, acquired in 2008, incorporating in its actions (or strategy) concerns about work, human rights, environment and fight-against corruption-related matters suggested by the initiative.

Once again this year, I cannot fail to recognise the talent, effort and value each of the workers of the company has contributed to make these results possible. I am also specially grateful for the commitment all the organisation has shown to the company and its sustainability.

Furthermore, I would like to thank our clients, in Spain and abroad, for the trust placed in the expertise and technical capability we offer them in order to provide the best possible solutions, which makes us eagerly believe on the good course of our transformation process.

All the above-said would hardly be possible without the commitment of our shareholders to the company and its sustainability. We are also grateful for the value they grant our services every day to contribute to the excellence in development and exploitation of transport infrastructure in Spain, which they represent as main managers and operators.

Looking ahead, Ineco will continue to boost the internationalisation strategy launched years ago through a comprehensive offer of quality and competitiveness, thus consolidating the company as a reference in the transport infrastructure sector on a world scale and reinforcing its leading position at a national level.

**Pablo Vázquez Vega**  
Chairman





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INECO

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# AT A GLANCE

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About Ineco

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Around the world

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Management team

- Board of directors

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Our figures

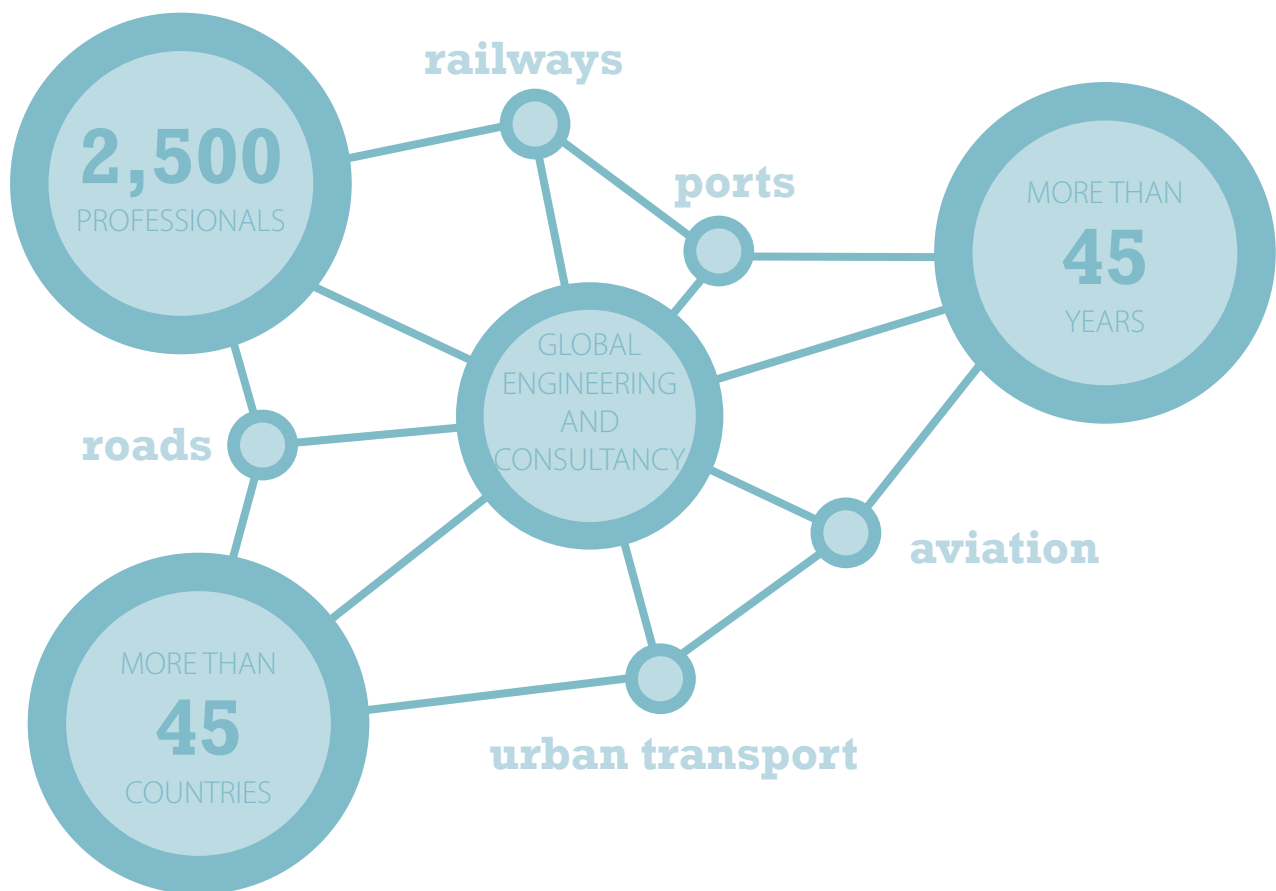
- Balance sheet
- Profit and loss statement

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## ABOUT INECO

Ineco is a global leader in transport engineering and consultancy. With an expert team of 2,500 professionals it has been contributing for over **45** years to the development of infrastructures in the aviation, railway, road, urban transport and port industries in over **45** countries around the world.



Thanks to our high degree of technical specialization, apart from reinforcing our presence in the countries where we are currently operating, we have diversified our activity to new markets.

We offer comprehensive and innovative result-centric solutions tailor-made for each client. Our services cover the whole project life cycle from preliminary and feasibility studies to commissioning and maintenance.

Our high technological capacity contributes state-of-the-art and profitable solutions aimed at the public and private sector.



## Our strengths make us different

### Global and multimodal

We are present in over 45 countries in 5 continents. We offer a comprehensive approach to the projects that we develop in all modes of transport.

### Multidisciplinary and specialized team

The value of Ineco lies in its people –about 2,500 expert professionals ready to address any engineering challenge.

### Commitment to our clients

This commitment is translated into the excellence and quality of our work, its long-term success and bet on innovation.

### Flexibility and competitiveness

We adjust to the clients' needs and successfully address the challenges posed by the different geographic, climate, social and cultural contexts.

### Wide experience

Over 45 years working to develop efficient and sustainable transport systems aimed at improving people mobility.

### Cost-effectiveness and efficiency

We guarantee maximum efficiency in our methodologies and propose the most profitable alternatives.

### High technological capacity

Research and innovation are a major part of our essence to deliver the best quality in our work.

### Strong commitment to society

Our activity directly impacts on the progress of society.

### Support in decision making

We evaluate all the possibilities to identify the best solution.



## Strategic lines

Ineco consolidates its decisive bet strategy on the globalization and multimodality of its activities. The company's transformation is supported by four basic cornerstones defining the company's global activity: efficiency, growth, profitability and quality. Thus, Ineco maintains its global and dynamic benchmark engineering and consulting position in a growing competitive market as the present one.



### Ineco and a new brand as part of its bet on the future

Throughout 2013, Ineco developed a brand renewal exercise in line with its strategy aimed at providing the new company with an identity that is modern, technological and, in sum, more appropriate for the new times.



This initiative, which has been fully developed in-house, arises from the need to face new challenges that require that the company be more global, dynamic and flexible in the light of the international expansion process in which it is involved.

Under this willingness to become more modern, we have used our corporate colours, thus maintaining Ineco's essence but providing it with a lighter new vision through the progression of colour, a reflection of evolution seeking to transmit the sum of the parts.



## AROUND THE WORLD

During its almost 50 years of operations, Ineco has adapted to the needs of the market and it presently boasts experience in over 50 countries with more than 150 international contracts in place and over 300 clients.

Ineco has two affiliates, Ineco do Brasil (in Brazil) and Inecomex (in Mexico) and it holds interests in Tenemetro (10%), CEAVMM (1.5%) and AIE Crida (16.67%).

Ineco is also represented in the following countries:

- Ecuador
- Mexico
- Chile
- Colombia
- Argentina
- United Kingdom
- Turkey
- India
- Saudi Arabia
- Kuwait
- United Arab Emirates
- Singapore

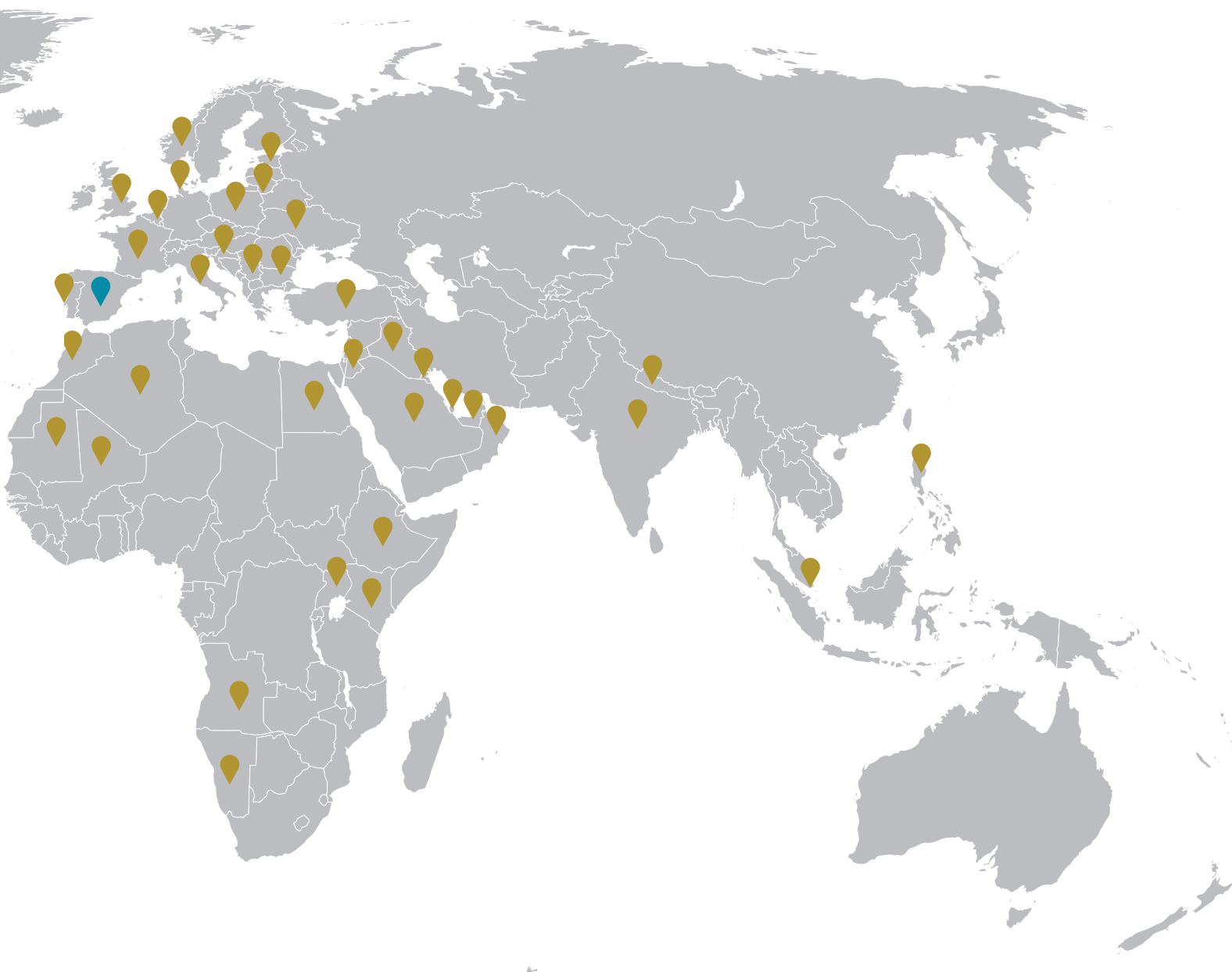
In addition, Ineco has also formed –due to the agreements in place in certain countries in which it is currently working– different types of associations with other companies, such as joint ventures.



### AMERICA

Argentina	Ecuador
Bolivia	Jamaica
Brazil	Mexico
Chile	Nicaragua
Colombia	Panama
Costa Rica	Peru
El Salvador	Venezuela





## AFRICA

Algeria	Mali
Angola	Morocco
Cape Verde	Mauritania
Egypt	Namibia
Ethiopia	Uganda
Kenya	

## EUROPE

Bulgaria	Lithuania
European Commission	Norway
Croatia	Poland
Denmark	Portugal
Spain	United Kingdom
Estonia	Serbia
France	Turkey
Italy	Ukraine

## ASIA AND MIDDLE EAST

Saudi Arabia	Kuwait
United Arab Emirates	Nepal
Philippines	Oman
India	Catar
Iraq	Singapore
Jordania	

## MANAGEMENT

# TEAM

**José Manuel Tejera**

Infrastructures and  
Transport Managing  
Director

**Pablo Vázquez**

Chairman

**Berta Barrero**

Corporate Managing  
Director

**Ana Rojo**

Engineering and Services  
Managing Director



Management team as at June 2014



## Board of Directors

Board of Directors of Ineco as at December 2013

### CHAIRMAN

D. Pablo Vázquez Vega. Chairman. INECO

### DIRECTORS

D. José Manuel Vargas Gómez. Chairman. AENA

D. Javier Marín San Andrés. Director of Spanish Airports. AENA

D<sup>a</sup>. María García Capa. Director of Communication of the Office of the Minister of Public Works. MINISTRY OF PUBLIC WORKS

D. Gonzalo Jorge Ferré Moltó. Chairman. ADIF

D. Julio Gómez-Pomar Rodríguez. Chairman. RENFE OPERADORA

D<sup>a</sup>. Belén Bada de Cominges. Deputy Director-General. MINISTRY OF PUBLIC WORKS

D. Mariano Navas Gutiérrez. Director General. CEDEX

D. Sergio Pérez Saiz. Office of the Secretary of State for Trade. MINISTRY OF ECONOMY AND COMPETITIVENESS

D. Rodrigo Marabini Ruiz. AENA INTERNACIONAL

D. Luis Pérez Fabregat. Director of Projects and High-Speed Works. ADIF

D. Luis Fernando López Ruiz. Director of Strategy and Development. ADIF

D<sup>a</sup> Carmen Sánchez Sanz. Deputy Director General of Conservation. Department of Roads. MINISTRY OF PUBLIC WORKS

D. Ignacio Garay Zabala. Director of Communication and External Relations. ADIF

D<sup>a</sup>. Alejandra Sánchez Yáñez. Advisor to the Technical Department. ECONOMIC AFFAIRS DEPARTMENT OF THE PRESIDENT'S OFFICE

### SECRETARY OF THE BOARD

D. Carlos Hugo Cea Pinilla. Secretary General. INECO

## Appointment and resignations for 2013

### SPECIAL GENERAL MEETING (07-02-2013)

#### RESIGNATION:

D. Enrique Verdeguer Puig

#### APPOINTMENT:

D. Gonzalo Jorge Ferré Moltó

### SPECIAL GENERAL MEETING (22-05-2013)

#### RESIGNATION:

D. Manuel Varela Bellido

#### APPOINTMENT:

D. Ignacio Garay Zabala

### SPECIAL GENERAL MEETING (06-09-2013)

#### RESIGNATION:

D<sup>a</sup>. Inés Carpio San Román

#### APPOINTMENT:

D<sup>a</sup>. Alejandra Sánchez Yáñez

## OUR FIGURES

Ineco generated turnover of 187.4 million euros in 2013. We have increased our revenues from our activity abroad by 30%, following our strategic approach to internationalization.

At 31 December 2013 and 2012

### Revenue by geographic market

		2013	2012
Euros	Domestic market	137,158,848	180,750,709
	Rest of EU market	5,533,942	5,153,043
	Foreign market	44,763,095	34,154,097
		<b>187,455,885</b>	<b>220,057,849</b>

### By activity

		2013	2012
Euros	Railways	121,432,378	141,930,137
	Aviation	44,705,404	63,149,033
	Intermodal	21,318,103	14,978,679
		<b>187,455,885</b>	<b>220,057,849</b>

### Service charge income

		2013	2012
Euros	Services rendered to the public sector	134,351,824	174,945,990
	Services rendered to the private sector	53,104,061	45,111,859
		<b>187,455,885</b>	<b>220,057,849</b>

At December 2013



**Turnover**  
(in millions of euros)

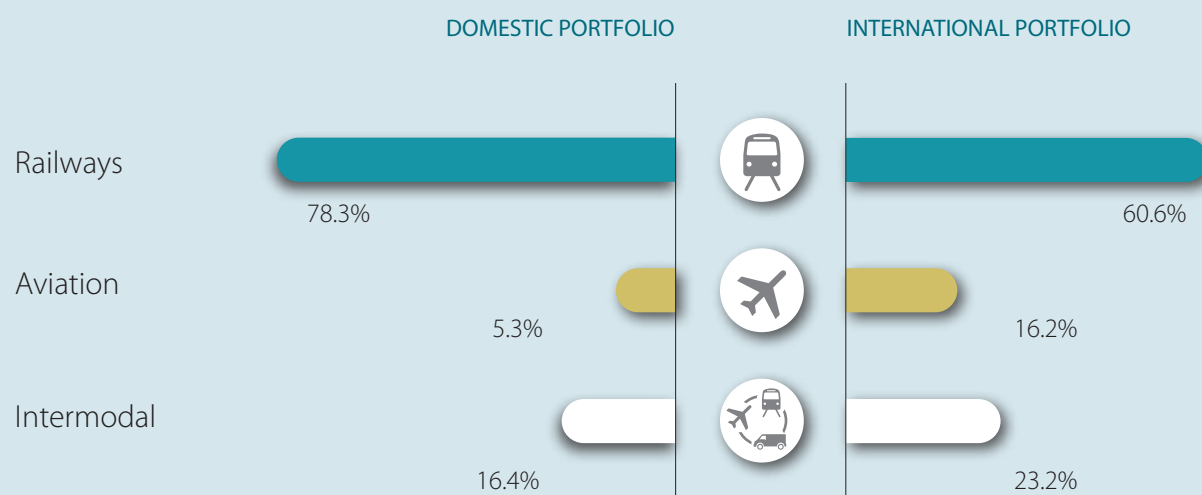


**Operation income**  
(in millions of euros)



**Headcount**

## Distribution of 2013 portfolio per activity



## Financial Statements

At 31 December 2013 and 2012

Figures stated in euros

### Assets

2013

2012

#### Intangible fixed assets

IT applications	540,010	741,123
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#### Tangible fixed assets

Land and buildings	7,409,216	7,799,031
Technical installations, machinery, tools, furniture and other tangible fixed assets	2,871,009	3,622,302

#### Long-term investments in group and other related companies

Equity instruments	1,414,864	1,349,878
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#### Long-term financial investments

Other financial assets	987,449	538,572
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#### Deferred tax assets

	7,583,506	8,529,207
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#### TOTAL NON-CURRENT ASSETS

	20,806,054	22,580,113
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#### Inventories

Advance payments to suppliers	59,164	298,865
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#### Trade debtors and other accounts receivable

Short-term receivables from clients for sales and services rendered	45,206,843	44,474,873
Short-term receivables from clients, group and other related companies	34,037,377	56,851,023
Sundry receivables	274,346	77,743
Payroll	-	174,075
Current tax assets	1,478,522	559,317

#### Short-term investments in group and other related companies

Other financial assets	30,369	105,000
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#### Short-term financial investments

Debt securities	359,506	53,298
Other financial assets	717,129	455,954
Short-term accruals and deferred income	105,188	104,712

#### Cash and cash equivalents

Short-term investments readily convertible into cash	14,974,176	26,749,995
Cash	40,825,018	25,781,646

#### TOTAL CURRENT ASSETS

	138,067,638	155,686,501
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#### TOTAL ASSETS

	158,873,692	178,266,614
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## Equity and liabilities

2013

2012

Shareholders' equity	82,705,389	79,152,784
Capital		
Registered capital	8,250,660	8,250,660
Share premium	12,857,007	12,857,007
Reserves		
Legal and statutory	1,650,132	1,650,132
Other reserves	56,394,989	52,312,797
Profit for the year	3,552,601	4,082,192
Grants, donations and bequests received	146,435	164,747
<b>TOTAL EQUITY</b>	<b>82,851,824</b>	<b>79,317,535</b>
Long-term provisions		
Other provisions	1,735,694	2,105,202
Long-term payables		
Other financial liabilities	739,377	1,000,985
Deferred tax liabilities	205,898	228,059
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,680,969</b>	<b>3,334,246</b>
Short-term provisions		
Other provisions	10,604,443	16,605,284
Short-term payables		
Other financial liabilities	116,477	248,508
Trade creditors and other payables		
Short-term payables to suppliers	9,787,455	11,565,025
Short-term payables to suppliers, group and other related companies	82,708	3,446
Sundry payables	36,961	24,553
Payroll (accrued salaries and wages)	2,823,486	1,820,452
Current tax liabilities		2,218,419
Other taxes payable	7,427,356	7,647,522
Advance payments from clients	42,462,013	55,481,624
<b>TOTAL CURRENT LIABILITIES</b>	<b>73,340,899</b>	<b>95,614,833</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>158,873,692</b>	<b>178,266,614</b>

## Financial Statements

At 31 December 2013 and 2012

Figures stated in euros

	2013	2012
<b>Net revenue</b>		
Sales	187,347,017	219,884,015
Services rendered	108,868	173,834
<b>Raw materials and consumables</b>		
Subcontracted work	(33,967,523)	(40,036,315)
<b>Other operating revenue</b>		
Non-core and other current operating revenues	362,092	466,293
Operating grants released to income for the year	886,915	121,693
<b>Payroll expenses</b>		
Salaries, wages and other similar items	(90,430,567)	(97,992,634)
Employee benefits	(35,236,160)	(39,076,367)
Provisions		(8,689,626)
<b>Other operating expenses</b>		
External services	(18,158,036)	(21,299,409)
Taxes	(967,819)	(488,744)
Losses, impairment and changes in trade provisions	1,062,687	(4,250,353)
Other operating losses	(2,713,192)	(1,520,116)
Fixed assets depreciation and amortization	(1,810,879)	(2,107,809)
Losses and impairment of fixed assets	(26,319)	
<b>OPERATING INCOME</b>	<b>6,457,084</b>	<b>5,184,462</b>
<b>Financial income</b>		
From interest in equity instruments		
In group and other related companies	2,152	4,003
From negotiable instruments and loans on fixed assets		
From group and other related companies	-	32,333
From third parties	855,178	681,711
<b>Financial expenses</b>		
From payables to third parties	(165,521)	(154,010)
Foreign exchange differences	(1,630,436)	(188,278)
<b>Impairment and gains/losses from disposal of financial instruments</b>		
Impairment and losses		(4,612)
<b>Changes in the fair value of financial instruments</b>	<b>81,362</b>	
<b>FINANCIAL (EXPENSE) INCOME</b>	<b>(857,265)</b>	<b>371,147</b>
Profit before taxes	5,599,819	5,555,609
Corporate income tax	(2,047,218)	(1,473,417)
<b>PROFIT FOR THE YEAR FROM CONTINUING OPERATIONS</b>	<b>3,552,601</b>	<b>4,082,192</b>









# ACTIVITY

Aviation

Railways

Roads

Urban transport

Ports

Intermodal



ACTIVITY

# AVIATION



## INNOVATIVE AND EFFICIENT SOLUTIONS

In a technologically complex sector such as aviation, where competition demands a high level of development, Ineco has proved to be a company capable of implementing innovative, modern and efficient solutions.

The Company's capabilities cover several knowledge areas, from the technical development of the air navigation system in connection to all of its fields, such as communications, navigation and surveillance, to the area of research, development, implementation and operation of systems and processes related to air traffic management, as well as sectors such as satellite navigation, strategic air navigation planning or web portals development and exploitation.

In 2013, Ineco provided Aena with local support related to air traffic management (ATM) in projects such as Caelus, which optimised processes related to air traffic control and the structure of Spanish airspace, as well as support in the field of air navigation systems through works such as the new functionalities developed in the COVERCOM and INVENTA systems.

The Company also collaborated in maintaining and technically operating such systems, as well as in designing and developing software tools to facilitate their management, which included implementing KPIs to measure the quality levels of the air navigation services.

Concerning global navigation satellite systems (GNSS), Ineco also was in charge of operating and maintaining the EGNOS system in Spain.

Ineco has assisted Aena in its spin-off process of splitting into Aena and Aena Aeropuertos S.A, giving support in implementing its brand image, at the same time that it continues developing and maintaining applications, portals and services in the public network and the intranet. In this regard, it is worth noting the support in promoting the airports' commercial services and the launch of the Juno corporate intranet portal in 2013.

Internationally, with over 25 projects in progress, Ineco maintained its presence in mature markets such as the European and started working in the Asian market, signing a first agreement in Singapore to design instrumental procedures of performance-based navigation. In addition, the Sultanate of Oman has chosen Ineco to design and validate the procedures and airspace of its two main airports, Muscat and Salalah, and the four regional airports in such country.

Concerning the airport business, Ineco has a strategic view on the development, construction and improvement of airfields, which the Company considers to be means for territorial articulation and cohesion, and whose infrastructure and services it deems essential for a country's socio-economic growth.

In 2013, Ineco continued expanding internationally, working in the Americas (Ecuador, El Salvador, Colombia, Mexico and Jamaica), Africa (Morocco, Cape Verde and Uganda), the Middle East (Kuwait, Oman and Iraq) and Asia (the Philippines and India). The projects in all these countries focused mainly on the first stages of the life cycle, i.e. planning and designing new infrastructures or enlarging the old to increase their capacity and/or improve quality service in view of a growing demand.

It is worth highlighting the role assumed by Ineco as the project manager of ambitious projects, such as the expansion of the Kuwait International Airport, or complex projects such as the Pristina airport project in Kosovo, where Ineco played an essential role as an independent engineer in a public-private partnership (PPP).

Other equally important projects of the Company during 2013 include being awarded its first project in Brazil, undertaken with local partner ATP to carry out the feasibility studies and project draft to develop 50 regional airports, as well as drafting the operational model for the Abu Dhabi International Airport in the United Arab Emirates as a first step in the project of enlarging such airport.

# AIRPORT PROJECTS

## DEVELOPMENT MASTER PROGRAMMES FOR PACIFIC AIRPORTS GROUP. MEXICO-PACIFIC



For the period 2015-2029, Aena Internacional, a shareholder of Pacific Airports Group, has awarded Ineco, for the fourth time, the project of preparing the master plans for the airports at Aguascalientes, Bajío, Guadalajara, Hermosillo, La Paz, Los Mochis, Morelia, Mexicali, Puerto Vallarta, San José del Cabo, Tijuana and Manzanillo.

In 2013, Ineco implemented the studies which define the basic guidelines to develop these airports and prepared drafts of these master plans. In 2014, it will perform the relevant processing in accordance with Mexican legislation to get the approval of the Department of Communications and Transport by the end of the year.

These development master plans include, for each of the twelve airports of the group, growth and development expectations in stages, passenger demand projections, operations and cargo for the following fifteen years and the programme of construction, preservation, maintenance, expansion and modernisation of the infrastructure, installations and equipment, taking into account the required quality and efficiency standards.

Additionally, the plans also include a detailed investment programme for the 2015-2019 period, as well as the items and estimates related to the main investments in the ten subsequent years and the measures to preserve the environment according to applicable rules.





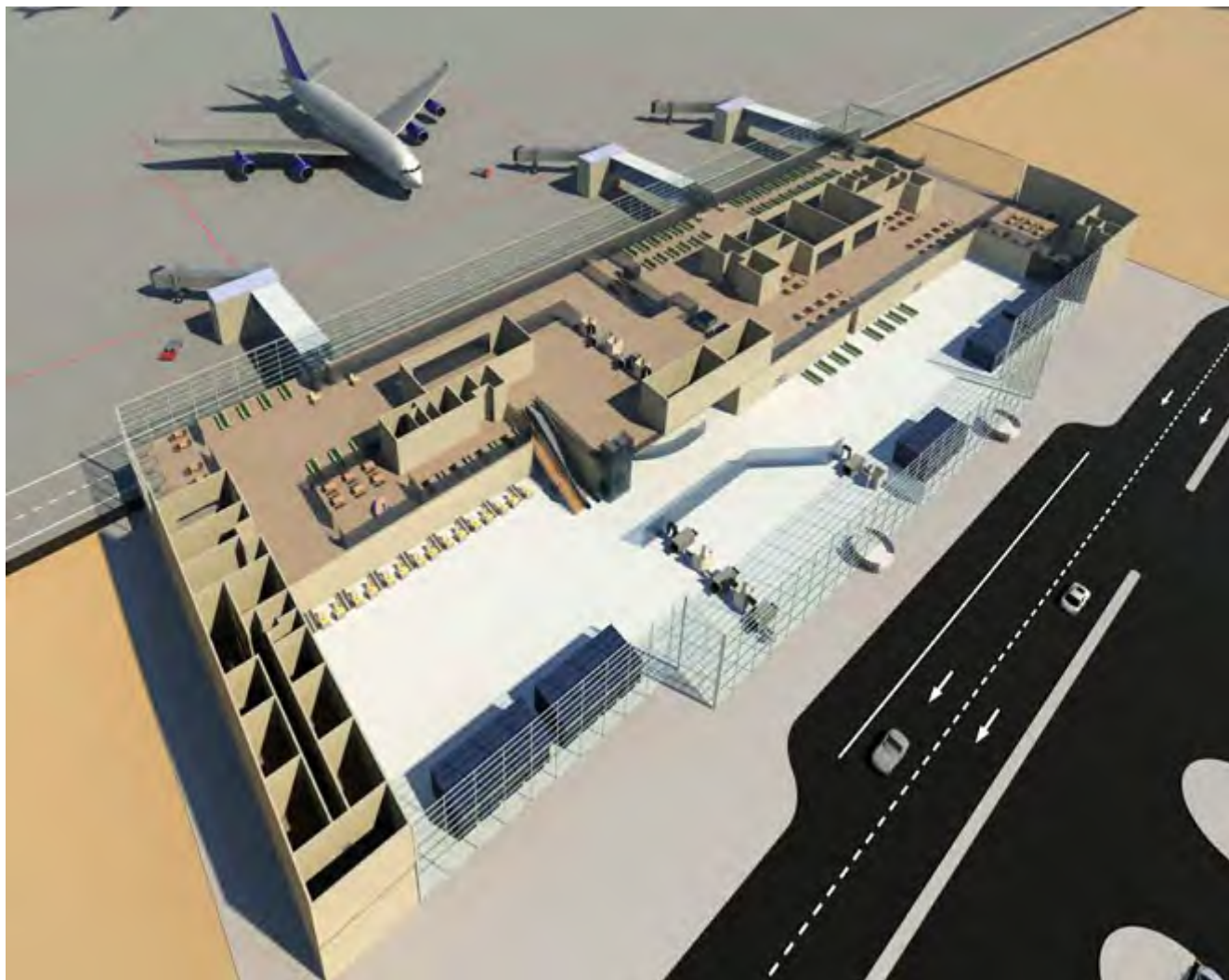


## SAFETY STUDIES FOR THE FIUMICINO AIRPORT IN ROME, ITALY



Fiumicino airport in Rome was seeking an improvement in the safety levels of its daily operations, and it hired Ineco to review its current operating procedures in the air and on the ground.

Both companies conducted a safety study and a risk analysis using a system to perform analyses of ground vehicle flows and microsimulation called AIMSUNNG, which was modified by Ineco to identify the special features of ground handling vehicles and aircraft. This allowed assessing multiple scenarios and alternatives to find the best solution for the Italian airport.



## GREENFIELD AIRPORT IN TIKRIT. IRAQ

As part of the country's reconstruction after the war, Iraq, through its client Aspin, has hired Ineco's services to develop a modern airport in the town of Tikrit, a project which will be carried out in two stages.

During the first stage, Ineco drafted the Master Plan for the new international airport, taking advantage of the territories belonging to the former airport, which was destroyed in the war.

This proposal included building two runways of 3.4 km each and a terminal area comprising a total of 18 buildings, notably the terminal building of 24,000 m<sup>2</sup>, the control tower and the aprons for airliner parking (85,000 m<sup>2</sup>) and cargo aircraft parking (45,000 m<sup>2</sup>).

The scope of the second stage included, in addition, basic airport work related to construction and airfields.



## ADEM JASHARI AIRPORT IN PRISTINA: DESIGN, ENGINEERING, PURCHASING AND CONSTRUCTION. KOSOVO



By means of a public-private partnership, Ineco has provided independent engineering services to enlarge and renovate the Adem Jashari airport located in Pristina, Kosovo.

Ineco worked for Kosovo's Ministry of Economy and Finance and the Turkish constructor Limak for two years, undertaking design, engineering, purchasing and construction works for a new terminal building of 20,000 m<sup>2</sup> and a capacity for 2.5 million passengers a year.

With the start-up of these new facilities in 2014, the airport took a quantitative and qualitative leap as regards quality.



## SUPPORT AND LEGAL AND TECHNICAL ADVICE FOR THE CIVIL AVIATION DEPARTMENT. SPAIN



Ineco provided advisory for the Spanish aviation authorities, the Civil Aviation Department (DGAC), regarding the study of airport effects. In this analysis, the Company examined the territorial planning documents presented by urban authorities and issued the relevant compulsory and binding report ensuring the regularity and safety of air operations through navigation easements and environmental and acoustic obligations.

It also supported the DGAC in regulating the sector by developing new regulatory proposals and the amendment of the Spanish technical regulations, as well as their adaptation to international aeronautical organisations. The advisory also concerned the amendment of the royal decrees on navigation easements and zoning of general interest airports and their service areas, for the purpose of publishing the new Royal Decree No. 297/2013. Additionally, in the European scenario, the Company amended and provided advisory on the European Parliament's proposal of rules for the introduction of operating restrictions.

Ineco participated in preparing strategic documents, plans, reports and studies for the aviation sector, and it provided advisory for high officials in the Spanish administration of air transport. It also supported the Air Sector Development Plan (PDSA for its acronym in Spanish) for 2014-2017 and the Infrastructures, Transport and Housing Plan (PITVI for its acronym in Spanish) for 2012-2024.



# AIR NAVIGATION PROJECTS

## DESIGN OF INSTRUMENT FLIGHT PROCEDURES AND AERONAUTICAL CHARTS. OMAN



The Sultanate of Oman has undertaken the development of its airport plan, the biggest project in its history. As part of these activities, Oman's civil aviation authorities requested that Ineco prepare the instrument flight procedures and aeronautical charts to be published in Oman's aeronautical information to ensure that all aircrafts operate safely and efficiently in the Omani airspace, complying with the requirements of the International Civil Aviation Organisation.

To address these needs, Ineco designs and validates the procedures and airspace of Oman's two main airports, Muscat and Salalah, and its four regional airports.

The agreement with the Ministry of Transport and Communications, expected to be performed late in 2015, also includes nine weeks in Spain to train the technical and management team of Oman's civil aviation authorities.





## OPERATING AND MAINTAINING EGNOS. EUROPEAN UNION

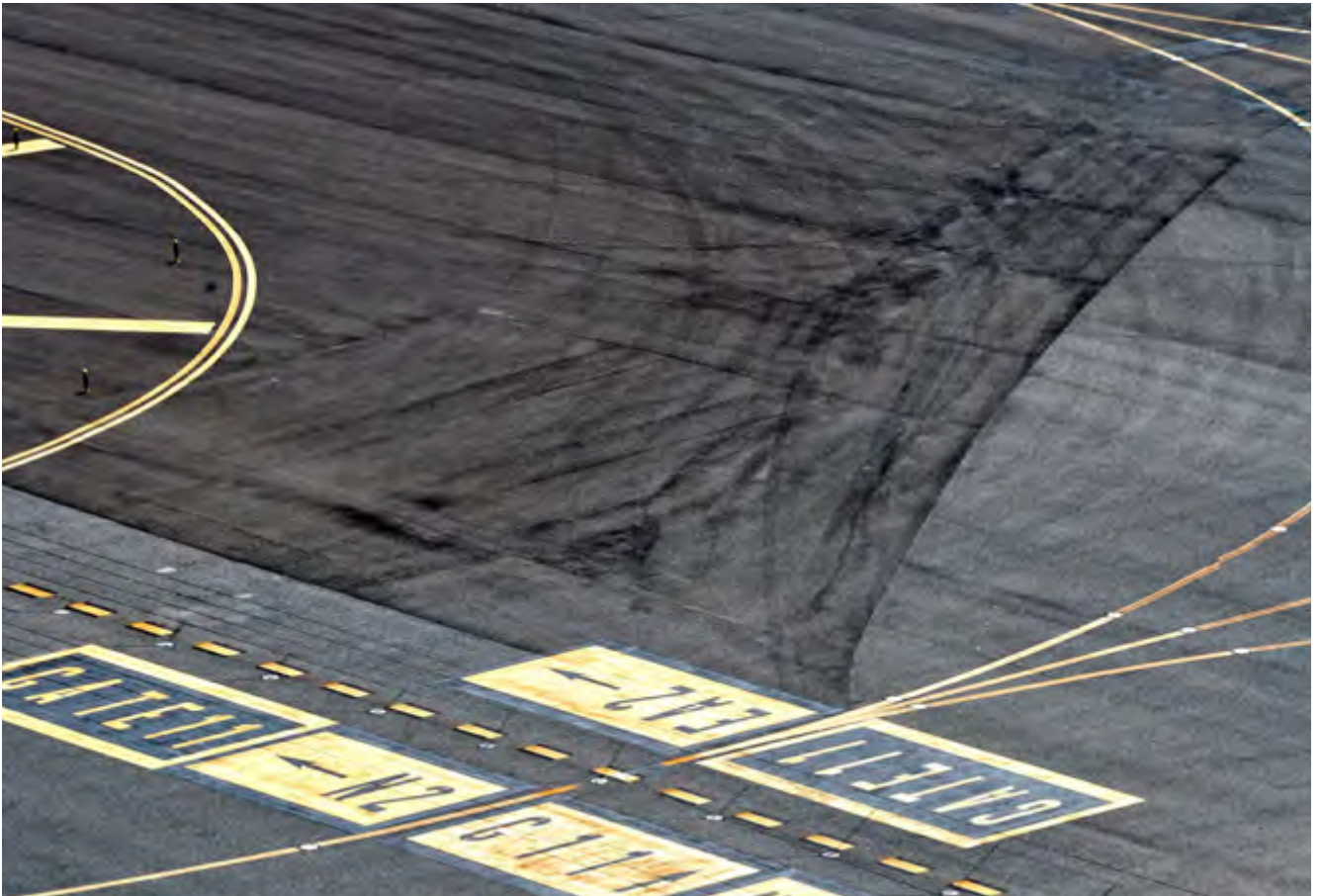
Aena, through the Air Navigation Office, awarded Ineco several agreements within the framework of the international agreement with the European Satellite Services Provider (ESSP), the European Commission and the SJU, joint authority of the SESAR programme (Single European Sky ATM Research), to operate and maintain the European Geostationary Navigation Overlay Service (EGNOS) sub-systems located in Spanish territory.

The activities assigned to Ineco until 2021 to use EGNOS as a landing approach system in Spanish airfields include reviewing the mission/system documentation for the civil aviation requirements applicable to the programme and established by European authorities (European Space Agency –ESA–, Eurocontrol, European Commission), monitoring changes in EGNOS and GPS elements, and preparing reports on activities.

Ineco also controls the quality of the GNSS signals used in air navigation (namely GPS, EGNOS and GBAS) and analyses anomalies in the satellite navigation systems located at Aenas's facilities.



## OPTIMISING CAPACITIES AND REFERENCE CONFIGURATIONS IN SPANISH AIRPORTS. SPAIN



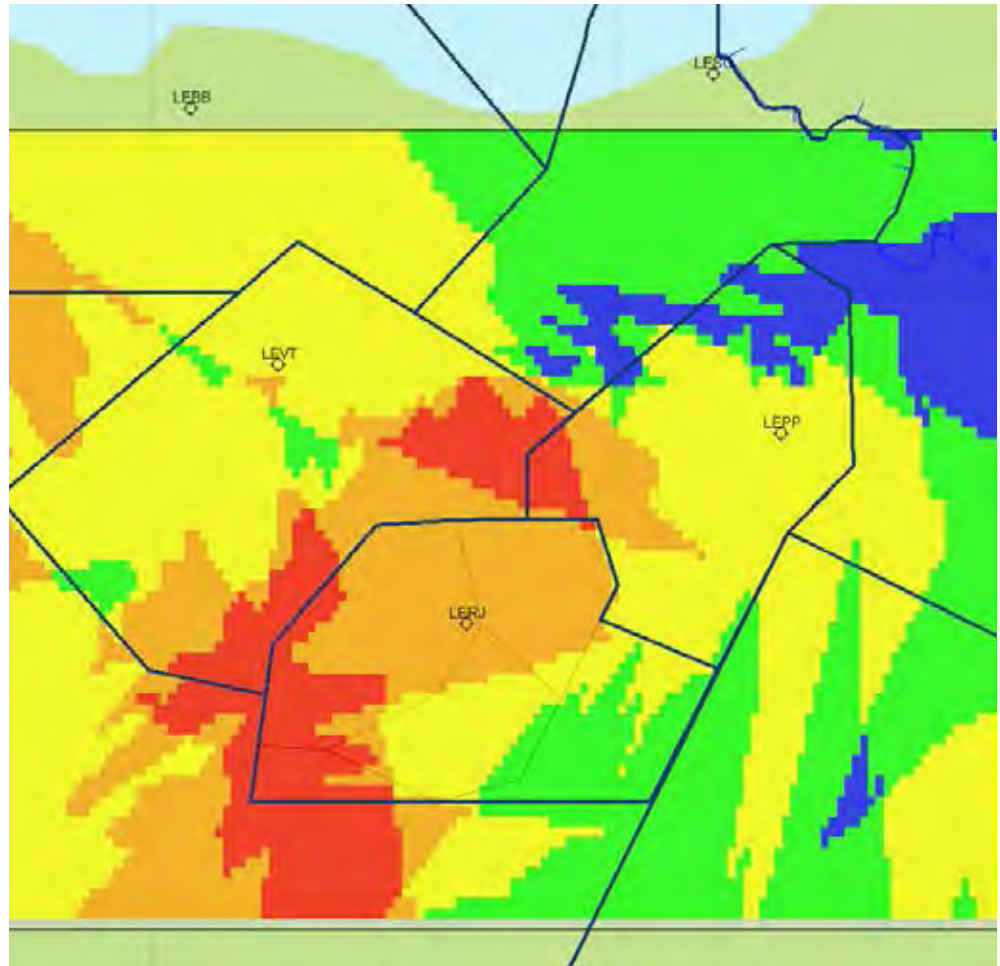
With the purpose of increasing the productivity of Spanish airports in the short- and medium- term, Aena awarded Ineco several works on the capacities and reference configurations of the airfields in its network.

Thanks to the trust placed in Ineco, it conducted runway capacity studies on a total of eight airports, including Madrid-Barajas Adolfo Suárez and Barcelona-El Prat, and it also collaborated in reviewing three master plans.

In the 25 main airports of Aena's network, Ineco performed a traffic prognosis for each day and time, as well as a traffic estimation for the entire Spanish airspace, especially for the four main area control centres (ACCs) and the two terminal area control centres (TACCs).

It is important to mention the use of the software system PICAP, which Ineco developed for Aena to measure and calculate runway capacity, widely renowned and certified by civil airspace authorities.





## RADIO-ELECTRIC SIMULATION STUDIES. SPAIN

To ensure safety concerning the proper operation of radio-electric navigation and air traffic installations, Aena appointed Ineco to conduct impact studies on the radio-electric installations of its buildings and infrastructure and analyse the space signal in radio navigation and radar surveillance systems.

Ineco also conducted technical analysis on radio navigation location, including coverage studies; provided engineering services for establishing potential locations and developing specifications for ground stations; identified critical and sensitive areas in instrumentation systems for landing applying the ILS; and performed studies on RNAV air navigation services in different air spaces for implementation purposes.

To carry out all these safety improvements on Aena's activities, Ineco used COVERNAV, a modern software system which it developed specifically to analyse radio navigation services, apart from commercial tools for radio-electric simulation such as OUNPPM, OUGS, ATOLL or LAGON.



## INTRODUCING NEW FUNCTIONALITIES INTO THE COVERCOM AND INVENTA TOOLS. SPAIN



The tools to calculate ground/air communications coverage (COVERCOM) and control the configuration and dimension of ground/air and ground/ground communication systems (INVENTA), both of which were developed by Ineco, have been modified to adjust to the new needs of the Spanish Air Navigation Administrator (Aena).

The scope of these works included, in COVERCOM's case, enhancing the representation and result export module to facilitate the tasks of analysing, designing and optimising the communications system.

In addition, two new functionalities were added to calculate stations which offer coverage during flights as well as above ground level (AGL) and mean sea level (MSL) minimum altitudes in a sector.

In the case of INVENTA, improvements were made in its capacity to manage the configuration of ground/air and ground/ground communication services, its graphic representation capacity and the information exploitation modules. To this end, four new functions were introduced: the first was related to georeferenced information representation; the second serves to represent information on plans and dynamic diagrams; the third, to manage the configuration of radio channels (frequencies); the fourth, to export results and support other systems (web service).

These modifications ensure tool optimisation and provide Aena with new capabilities. COVERCOM allowed automatic complex analysis and obtaining more detailed parameters to identify deficiencies and plan the deployment of new stations.

Moreover, INVENTA was used to conduct a detailed study on the coverage provided by the current ground/air communications network, in relation to both the current and future airspace structure. INVENTA also made it easier to manage the frequencies of the VHF communications band and its DOC, as well as microwave communications (radio links).







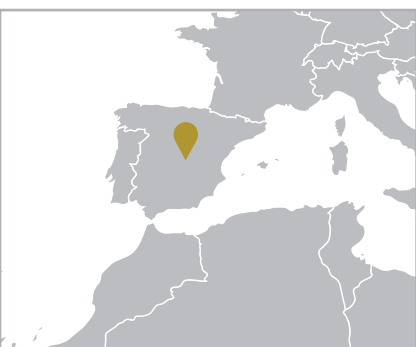
## MEASUREMENT, CONTROL, ASSESSMENT AND INTERNAL AND EXTERNAL REPORT ON THE QUALITY LEVELS OF AIR NAVIGATION SERVICES. SPAIN

In 2013, Aena implemented a new performance system adapted to European regulations related to the certification and supervision of air navigation service providers and, more specifically, to information and performance, which were published last year.

Ineco was in charge of providing Aena with technical support by identifying the requirements of European laws and also of establishing measurable and realistic KPIs to calculate and compare more simply the activity performed in terms of air navigation.

Specifically, Ineco identified potential technical and operational incidents in the network, managed the volume indicators and traffic management dashboard and assessed airspace movements, delays and punctuality.

The Company also analysed the main indicators in the Spanish air navigation system and set up a virtual office with the customer to assess the quality of the service.









ACTIVITY

# RAILWAYS

## ACTIVITY · RAILWAYS

## TECHNOLOGIC AND SUSTAINABLE

### SOLUTIONS

A comprehensive and leading approach adopted since it was set up made Ineco a touchstone of railway technology and its multi-disciplinary experience made it a leader in Spain and internationally.

Ineco is a pioneer in railway-related activities in all of their stages: from preliminary and informative studies, functional, preliminary and construction projects, and works control and management to commissioning, operation and maintenance, in both conventional and high speed networks.

Ineco participated in Spain's main railway infrastructure projects together with the Ministry of Public Works and its shareholders Renfe and Adif. Its main latest works include the commissioning of the Albacete-Alicante high-speed stretch, the work management and technical assistance services provided for the works at the Vigo's high speed station and the drafting of a functional study and construction project for the Southern access to the Barcelona port.

In 2013, Ineco increased its international presence. It also continued its work on big projects initiated in previous years, such as the Makkah-Madinah high-speed line in Saudi Arabia, the design of a high-speed stretch (HS2) in the United Kingdom and the supervision of the central stretch of the Ankara-Istanbul line in Turkey, but it also began collaborating in new projects such as

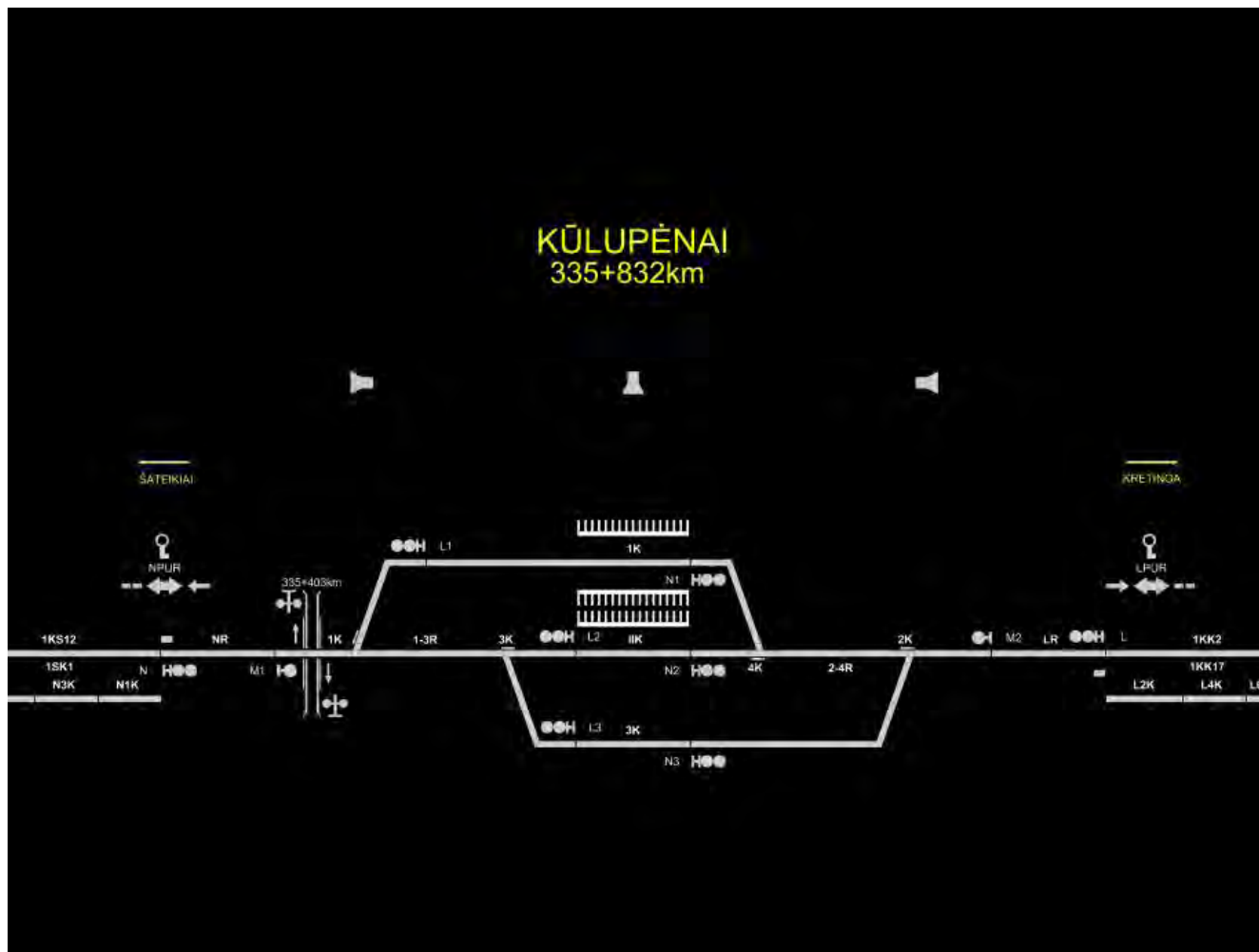
supervising the implementation of a PLC system in the Operation and Control Centre (OCC) of Lithuania's railways, providing technical assistance in overseeing the project to protect the main intersections of Ecuador's railways and its federal road network, and conducting feasibility studies on the use of satellites as the European system of railway mobile communications.

Ineco is an expert in different areas that range from transport consulting and project management to works management, control and surveillance.

Moreover, Ineco offers its advanced know-how in its technical support and works services, maintenance and operation, rolling stock supervision, and information and communications technology (ICT) development through IT applications related to railway management and operation, website and intranet maintenance and geographic information systems.



# RAILWAY PROJECTS



## PLCS SYSTEM FOR THE RAILWAY NETWORK'S OCC. LITHUANIA

Ineco is currently offering its skills as technical project manager to supervise the implementation of a Programmable Logic Controllers (PLCs) system and its integration in the Operation and Control Centre (OCC) of Lithuania's railway network.

Thanks to its broad experience in railways, Ineco has provided Indra with advice on managing and directing the PLC, SCADA, SDH, CTC and Da Vinci equipment, as well as on the systems to develop the new OCC.



## RAILWAY TRANSPORT SYSTEM FOR SAN JOSÉ. COSTA RICA

As part of the collaboration agreement between the Spanish Ministry of Economy and Competitiveness and the Costa Rican Railway Institute (INCOFER), Ineco conducted a feasibility study on a new railway system in the Great Metropolitan Area (GMA) of San José de Costa Rica which takes advantage of the existing railroad alignment.

The project includes reviewing, analysing and updating existing studies, demand studying and modelling, diagnosing existing infrastructure and the technical and design proposal of the necessary infrastructure to put the new system into service.

Ineco also prepared a system operation and maintenance plan as well as a construction plan, identified the necessary investment in infrastructure and rolling stock, defined the economic-financial structure, identified sources of project financing and performed a Cost-benefit analysis.







## COMPREHENSIVE SIGNALLING SYSTEM FOR THE RAILWAY NETWORK. ECUADOR

The services provided by Ineco for the Ministry of Transport and Public Works of Ecuador consist in overseeing the agreements to provide and implement national railway signalling.

In this project, the Company controls the works undertaken, which range from installing horizontal and vertical signals and safety fences in 140 intersections of the Ecuadorian federal road network to installing signals and safety fences in 422 secondary intersections, as well as remodelling such secondary intersections.



## USE OF SATELLITES AS A EUROPEAN SYSTEM OF MOBILE RAILWAY COMMUNICATIONS. EUROPEAN UNION



The European Space Agency (ESA), as part of its ARTES 1 programme, is researching the potential application of satellite communications in the railway sector to replace current GSM-R technology.

The project is led by Ineco who, as main contractor, is managing the project and in charge of coordinating and managing the customer (ESA) as well as the rest of sub-contractors.

To this end, the Company supervises and controls compliance with agreement specifications; follows up on documentation preparation, filing and modification; prepares monthly progress reports and updates the project's actions and risk register.

Furthermore, it made a technical contribution to the project which consisted in a study on the state-of-the-art concerning the application of satellite communications to the railway sector, and defining current and future applications, safety related and not, which use communication channels.

Moreover, the Company identified the requirements imposed by the railway operations to these applications, it specified the regulatory framework applicable to the introduction of these communications, and it performed an analysis of the cost related to the current GSM-R communications network as compared to the cost of the satellite architecture proposed.





## SUPPORT TO THE GENERAL RAILWAY DEPARTMENT. SPAIN



In the last few years the General Railway Department, formerly General Infrastructure Department, has found it necessary to adjust its activities to European standards. For a successful adjustment, it requested Ineco to draft technical standards adapted to European laws.

It also took advantage of Ineco's knowledge and experience in works related to implementing the ERTMS railway safety system, and it awarded the Company the advisory services on homologating and supervising the rolling stock maintenance centres.

## RAILWAY CONNECTION BETWEEN THE MEDITERRANEAN CORRIDOR AND THE MADRID-BARCELONA-FRENCH BORDER HIGH-SPEED LINE. SPAIN



Ineco has drafted the construction projects related to the systems to be installed in the new double-track alignment that will connect the Mediterranean corridor with the Madrid-Barcelona-French border high-speed line near Tarragona.

These works include operations in the areas of energy, signalling and communications. We seeked integration and compatibility between the different safety and signalling architectures installed, and their coordination with the Operation and Control Centre (OCC) to implement the Centralised Traffic Control (CTC) system.

The mobile telecommunications project is developing a high-quality service solution based on the GSM-R system which, among other functions, will ensure reliable communications.





## PROJECT MANAGEMENT AND TECHNICAL ASSISTANCE FOR THE VIGO-URZÁIZ STATION WORKS. SPAIN



For the station located in Vigo of the high-speed line Ferrol-A Coruña-Santiago-Vigo-Portuguese border, Ineco is providing Adif with technical assistance and project management services with a scope covering three agreements.

At this station, whose entry into service is planned for late 2014, the Company is controlling the coverage of the station box as well as the works connected to its metallic structure.

Ineco also adapted the passenger boarding platforms to the station box and provided architecture advisory on the temporary station.

## MADRID-LEVANTE HIGH-SPEED LINE. ALBACETE-ALICANTE STRETCH. SPAIN



Once more, Adif has trusted Ineco to implement a new stretch in the Madrid-Levante high-speed line.

In this stretch, which connects Albacete and Alicante, Ineco carried out works which may be divided into four activity blocks: platform projects, tracks, energy and installations.

The platform area includes works such as monitoring and surveillance of the geotechnical campaign, supervision and validation of the alignment proposal, drainage, water quality, road replacement, types of structures, tunnels, among others; a review of the preliminary project and related expropriations; a complete review of the construction project and compliance with Adif standards; and the preparation of a summarised document, a virtual video and some explanatory brochures.

During the tracks stage, Ineco developed track assembly and technical advisory projects for several stretches, and it led the project and technical advisory services for the Albacete interchanger and the supervision of operation during the works, as well as the technical advisory to control railway materials.

During the energy stage, the Company drafted the construction projects related to different electrical sections and performed project management, control and surveillance tasks in the installations of substations and remote control.

Also, for several stretches Ineco designed the project involving signalling, fixed telecommunications, centralised traffic control, protection and safety, train protection systems and GSM-R, and infrastructure for public operators of mobile telephones. It also developed control and surveillance activities related to signalling and telecommunications systems in their different stages of stake out, material reception and tensile testing, installation and system testing.





## RENFE OPERADORA'S RESTRUCTURING. SPAIN

In keeping with the works awarded to the Company in 2012 to provide economic-financial technical assistance in restructuring Renfe Operadora, Ineco legally analysed and assessed the restructuring process and design, made proposals within the holding company model, reorganised and reassigned equity interest, and provided legal advice and assistance in preparing the necessary documentation to formalise the legal and commercial filings with the required entities.

Ineco also assisted Renfe Operadora in preparing and processing the document to be filed with the relevant ministries and the Board of Ministers, performed the transactions between the separated business areas, appraised the rolling stock transferrable to the new leasing company and, lastly, it provided Renfe Operadora with advisory services during coordination or negotiation meetings and legal advice in the process of integrating the goods and logistics subsidiaries.

These works led to the project's main milestone on September 27, 2013, with the consent of the Board of Ministers which authorised Renfe Operadora to divide partially into three government-run business associations: Renfe Viajeros, Renfe Mercancías and Renfe Fabricación y Mantenimiento; the merger by absorption between Renfe Mercancías S.A. as the absorbing company and Multi, Irion and Contren as absorbed companies; and, lastly, the incorporation of the new government-run business association Renfe Alquiler de Material Ferroviario, S.A.







## MONITORING AND CONTROL OF THE HIGH-SPEED LINES IN SERVICE. SPAIN



Since 1992, when the first high-speed line in Spain which covered the Madrid-Sevilla route was opened, Ineco has shown its good work in maintaining, monitoring and controlling the North-East, South, North and North-West railway lines, and has been supervising high-speed infrastructure in Spain as from such moment.

Among others, the Company's activities include preventive maintenance of superstructures and infrastructures and, based on the results of the inspection of these, investment proposals and technical advisory on the works.

Ineco's work also includes preparing reports, monitoring inventory and performing proactive surveillance tasks, which give rise to suggestions for improvements, renovations or reforms.



## WORKS FOR THE PORT OF BARCELONA. SPAIN



In the framework of the collaboration protocol to promote and achieve a new railway access to the port of Barcelona, Ineco has worked in creating a new Southern railway and road access and prepared an economic-financial analysis which supplements the alternatives suggested.

In a global action comprising different consulting and engineering aspects, the Company has analysed the existing projects and suggested alternatives. It also conducted functional and demand studies, and construction projects for different parts of the port.







ACTIVITY

ROADS



## COMPETITIVE EFFICIENT

## SOLUTIONS

Improving the road network favours proximity between territories, bringing regions and people close to development centres and, at the same time, relieving the most congested areas. Road construction has beneficial effects such as the strengthening of interregional commercial relationships. Ineco acts according to this vision of strategic business growth, participating in the design, construction and maintenance of roads while contributing to the creation of efficient and safe transport systems as key elements in the development of society.

Ineco has accumulated broad experience in this field, carrying out work involving drafting preliminary and informative studies, preliminary projects, alignment and construction, and environmental studies, as well as the development of work supervision, control and surveillance tasks, expropriation management, preparation of road safety audits and technical, economic and legal advice for clients.

For instance, in 2013 Ineco developed several projects in Ecuador as part of the country's plans to modernise its transport system. These projects include the E-20 road which connects Santo Domingo with Esmeraldas, for which draft construction project and technical, financial and legal concession structuring have already been prepared.

To convert the stretches of the E-25 road between Río Siete and Tillales, and Tillales-Corralitos-Santa Rosa-Huaquillas into a highway, the Company prepared the technical, financial and legal structuring, the draft project, the architectural project and the construction project.

Also in Ecuador, the Company carried out auditing tasks involving the expansion of the Pifo-Papallacta road.

Ring roads in great urban agglomerations play a prominent role in ensuring the fluidity of the rest of the road network. Specifically, in the São Paulo road network in Brazil, one of the largest in the world with 19 million inhabitants in its metropolitan area, Ineco supervised the enclosure of the Northern stretch of the Rodoanel Mário Covas highway, continuing the work initiated in 2012.

Ineco worked as an 'Administration Agent and Supervisor' under concession in the Guadalajara-Colima highway located in Mexico, another geographic area where it continued performing exceedingly in 2013.

In the Spanish market, the Company participated in several actions to modernise the road network. It has been working on the plan to recondition 1,000 km of first-generation highways since 2007, as well as on doubling the corridor of the N-II national road to the North of the Gerona Province, more specifically in several projects in the towns of Orriols and Figueres and a little further South in the Maçanet-Sils stretch.

Concerning the improvement of connections between Spain and Portugal, the draft project to build the last stretch of Castilla's A-62 highway has been finished. This will provide a connection with Portugal by means of a high-capacity road which goes through the Salamancan town of Fuentes de Oñoro.

Worth of noting are the works at the Barcelona port, centre of great economic activity, where Ineco developed an ambitious plan of road and railway access improvement, which entailed intermodal work. Ineco finished drafting the road access construction project in 2013.



# ROAD PROJECTS



## DRAFT PROJECT ON THE CONSTRUCTION AND TECHNICAL, FINANCIAL AND LEGAL STRUCTURING OF THE CONCESSION OF THE E-20 SANTO DOMINGO-ESMERALDAS ROAD. ECUADOR

In 2012, the Ecuadorian Ministry of Transport and Public Works (MTO) decided to finance the expansion of the road corridor between Santo Domingo and one of its most important ports, the port at Esmeraldas, by means of a public-private partnership (PPP).

For this project, the part awarded to Ineco consisted firstly in conducting the preliminary study on financial feasibility. In this study, the Company analysed a blended finance model with contributions from users by means of a subsidised toll (peaje social) and a system of penalties or bonuses based on compliance with the quality indicators established in the agreement.

At the same time, Ineco prepared the draft construction project of the corridor, which has a length of 180km and the features of a high-capacity road, i.e., roadways separated by a rigid barrier, returns and roundabouts, direct entries with acceleration and deceleration lanes and toll installations.

At the beginning of 2013, Ineco was hired to provide advice and assistance in preparing the basis and the bidding stage, making assessments and subsequently awarding of the concession between the cities of Santo Domingo and Esmeraldas.





## SUPPORT ENGINEERING SERVICES TO COORDINATE THE NORTHERN STRETCH OF THE RODOANEL MÁRIO COVAS RING ROAD. BRAZIL

In 2012, a consortium led by Ineco, together with the Brazilian engineering company Ebei, was awarded a contract to provide support for the DERSA joint venture (Desenvolvimento Rodoviário SA), in which the state of São Paulo participates, in coordinating, planning and monitoring the works of the Northern stretch of the ring road Rodoanel Mário Covas, which are expected to be concluded in 2016, thus closing the 177 kilometre road surrounding the city.

The ring, whose first stretch was inaugurated in 2002, is pending completion with these last works, which comprise 43.86 km, over 100 structures and 7 double tunnels wide enough for 4 lanes and shoulders. This is the most complex project of the entire highway, as it goes through environmentally protected areas such as Parque Estadual da Cantareira and it requires relocating 5,000 families due to the road's alignment.

To perform the engineering tasks to support the coordination, Ineco uses the highly tested IT system SIOS, developed by the Company itself, to follow up on the progress of the works.





## SUPERVISING IMPROVEMENT WORKS IN THE GUADALAJARA-COLIMA HIGHWAY. MEXICO

In 2013, Ineco continued supervising the works involving the expansion and modernisation of the Guadalajara-Colima highway in Mexico as part of the agreement subscribed with Banobras (Banco Nacional de Obras y Servicios Públicos) to act until 2025 as Administration Agent and Supervisor of the concession.

The renovation of the road includes up to 4 lanes in 19 kilometres yet to be built and 6 lanes in the final 14 kilometres, out of a total of 148. Ineco is also adjusting 7 junctions linking with state roads and several grade separations, supervising the installation of intelligent transport systems in the 3 existing toll areas and controlling the installation of optic fibre along the highway.

Built in 1983, the Guadalajara-Colima highway is part of the Manzanillo-Tampico corridor, the main communication road between the cities of Guadalajara, Ciudad Guzmán, Colima and the port at Manzanillo. It alternates free-access and toll stretches.





## ALIGNMENT AND CONSTRUCTION OF THE MAÇANET-SILS STRETCH (BARCELONA-FRENCH BORDER) IN THE A-2 NORTHEAST HIGHWAY. SPAIN



In the context of improvement actions on the A-2 highway, the Road Department of the Ministry of Public Works through the State Roads Department in Catalonia entrusted Ineco the project of building the Maçanet-Sils stretch.

To improve road connections between Girona, the regions of La Selva and El Maresme, and Barcelona, Ineco designed the road, which formerly had a single lane in each direction and lacked access control and service roads. The works took place between the junction of Vidreres and the C-35 highway and the junction of Sils with the C-63 highway, and resulted in a 2.7 km road which goes through the municipalities of Maçanet de La Selva, Vidreres and Sils.



## PLAN TO RECONDITION FIRST-GENERATION HIGHWAYS. SPAIN



In the context of a plan to improve, preserve and operate the existing first-generation highways established by the Ministry of Public Works, Ineco was requested to coordinate, control and monitor the concession agreements included in the plan. Built in the 1980s, these highways needed to undergo a series of adjustments and reforms to be homologated and attain the safety and service levels of the newest highways.

The work programme was divided into two stages. The first stage included works on 1,525 km of the corridors of highways A-1 (Madrid-Burgos), A-2 (Madrid-Zaragoza), A-3 and A-31 (Madrid-Alicante), and A-4 (Madrid-Sevilla), 1,000 km out of which have already been reconditioned. A second stage included working on 580 km of the corridors of highways A-2 (Igualada-Martorell), A-5 (Madrid-Badajoz) and A-6 (Adanero-Benavente).

Contributing its experience, Ineco reviewed the draft projects and feasibility studies of the concessions by drafting the relevant monitoring technical reports and preparing the required documentation.

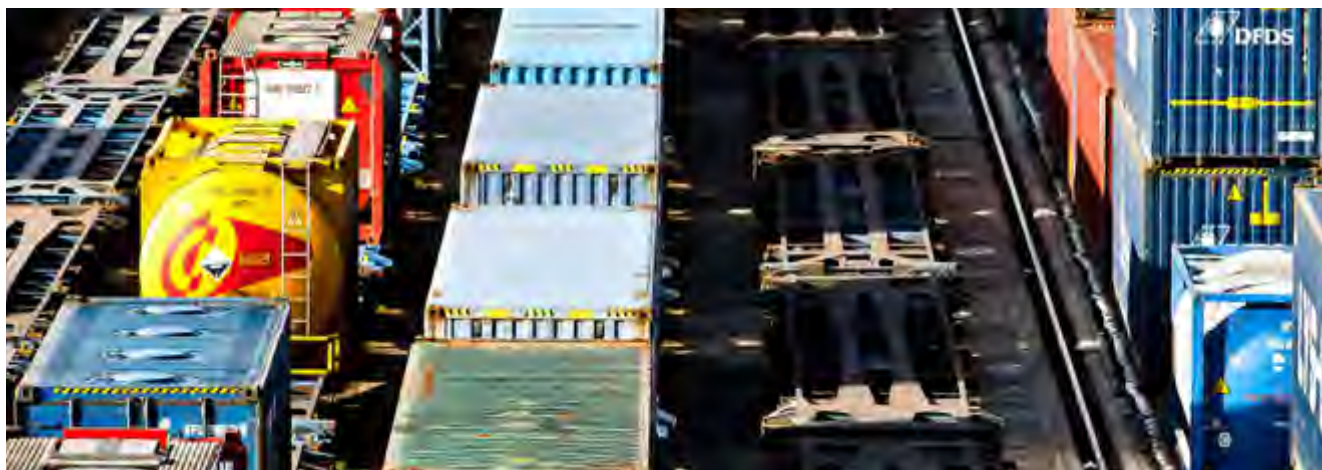
The Company also provided technical assistance in reviewing the public information files and analysing the environmental impact statement.

Once the concession agreements were awarded and the projects drafted, Ineco drafted the technical reports on the supervision of construction projects.

Other tasks within the scope of the project include developing inspection campaigns by performing standardised tests to measure road surface indicators and horizontal and vertical signalling. The goal was to ensure compliance with requirements related to serviceability, safety and comfort of the highways.



## SOUTHERN ROAD ACCESS TO THE PORT OF BARCELONA. SPAIN



The port of Barcelona, the third most important Spanish port in 2013 in terms of goods volumes and essential to the Mediterranean corridor, needed remodelling of its accesses; this is why the Ministry of Public Works assigned Ineco the project to modernise the road and railway line which act as entrance to the port's facilities.

As far as the road is concerned, three alignment solutions were designed depending on the different zones. Implementation was challenging due to high technical complexity. The first solution consisted in increasing the capacity of the Ronda Del Litoral ring road by building a new lane in the two carriageways, from the overpass located at the beginning of the stretch of the A-2 highway up to the new L'Hospitalet junction.

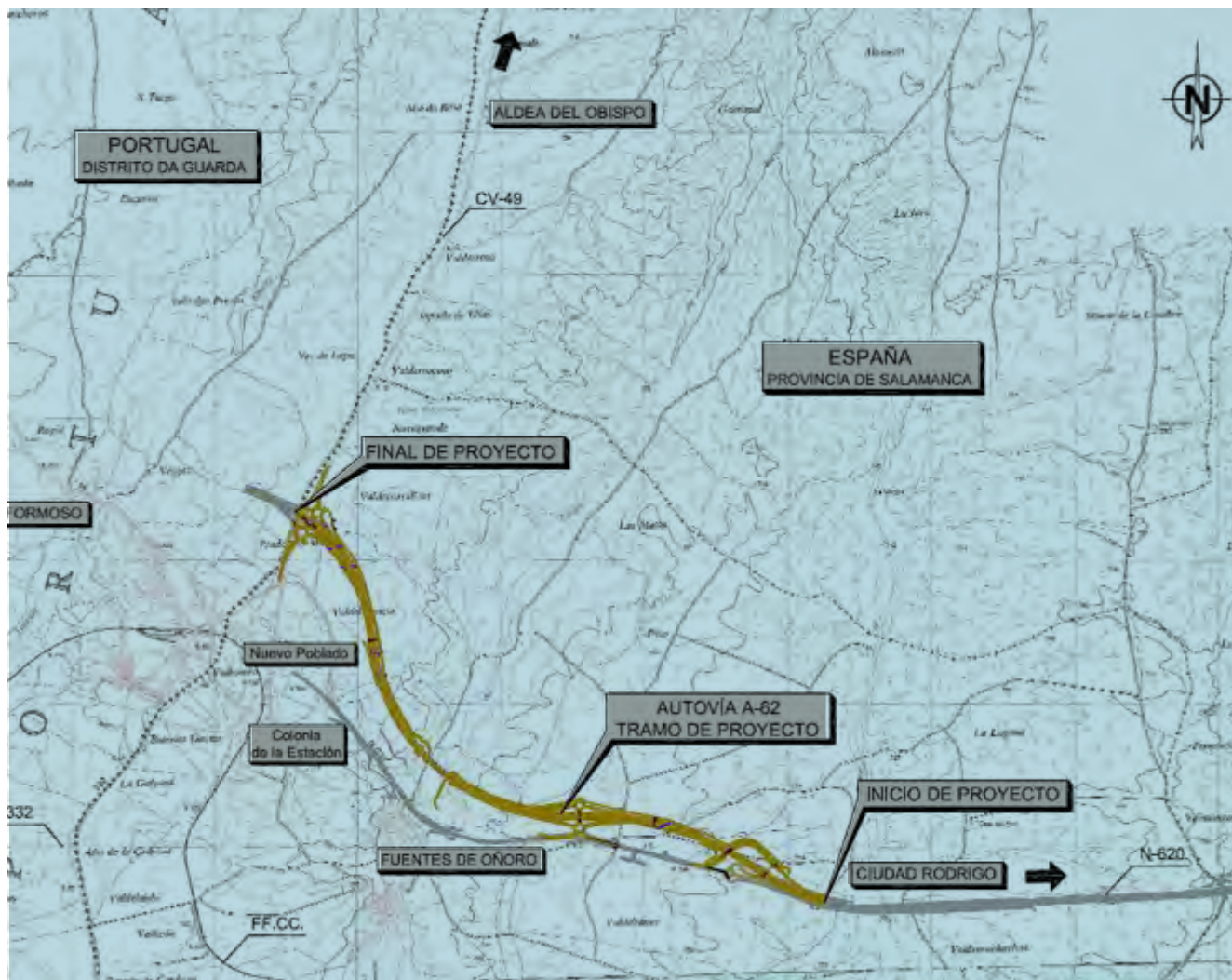
Secondly, Ineco projected a highway with two carriageways and two lanes per direction in each carriageway to be built on filling and retaining walls between the junction at L'Hospitalet and the junction with the C-31 highway. Lastly, for the third stretch, a viaduct was projected as from the junction with the C-31 highway to include both carriageways and save the port's free trade zone from the left bank of the Llobregat river. After passing the Mercabarna bridge, the layout runs along an embankment on the former riverbed, now dry, until it reaches the future entry to the port.

The actions involved expanding seven structures and defining and projecting seven more, most notably a 1,611 m-long and 24.30 m-wide viaduct prefabricated beams, 3 composite viaducts made of steel and concrete with lengths of 330 m, 394 m and 180 m, and a 67 m-pergola.

Apart from the technical difficulties, which Ineco overcame by applying its broad technological experience, the Company also applied preventive, protective and corrective measures related to environmental impact to protect the soil, vegetation, fauna, hydrological systems and air quality, as well as prevent noise inconveniences.



## UPDATE OF THE PROJECT TO BUILD THE FUENTES DE OROÑO-PORTUGUESE BORDER STRETCH OF CASTILLA'S A-62 HIGHWAY. SPAIN-PORTUGAL



Ineco prepared, for the Road Department of the Ministry of Public Works, an update of the construction project involving the A-62 highway in Castilla, specifically the 5-kilometre stretch between Fuentes de Oñoro, Spain, and the border town of Vilar Formoso, Portugal.

These works involved finishing the last highway stretch, which was pending completion in the junction with Portugal through Castilla y León. This stretch is a strategic corridor to articulate the regional community, a road axis for connecting Portugal with France and part of the Lisbon-Stockholm international corridor.









ACTIVITY

# URBAN TRANSPORT

## SOLUTIONS

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### FOR A BETTER MOBILITY

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Urban transport is essential for the improvement of the daily life of citizens. It involves different fields of expertise to allow the implementation of efficient systems in order to optimise urban mobility. The fact that Ineco is multidisciplinary, as well as its vast experience, guarantee the Company to offer safe, efficient and reliable solutions.

Ineco is capable of offering the most innovative solutions with the most advanced technology in all the stages of a project, from economic-financial and environmental assessment studies to audits and system integration through architecture, urban planning or urban design services.

We have noticed that in most countries the different transport modes have evolved unevenly. Road transport grew the most, which led to an increase in the number of private vehicles and brought about many contamination and congestion problems which worsened living conditions in the big urban areas.

Ineco believes that addressing urban reorganisation with respect for the environment is essential to overcoming all these difficulties. The goal should be to efficiently satisfy every mobility need of the citizens.

Though Ineco's experience in the urban transport area has expanded internationally, we may perhaps emphasise the awarding in Brazil. This

country, which has entrusted the Company with different tasks concerning urban transport many times, has relied on Ineco once again to conduct a comparative study on vehicle technologies for medium-and low-capacity transport in São Paulo.

It is also worth mentioning the comprehensive works of the sustainable urban mobility plans that the Company is implementing in Spain. In 2013, Ineco worked on preparing two sustainable urban mobility plans for the cities of A Coruña, L'Hospitalet de Llobregat and Logroño, which are looking for an improvement in the quality of life of their inhabitants by implementing tools to enhance mobility and public transport.

# URBAN TRANSPORT PROJECTS



## COMPARATIVE STUDY ON VEHICLE TECHNOLOGIES FOR MEDIUM-AND LOW-CAPACITY TRANSPORT SYSTEMS IN THE SÃO PAULO METROPOLITAN AREA. BRAZIL



The enormous growth experienced in the last few years by the São Paulo Metropolitan Area (SPMA) with about 20 million inhabitants, 7 million private vehicles and over 25 million daily journeys has sharply deteriorated the efficiency levels of public transport, increasing congestion and the use of private vehicles.

Consequently, São Paulo's Public Transport Authorities (EMTU) hired the consortium Ineco-Systran to conduct a comparative study on vehicle technologies for medium- and low-capacity transport systems in order to improve the network's efficiency and quality as well as reduce contaminants emission, acoustic impact and associated costs.





## ACTIONS ON METRO LINES 1 AND 2 IN VALENCIA. VENEZUELA

In the metro network at Valencia (Venezuela), Ineco is rehabilitating line 1 and carrying out the comprehensive project on suburban line 2, which will have six new stations apart from the seven stations that have been operating since 2006. Regarding line 1, the Company is verifying the compatibility between the different remodelling elements and the solution to any interface issues detected, as well as preparing and updating the work programmes and monitoring reports.

Concerning line 2, Ineco is processing the technical documentation required, monitoring the works' progress and supervising and inspecting compliance with the specifications of the Spanish construction consortium. It also monitors the preparation, filing and modification of studies and documentation, and prepares total or partial deliveries of the work.





## SUSTAINABLE URBAN MOBILITY PLAN IN LA CORUÑA, SPAIN

A deficient urban planning and the expansion of A Coruña's metropolitan area in the last few years demanded an urgent implementation of a Sustainable Urban Mobility Plan (SUMP) which involved works focused on developing efficient and sustainable transport.

Ineco, with a 50% participation in a The Temporary Company Merger of which Ineco is a member was chosen by the Emalcsa foundation –organised by A Coruña's town hall and the municipal company Aguas de La Coruña S.A.– to draft the SUMP and set up a Mobility Technology and Operation Office (MTOO) at the same time to support the plan and define the technological tools to be used in its application and monitoring.

The Mobility Plan was approved in December 2013 and carried out in four stages: firstly, the initial situation was diagnosed; secondly, the goals to be attained were defined; thirdly, measures to achieve them were designed, which make up the Plan; lastly, indicators were established to monitor implementation and goal attainment.



## SUSTAINABLE URBAN MOBILITY PLAN IN LOGROÑO. SPAIN



In a Temporary Company Merger with ETT-Deloitte, Ineco is part of the Temporary Company Member which has elaborated a Sustainable Sustainable Mobility Department.

The works, which lasted a year, involved the participation of the citizens to identify issues. After gathering all the information, the Company performed a detailed analysis of mobility in all its forms, including general, pedestrian and bicycle transport and their management; traffic and circulation; public transport, road safety and environmental aspects.

Based on this information, a diagnosis was made to identify issues and opportunities for the municipality regarding mobility, and the plan's goals and actions to attain them were established.

Ineco also established monitoring indicators to provide the town hall with the necessary tools to assess the degree of achievement of the goals throughout the plan's time horizon (2025).





ACTIVITY

# PORTS

BULK

UBBU 259429

6

3MBO

267  
255



## ACCESSIBILITY

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## SOLUTIONS

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Ports are an intermodal node par excellence, as they are the place where the land modes (road and railroad) meet the sea mode. This makes them one of the most complex transport infrastructures, and their design and operating capacity are a determinant for the logistic chain efficiency.

The search for such efficiency is a key goal to Ineco, even more so in the current context where production sectors and international markets seek competitiveness. Due to this demand for quality, the Company offers innovative solutions oriented to customers and adapted to their needs.

In 2013, global sea traffic experienced a tendency towards continuous growth, most notably in the developing geographic areas. It is precisely in these areas where port infrastructures need to adapt to the growing needs of expansion and modernisation of facilities posed by increasing demand. Such is the case of the port of Manta, Ecuador, where Ineco has worked on designing and defining the specifications for the concession of a new port terminal.

Concerning Spanish ports, after a period when most of the investments were allocated to enlarging the side of the sea, port planning became mainly oriented towards road and railroad

connections. In this context, Ineco has worked on projects such as the electrification of the port of Barcelona or the implementation of the standard gauge at the port of Tarragona.

Furthermore, in order to take advantage of growth opportunities, other ports such as the one at Castellón or Marín have requested that Ineco adapt their railway infrastructures, which are reflected in the construction projects prepared by the Company.

# PORT PROJECTS



## DEVELOPMENT OF THE “DEEPWATER” PORT OF MANTA. ECUADOR

As part of Ecuador’s Strategic Mobility Plan developed by Ineco, the Ecuadorian Ministry of Transport and Public Works has promoted the adaptation works at the port of Manta to receive high-draft ships and increase its capacity in view of the expected growing demand.

Ineco drafted the so called “deepwater” plan, for Manta, which includes both a preliminary analysis of the distribution and development of infrastructures in the short- and long-term, and a technical, legal and financial structuring of the concession tender and the construction project.

The actions projected in the plan include creating 1,400 m of new dams, a new 400 m-long pier and a 16.2 m operating draft at low tide, as well as building a new fishing jetty with 400 m berth lines to alleviate the current situation of multi-purpose loading docks.

It was also suggested that fillings be used to expand the port area by about 25 ha, which would treble the current area.

The plan also includes infrastructure improvements such as dredging 12 m below the minimum sea level in the operating area, and repairing the breakwater.







## ELECTRIFICATION OF THE PORT OF BARCELONA. SPAIN

Aside from the works in several disciplines entrusted by the Spanish Ministry of Public Works to design new road and railroad accesses, Ineco was in charge of drafting the project to electrify the tracks of the new railway infrastructure at the Prat pier (dispatch/receipt terminal and an end of the loading and unloading terminal) for Barcelona's Port Authorities.

To adjust to the needs created by the new infrastructures and the development expected, Ineco suggested a solution that consists in implementing a traction substation with two 6,600 kV transformers and catenaries for the access, dispatch and receipt accesses and the loading and unloading track heads.

All these works are included in the study of power measuring of the traction substation and the construction projects related to the traction substation and the catenaries, which were performed by Ineco.





## STUDY OF ALTERNATIVES AND CONSTRUCTION PROJECT TO EXPAND THE TRACK BED AT THE TCV TERMINAL OF THE PORT OF VALENCIA. SPAIN

The construction project to expand the track bed of the TCV terminal at the port of Valencia, which was prepared by Ineco, was completed in 2013 as part of the works that the Company has been performing for almost a decade for Valencia's Port Authorities.

These works will achieve parking lengths of 750 m in the largest number of tracks possible, and it will allow operating portal cranes when loading and unloading compositions. The project also plans signalling and monitoring three level crossings and reorganising roads as part of the terminal's expansion.

Ineco has adapted the regular design criteria for this type of infrastructures to the needs associated to a port facility in terms of layout parameters, safety and signalling systems, and material selection, among other areas, thus optimising the facilities and adapting them to the high demands of a port environment.



## IMPLEMENTATION OF THE STANDARD GAUGE AND ELECTRIFICATION OF THE ACCESS TO THE NEW INTERMODAL TERMINAL AT THE PORT OF TARRAGONA. SPAIN



Ineco has worked for the Port Planning area of the port of Tarragona on the construction project to implement the UIC gauge (1,435 mm) and electrify the accesses and track bed of its new intermodal terminal.

The port of Tarragona, the fourth most important with regard to load volumes and one of the key hubs of the Mediterranean corridor, needed a direct connection to Europe to favour activity expansion and gain new commercial opportunities. This is why one of the design goals was to manage longer trains (of up to 750 m).

By means of a solution based on adopting the third rail, the port's traffic will be able to move on both gauge widths (Iberian gauge for Spain and standard gauge for European connections).





## CONSTRUCTION PROJECT FOR THE FIRST STAGE OF THE RAILWAY NETWORK OF THE SOUTHERN DOCK OF THE PORT OF CASTELLÓN. SPAIN

Since 2008, Ineco has worked to recondition and modernise the facilities of the port of Castellón. In 2013, the works were focused on drafting the construction project for the first stage of the railway network of the Southern dock of the port which, in late 2013, added up to 14 million tons and 194,000 TEU of cargo.

According to the construction project, the port of Castellón, which has almost 5 km of berthing line and a 16 m draft, will have a classification and composition station, as well as the railway branches necessary to connect to the future Southern access and the future connection to the railway network of the Northern dock.

The construction project developed by Ineco also plans using mixed-gauge slab track, which will allow receiving and dispatching standard-gauge trains.



## CONSTRUCTION PROJECT TO EXPAND THE INNER RAILWAY NETWORK OF THE PORT OF MARÍN, PONTEVEDRA. SPAIN



For the purpose of improving the operations at the port of Marín in the province of Pontevedra (Spain), Ineco designed a construction project to enlarge and improve its inner railway infrastructures. To such end the Company drafted firstly a report of needs and, based on such report, it developed a functional proposal.

To draft the project, Ineco also conducted a campaign and a geotechnical study of the relevant area, as well as topographic works and analysis of the services affected. In performing these actions, it made the most of the existing facilities and minimised the necessary investment.

The project also considered supplementary actions, such as adapting the drainage network and reorganising the water supply, electric power and telecommunication services, among others.

Thanks to this work, the port of Marín will increase its capacity for train handling, incorporating new tracks and increasing the length of the old ones, and enhancing their alignment.





ACTIVITY

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**INTERMODAL**

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## COMPREHENSIVE

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## SOLUTIONS

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When it comes to finding a solution which combines work from different areas, as is the case of intermodal transport, Ineco is a leader in consulting and planning management. The Company believes in providing leading and diversified solutions to ensure sustainable growth adapted to the needs of each place.

To such end, it integrates its products and services in multi-modal plans and analysis of sectors and technical and economic feasibility, as well as with financial and market analysis and demand studies.

Ineco's solutions range from the first stages which involve planning and designing transport infrastructure and services to detailed projects and the analysis of management and operation of the different transport systems.

Ineco believes transport to be an essential area which drives a strategic industry, especially in the current context of a globalised economy. In Spain, the goal must be creating a strong, open and competitive network useful for boosting economic activity and taking full advantage of its potential as an international logistics platform.

To attain an efficient and competitive system, Ineco believes it necessary to create synergy between the different transport modes by driving the competitive advantages of each of them towards the global transport network.

In 2013, Ineco operated in plenty of geographic markets, most notably Spain, Brazil, Kuwait and Ecuador. In Ecuador, Ineco continued advising the Ministry of Transport and Public Works to implement its National Plan for Mobility and Transport in 2013-2014.

Ineco also conducted other specialised planning studies, such as the one undertaken in Kuwait, where the Company concluded its assessment in awarding the works related to the Shadadiya industrial complex, which is to be built to the South of the country's capital.

Among other works carried out in Spain, worthy of mention are the technical works for the Spanish Logistics Strategy presented by the Ministry of Public Works in November 2013.

# INTERMODAL PROJECTS



## CONSULTING SERVICES REGARDING THE IMPLEMENTATION OF THE NATIONAL STRATEGIC MOBILITY AND TRANSPORT PLAN. ECUADOR

Ecuador's Ministry of Transport and Public Works has entrusted Ineco the design of a Strategic Mobility Plan (SMP) for the 2013-2037 period which involves a comprehensive approach to its entire transport network.

In May 2013, once it developed the SMP, Ineco started providing consulting services regarding the implementation of the entire plan.

The goal of the project is none other than modernising the country's transport system. To such end, Ineco is providing permanent advice in all transport areas, contributing its knowledge and technical experience.

The Company is also analysing relevant work proposals related to the SMP to ensure that they are duly applied. For instance, it became involved in the design of the most important high- and medium- capacity roads in the country. Moreover, it is actively working on planning and managing port authorities, fishing ports and river ports.

It is also reviewing air transport management schemes to improve their efficiency.



## TECHNICAL SUPPORT IN PREPARING A LOGISTICS STRATEGY. SPAIN



As part of the Infrastructures, Transport and Housing Plan, the Ministry of Public Works requested that Ineco prepare Spain's Logistics Strategy.

These works were initiated by analysing Spain's current logistics situation in the European context, which was useful to make a diagnosis of the demand and the features of the offer. Based on this, goals and work proposals were outlined and, subsequently, 18 priority measures, which the Ministry of Public Works is beginning to implement, were selected.

The Strategy aims at boosting Spain's role as a point of entry and handling of goods and distribution to the rest of Europe, based on the understanding of logistics as an increasingly important factor in productive processes.





## TECHNICAL ASSISTANCE IN MAINTAINING AND ENHANCING THE ENVIRONMENTAL MANAGEMENT SYSTEM OF THE OFFICE FOR HARMONIZATION IN THE INTERNAL MARKET (OHIM). EUROPEAN UNION

The Office for Harmonization in the Internal Market (Trade Marks and Designs) or OHIM, the European Union agency in charge of registering trademarks, designs and models made in the union, awarded the UTE Ineco-Ecodes (95%-5%) the project of technical assistance in maintaining and improving the environmental management system (EMS) needed to ensure the OHIM's continuity in the European Union's Eco-Management and Audit Scheme (EMAS). This is a management tool that allows assessing and improving the environmental behaviour of organisations, ensuring sustainability and compliance with social responsibilities.

The purpose of this agreement has been to provide the OHIM with technical support in maintaining its EMAS certification, calculating its carbon footprint and offsetting the carbon emissions derived from its activities as a result of its employees' travels (air travel) and the operation of its buildings and facilities.



## ANALYSIS, DEVELOPMENT AND IMPLEMENTATION OF THE SYSTEM OF INFORMATION TO REGULATE COSTS RELATED TO THE PRODUCTION OF ELECTRIC POWER IN A SPECIAL SYSTEM. SPAIN



Ineco also developed two computer tools especially designed for the Electric Power Subdivision of the National Commission of Markets and Competition to gather information on the owners of electric power production facilities, so that such information may be analysed and changes in time may be observed.

In 2013, Ineco established the technical features of power production technologies and prepared a cost information draft request, and developed the data entry interface for non-peninsular systems.

The scope of the agreement includes ongoing management of the information system and assistance in maintaining the platform.







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## CORPORATE

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# CULTURE

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### Strategy

- Soundness and stability to compete in a global market

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### Ethical integrity

- Responsible and committed

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### Commitments

- Committed to our clients
  - Committed to our team
  - Committed to society
  - Committed to the environment
  - Committed to our suppliers
-



CORPORATE

**CULTURE**

**Strategy**

## SOUNDNESS AND STABILITY

## TO COMPETE IN A GLOBAL MARKET

In fiscal 2013, the company was able to consolidate its strategic line marked by a decisive bet on the globalisation and multimodality of its activities.

If in 2012 Ineco started defining a sustainability and growth strategy by launching the Lince (launch of Ineco to foreign growth) plan, this year it has established and performed different actions contributing to consolidating this business transformation.

It has thus implemented a matrix organisation with a new definition of positions and functions, and a deep review of the operating procedures, especially project management. These actions, together with an ambitious Efficiency Plan, have contributed to reducing costs and maximising the efficiency and service level offered to our clients.

We should especially mention the implementation of a new business model and strategy offering a wider focus (F.O.C.O.) on the presence in strategic markets and the provision of customised services based on a deep knowledge of our clients contributing to:

- Maximising the added value provided to our clients.
- And, at the same time, maintaining profitability/return levels.

In an environment of ever increasing competitiveness as the current one, the combination of both factors has proven essential to maintain Ineco positioned as a dynamic, global and leader in transport engineering and consulting firm which contributes to the sustainable development of infrastructures and the generation of value and wealth for the countries and projects in which it is involved.





## Strategic axis



## Mission

Contributing to the sustainable development of transport infrastructures and to the generation of the value and wealth of the countries in which we operate with an offering of consulting and engineering solutions and services which is competitive, experienced, flexible and oriented to the results of both clients and shareholders.

## Vision

Being the first firm specialised in transport engineering and consulting service in the world being recognised by our technological capacity and our productive excellence among the main global engineering companies.

## Values

TEAM  
EXPERT  
DYNAMIC  
EFFICIENT  
GLOBAL  
PROFITABLE  
COMMITTED  
INNOVATIVE  
SUSTAINABLE



The background of the image is a dark, industrial scene featuring a robotic arm. A teal-colored vertical band is overlaid on the left side of the image. The text is positioned in the upper right area, separated by horizontal white lines.

CORPORATE

**CULTURE**

**Ethical integrity**



RESPONSIBLE AND

**COMMITTED**

Ineco has a Corporate Responsibility Policy in order to embed in its corporate strategy its commitment to the sustainable development of transport and its stakeholders.

In addition, in 2008 Ineco adhered to the ten principles of the United Nations Global Compact based on respecting and promoting human, labour and environmental rights, as well on fighting against corruption.

These principles, as well as the Corporate Responsibility Policy, are part of Ineco's corporate culture. To such end, the principles are applied to daily operations and are considered at the time of rendering any of the services offered by the company becoming more important if applicable as the company makes progress in its globalisation strategy.



## Our regulatory framework

Ineco is all for sustainability –based on its three fundamental pillars: the economy, society and respect for the environment as the key value of its operations.

This commitment is translated not only into compliance with current regulations in each of the countries in which Ineco operates but also in a business management approach based on goals such as preventing, promoting, enabling, correcting and supervising that Ineco's actions are consistent with the main international standards, the company's values, the legal framework and the social requirement in all of the company's areas.

These policies are encompassed in the "Integrity, Transparency and Commitment Standards", which include Ineco's Corporate Social Responsibility Policy as well as the rest of the standards governing the organisation:

- Code of Conduct.
- Environmental and Quality Policy.
- Zero Tolerance to Corruption Policy.
- Information Truthfulness and Transparency Policy.
- Harassment Policy.
- Comprehensive Safety Policy.

Likewise, these standards –which are periodically reviewed to secure that they are updated and adapted to reality– include the group of operating methods and procedures applicable to guarantee

that Ineco's activities are consistent with its values and compatible with current regulations. The body in charge of enforcing the Standards is the Ethics Committee.

Operating procedures defining the company's internal management have been established for their application:

- Guide of environmental best practices.
- Zero tolerance to corruption procedure.
- Basic project management procedure.
- Harassment protocol.
- Recruiting procedure.
- Professional conduct guarantee procedure.
- Works and services contracting and acquisition.
- Bid submission and contract review procedure.
- Internal audit procedure.

These policies, standards and procedures are known by the employees and management, and they are available on the intranet. Moreover, the Welcoming Session held for new hires informs these aspects in depth.







## Corporate Responsibility Policy

Ineco, as a global transport consulting and engineering benchmark company, contributes to the company's development and improvement providing for social, labour and environmental concerns in its strategy.

To such end, it carries out its activities based on the principles of integrity, transparency and commitment translated into satisfying the needs of its different stakeholders, which were identified and selected considering the interrelations between them and Ineco as well as the mutual implications.



### Clients: outstanding service

- Quality and service excellence.
- Commitment to long-term success.
- Ongoing dialogue and trust relationship.
- Confidentiality and objectivity.
- Clear bet on innovation.

### Shareholders: sustainable results

- Creation of sustained and sustainable value.
- Efficient management.
- Profitability and transparency

### Employees: attractive corporate project

- Increase in welfare and progress.
- Clear bet on innovation, research and dissemination of knowledge.
- Quality employment:
  - Merit and skill.
  - Professional development and training.
  - Equal opportunities, reconciliation.
  - Safety and health in all the positions.
  - Team work, communication and involvement.

### Suppliers: trust and transparency

- Advertising, concurrence, non-discrimination.
- Confidentiality.
- Mutual benefits and trust.
- Objectivity.
- Promotion of corporate responsibility principles.

### Society: cultural, social and economic development

- Inclusion of people with disabilities.
- Increase in welfare and progress.
- Cultural, social and economic development.
- Innovation, research and dissemination of knowledge.
- Cooperation with other sector companies.
- Relations with the third sector (non-profit organisations).
- Promotion of corporate responsibility among employees.

### Environment: preventive approach

- Priority given to environmental aspects upon drafting projects and rendering services.
- Responsible use of resources.
- Adequate management of our waste.
- Demanding practices for our employees and suppliers.

## Code of Conduct

As a specific chapter within its “Integrity, Transparency and Commitment Standards”, Ineco includes a group of behaviour standards defining the corporate culture. Understanding and applying them contributes to responsible and ethical management in developing the services and products it offers, and the relations it establishes with the different stakeholders.

The Code of Conduct is based on observing the ten principles of the United Nations Global Compact –aimed at respecting environmental, labour and human rights, as well as the fight against corruption– and it is incumbent upon all the professionals exercising their functions and duties in all the professional areas in which they represent the company.

The Code of Conduct expressly establishes that “all the professionals in the organization must honestly respect the human rights and public liberties established in the Universal Declaration of Human Rights and the legal systems of the countries in which they work in any and all the company areas.”

### Loyalty to the organisation

- Reputation and loyalty to the company.
- Respect to confidentiality.
- Efficient and responsible involvement.
- Non-concurrence with other companies.
- Appropriate use of the company's resources.
- Compliance with environmental, health and safety measures.

### Relationship of professionals with the stakeholders

- Relationship with clients: excellence, confidentiality, objectivity and trust.
- Relationship with suppliers and collaborating companies: trust and mutual benefit, transparency and impartiality.
- Relationship with the international environment: respect for legislation, culture and customs.
- Strict compliance with legality.
- Transparency and truthfulness of the information: clarity, accuracy and verifiability.
- Rejecting gifts, compensations or bribes.

### Relationship between professionals

- Respect for people.
- Non-discrimination.
- Cooperation and collaboration.

### Structure personnel, managers and administrators

- Knowledge and communication: responsible and ethical professional performance.
- Respect for and promotion of the workers' fundamental rights.
- Professionalism and subordination of one's own interest to the company's interests.
- Truthfulness, accuracy and honesty in economic and financial management.
- Application of merit and skills principles in hiring new employees.
- Fostering the professional promotion and training of personnel objectively.
- Enablement and promotion of labour integration and reconciliation.

## Zero tolerance to corruption

In order to ensure transparency and integrity in the pursuit of its corporate goals, Ineco expresses that it rejects all forms of corruption –both direct and indirect– in its Zero Tolerance to Corruption Policy.

Thus policy is known by both the company's management and all its employees, and it is available on the intranet for consult by the employees.

Taking as basis the analysis of the activities most exposed to the risk of corruption and following the provisions in the Code of Conduct, Ineco assumes the following commitments:

- Company employees may not accept and/or offer bribes of any kind.
- No illegal pressure –either direct or indirect– may be exercised on politicians.
- Requesting and/or accepting presents, gifts and/or favours is prohibited.

Within the framework of its firm commitment with transparency, Ineco fights corruption using the tools necessary to mitigate risk. After analysing and evaluating all the company's areas placing special attention on the ones operating abroad, we have no incident to report in this regard in 2013.

## Information truthfulness and transparency

Ineco believes that providing truthful information to its stakeholders in a transparent manner is paramount. To such end, it has contracting and internal control standards in place to ensure these aspects, apart from having an area which is expressly engaged in internal and external communication.

Based on its legal configuration, Ineco is completely governed by private law, except in any matters related to budget, accounting, financial and contracting control that may be applicable. Thus, as to contracting, apart from enforcing the requirements under Public Sector Contracts Law provisions, Ineco

has established certain standards and procedures based on the principles of advertising, concurrence, transparency, confidentiality, equality and non-discrimination.

On the other hand, as to financial control, Ineco applies documented, implemented and accessible policies to its personnel and collaborators.

Corporate policies are approved by Ineco's Management Committee. Those related to the financial and accounting, and internal control areas are also approved by the Audit and Control Commission, which is formed by the chairman and three members of the Board of Directors.

Ineco's internal control structure guarantees that:

- The main risks associated to projects are managed effectively and reasonably.
- The figures in the financial statements are presented in conformity with the transparency and integration criteria based on Spanish and international accepted accounting principles.
- It meets all the applicable laws and regulations.

## Harassment policy

Ineco established a Harassment Protocol agreed upon with the Works Council to promote preventive and corrective actions so that the people enjoy a healthy work environment in which their dignity and integrity are respected.

In addition, it has a Mediation Commission in charge of analysing any cases that may arise and participating in drafting preventive and corrective measures.

## Comprehensive safety

Ineco addresses safety from a comprehensive standpoint allowing guaranteeing the security of the people, the security in information treatment and the continuity of the corporate activities.





Ineco has thus established an occupational hazard prevention policy, which is supported by the principles of prevention, protection of the workers, information, training, and involvement of the workers and assignment of the necessary resources. These principles are developed in greater detail than Ineco's Prevention Plan, which is available for all the workers on the intranet.

In the realm of corporate security, Ineco designed a policy mainly seeking to protect assets and intellectual capital, as well as controlling and verifying the operation of safety measures by managing incidents and performing internal audits.

As to the treatment of information, Ineco guarantees compliance with Personal Data Protection Law, apart from the confidentiality of its workers and the contribution of the necessary information to its suppliers. It also has specific plans to replace the services it renders to its clients if they are interrupted.

Also, Ineco is subject to Transparency, Access to Public Information and Good Governance Law 19/2013 of 9 December which requires, among other things, that budgets and annual financial statements, granted contracts, agreements executed, etc. be published.

The shareholders may send their recommendations and indications to the main body through the Regular Shareholders' Meeting, Board of Directors or the Audit and Control Commission.

## Regular Shareholders' Meeting

It is the deliberative body of the company. Its legitimately adopted agreements bind the company and all its shareholders.

Ineco maintains an open communication channel with its shareholders through the Regular Shareholders' Meeting, the Board of Directors and the corporate web page.

## Governance model

Ineco has the governing bodies necessary to secure that its management model and values reach all the areas and disciplines of the company. The governing model is established by the present strategy and organisation based on the company's needs.

The members of the top governing body are widely recognised prestigious professionals in the sector and they should act under the diligent management, duty of fidelity, duty of loyalty, duty of secrecy and responsibility principles. Likewise, they should have sufficient knowledge and experience to exercise their functions.

The chairman of Ineco is the chief officer in the Board of Directors, the Management Committee and the Ethics Committee. As president and member of the Board he has an executive position that entails company administration and management duties, apart from representing it as an institution, being these powers granted by the Board of Directors.

## Board of Directors

It is the body in charge of taking decisions and reaching agreements on strategic issues, preparing the financial statements, approving budgets and other proposals submitted to the top management. In addition, it follows up on Ineco's activity.

The members of the Board of Directors are appointed as provided for in Ineco's bylaws and Spanish Corporations Law approved by Royal Legislative Decree 1/2010 on 2 July.

It is formed by 16 people, out of which 12 are men and 4 are women with the following roles: 1 chairman, 14 members and one non-member secretary.

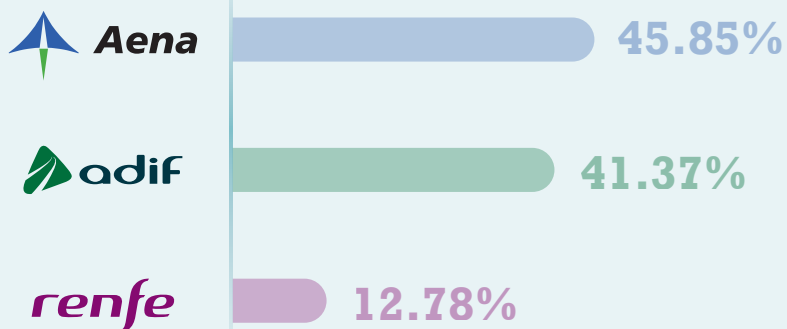
None of the members of the Board have an executive position except for the chairman. All of them are part of the Spanish administration.

The potential conflicts of interest among the members of the Board and the company would be resolved as provided for in Public Administrations and Common Administrative Procedures Legal System Law 30/1992 of 26 November.

## Distribution of shares

Ineco is company integrated into the Ministry of Public Works Group as proprietary means and technical service of the State. Its shares are owned by the largest government agencies in the Spanish transportation sector.

Shareholder	Disbursed capital	Interest	No. of shares
AENA	3,783,177.63	45.85	30,263
RENFE Operadora	1,054,334.34	12.78	8,434
ADIF	3,413,148.03	41.37	27,303
<b>TOTAL</b>	<b>8,250,660.00</b>	<b>100</b>	<b>66,000</b>



## Audit and Control Commission

It reports to the Board of Directors and is in charge of supervising the budget and the company's annual financial statements, as well as monitoring the sustainability strategy.

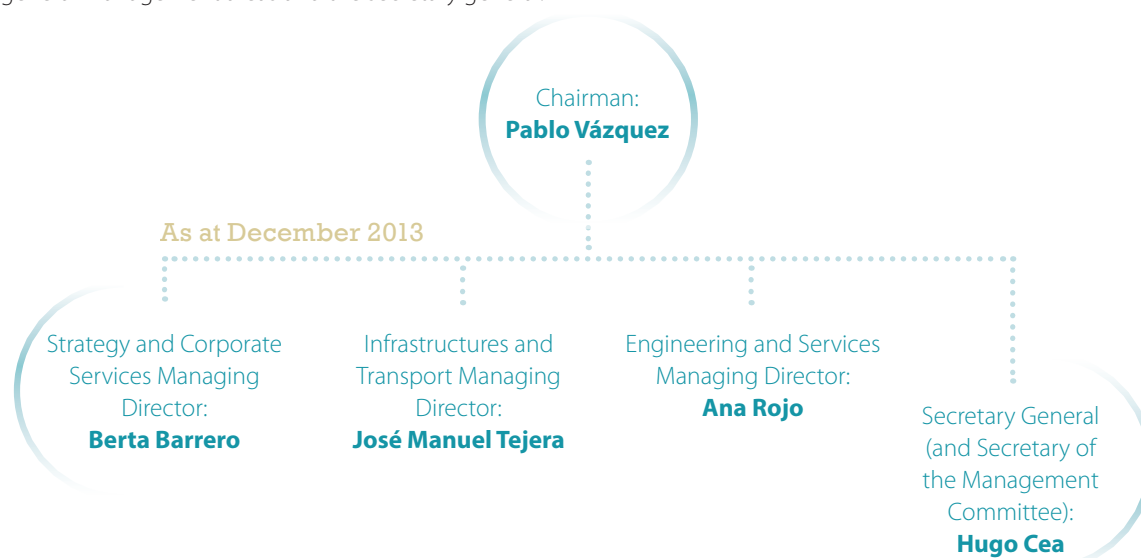
It meets every six months and is made up by a chairperson, three members of the Board of Directors and one secretary.





## Management Committee

It is the highest internal decision body and it is formed by the chairman of Ineco, the representatives of the three general management areas and the secretary general.



This body is in charge of implementing and developing the strategic guidelines issued by the Ministry of Public Works and approved by the Board of Directors, of taking decisions for the company's successful course of business, of the monthly follow-up of the management chart, of the approval of policies, plans, procedures, budgets and standards of general application, as well as of the evaluation and approval of any other issue of general interest.

## Ethics Committee

The Ethics Committee is in charge of supervising the compliance with corporate integrity standards, the proposal of preventive or corrective actions in connection with their potential non-compliance, the instruction of the case when applicable, and the updating and internal publication of the Code of Conduct, as well as its interpretation in the event of doubt.

It is formed by the chairman of Ineco, the Corporate Managing Director, another director appointed by the chairman (out of the 10 most senior directors in Ineco) for a period of up to 2 years and the Secretary General. When the issues to be discussed require it, other members of the company's management and/or professionals or experts deemed appropriate may be requested to join the Committee.

Any qualified body or employee of Ineco that believes that the Code of Conduct or any of the Integrity, Transparency and Commitment Standards have been breached should advise it so to this Committee, which will take care of the matter.

## Other bodies

As to environmental and quality management, the governing model is established in the "Organisational Relation Manual" and it provides for the following bodies.

- **Quality Committee:** it aims at supervising and boosting the development of the environmental and quality integrated management system of Ineco as well as to analyse the adjustment and effectiveness of the system ensuring ongoing improvement.
- **Quality Coordination Committee:** created to enable a meeting space to promote the ongoing improvement of the management system gathering the initiatives and needs in environmental and quality management leveraging synergies and promoting the exchange of experiences among the engineering and business areas. It is also a control and follow-up mechanism of the management system.

Ineco also has in place other management and communication bodies such as the Human Resources

Committee, the Procurement Department, the Global Opportunities Committee, the Commercial Committee, the Business Opportunities Committee, the Operations Committee, the Global Projects Follow-Up Committee, the Innovation and Product Committee, the Knowledge Committee, the Extended Management Committee, and the annual structure personnel Convention.

## Economic aspect

Ineco incorporates socially responsible criteria to all its activities, policies and procedures evaluating the risks arising from them from the economic as well as the social and environmental standpoints.

In addition, over the past few years, it has been immersed in an ambitious Austerity Plan implemented to reduce expenses and mitigate the implicit risks, which affects all the company areas thus reinforcing Ineco's leadership as a profitable, solvent and efficient entity.

In this scenario, the company follows up on the

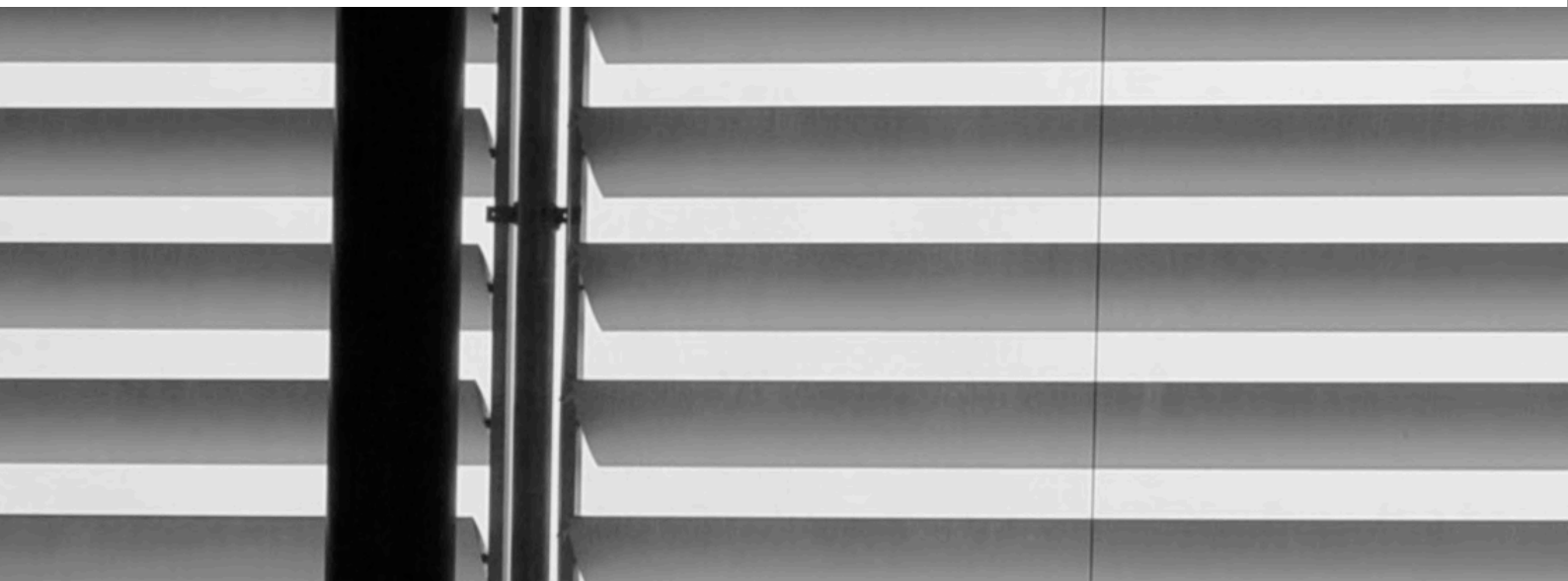
variables which are most representative of the economic performance on an ongoing basis in order to identify and correct the potential risks and deviations regarding the goals set. To such end, it uses a series of control tools which are available not only in the economic and financial area but also for the group of management parameters of the company.

Ineco has documented financial control policies based on the principle of precaution; consequently, it prepares budgets, balance sheets and profit and loss statements in advance with a monthly follow-up and breakdown.

There is also an Internal Audit unit supervising its compliance.

In late 2013, Ineco approved its business plan for the 2014-2015 two-year period as a key element to deploy the company's business activity and in order to increase contracting with improved financial profitability and efficiency in its performance. These strategic lines define the way in which the company will achieve its economic, social and environmental goals, which are the strategic pillars of Ineco's policy, through each of its actions and work processes.





<b>Direct economic value generated (EVG):</b> <b>Revenues</b> (net sales, income from financial investment and revenue from the sale of assets)	<b>188,313,215</b>
<b>Economic value distributed (EVD)</b>	<b>180,277,251</b>
<b>Operating costs</b> (payments to suppliers, lease of properties, payments to subcontracted workers, employee training costs, etc.)	52,125,559
<b>Salaries and employee benefits</b> (total payments made to employees and employment benefits)	125,666,727
<b>Payments to fund holders</b> (dividends credited to any type of shareholder, interest payments to suppliers of loans and interest for any sort of debt or loan)	1,517,146
<b>Payments to the government</b> (gross taxes and rates)	967,819
<b>ECONOMIC VALUE RETAINED (EVR)</b>	<b>8,035,964</b>



## Service charge income (euros)

	2013	2012	2011
Services rendered to the public sector	134,351,824	174,945,990	215,650,930
Services rendered to the private sector	53,104,061	45,111,859	32,508,370
<b>TOTAL</b>	<b>187,455,885</b>	<b>220,057,849</b>	<b>248,159,300</b>

## Cash Flow (euros)

	2013	2012	2011
Cash flow from operating activities	6,589,129	29,335,974	17,333,470
Cash flow from investment activities	-1,419,747	7,024,043*	-10,070,143
Cash flow from finance activities	-271,393	-10,534,349	-15,660,460
<b>INCREASE/DECREASE IN CASH, NET</b>	<b>3,267,553</b>	<b>25,637,390*</b>	<b>-8,047,648</b>



CORPORATE

**CULTURE**

**Commitments**

COMMITTED TO

## OUR CLIENTS

Ineco's strategy is characterized by the ongoing search for excellence in the quality and service offered to our clients, apart from the commitment to long-term success.

In 2013, and in line with its expansion process in the foreign market, the company has undertaken a profound review of its commercial strategy and its competitive positioning for the purpose of focusing its activity on the specific geographical markets always maintaining special attention on its national clients.

To do so, it establishes an ongoing dialogue and relationship of trust with them based on complying with the agreements adopted, confidentiality, objectivity, and a stronger bet on innovation allowing anticipating their needs and offering the best and most advanced solutions with high quality levels.

## Innovation for the future

Based on the line set over the past few years, Ineco continues to invest in innovation as the engine for creating new products and services adapted to the needs of the company as well as to improve the existing ones in an ongoing training process allowing them to be the benchmarks for the infrastructures engineering and consulting sector in the future.

Innovation in 2013 experienced an evolution to adjust to the new needs and challenges faced by Ineco arising from its globalisation process. In line with its market strategy, Ineco adopts a clear approach to the profitability of the innovative effort.

R&D&I  
effort  
**3.48 M€**  
**1.86%**  
of sales

Involvement in  
**12 European and  
2 Spanish  
consortiums**  
(Arid Lap and Viadintegra)  
**with 5 main ones in which  
Ineco acts as consortium  
leader:**

MinoxStreet, FilGapp, Accepta,  
Satisfied y Opta IN.



In 2013, Ineco developed 33 active projects (internal and in collaboration), 12 out of which have already concluded (4 were lab-type projects).

- 36% relate to new products or services that need to be developed to respond to new sector needs.
- In our struggle for ongoing improvement, to increase the quality and services offered, 12% of the innovation projects portfolio was focused on improving the existing products and services.
- And supplementing our long-term bet on the future, the projects portfolio includes 52% focused on training and learning on the most innovative and state-of-the-art technologies.

Out of the 12 projects concluded, 90% had 80% or more of a technical success and, within this group, 60% exceeded 95% of success obtained.

As a way of showing the support received from independent entities, Ineco obtained external financing for R&D&I amounting to 1.29 million €, 70% out of which arises from international sources, 3% out of national sources and 27% out of tax deduction related to R&D&I.

- Promotion of the use and development of smart technologies.
- Participation in the European programme LIFE + as consortium leaders.
- Strengthening of the activities and results of dissemination and communication thanks to the consolidation of the different communication channels.

In addition, we were granted the **Be Inspired Awards 2013** in the category: Innovation in Rail and Transit.

**Be Inspired Awards**

This award recognises the most outstanding infrastructure projects around the world based on innovation and best practices in design, engineering, construction, operation and execution of projects.

## Main milestones

- New innovation management model at Ineco to adjust to the company's new challenges.
- Improvement in achievement focus during the whole innovation process.
- Alignment with knowledge management searching for a coherent and multidisciplinary system ensuring synergies and feedback among the different technical disciplines.
- Participation in major international forums of the sector in recognition of the results of projects such as SPRING, DETEC and TICLOG.
- Development and presentation of an innovative patent related to the innovation project BACTERIO.

## Participation in associations and technological platforms

In line with its commitment to innovation, Ineco participates in several technological platforms inside and outside Spain: EATRADA (European Aeronautical Association); ERRAC WG (European Railways Association); PETF (Spanish Rail Transport Platform); PTC (Spanish Road Technology Platform); EURNEX (European Rail Research Network of Excellence).

We also collaborate actively with benchmark transport research centres, such as the CRIDA (Reference Centre for Research, Development and Innovation in ATM) and the CTF (Centre for Testing High Railway Technology).

## Joint collaboration for global innovation

In order to obtain an efficient, environmentally-friendly, sustainable, safe and accessible system, Ineco participates in different European collaborative projects paving the way for a learning environment seeking an outstanding design of infrastructures thanks to the joint efforts and convergence of interests of the different stakeholders.

Thanks to the experience acquired through the technical contribution and leadership in European R&D&I projects (GIANT, GRAIL or TITAN, among others), Ineco continued to be successful in contributing to Spanish and international innovation and collaboration projects, being the assistance framework of research and development of the European Commission the most important.

A clear example of this is the **Shift<sup>2</sup>Rail** initiative, a top-notch programme that will channel European rail innovation over the next few years. Ineco also participates in the **SECURED** and **SAVASA** projects to enhance the physical safety and surveillance of people and infrastructures; **CAPACITY4RAIL**, focused on maximising railway line capacity without disregarding comfort, efficiency and maintenance; or **NGTC**, seeking the most ambitious development and applications of the ERTMS and CTBC systems. Within the Spanish area, we should mention the **Arid-Lap** project in which new technical problems are addressed in extreme environments.

As to the aeronautical area, the company continues its work within SESAR, including the AIRE Programme of the **SESAR Joint Undertaking** focused on reducing the environmental impact of aviation leading the consortium in the projects **Opta IN** and **Satisfied**, and participating in **SMART**. Ineco also leads two projects in the **Seventh Framework Programme** related to air navigation systems, **FILGAPP** and **ACCEPTA** and as partner of **INTERACTION** seeking to improve the efficiency of land aeronautical operations and processes.

Another major milestone is the inclusion for the first time of a project within the European programme LIFE+ 2012 – Air Axis. It is the project **MINOX-STREET**, in which Ineco leads the consortium formed by the City of Alcobendas, Madrid, CIEMAT and CEDEX.





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## Main innovation projects in 2013

### APS

A robot designed specifically for the validation tests process of equipment shipped in ERTMS-type Eurobalises based on the protocols defined by the ERA (European Railway Agency) increasing the performance of these services.

### CoverGNSS

An engineering support tool for decision making to evaluate total air space navigation services integrating GNSS-type and land systems analysis. It enables a global analysis which integrates the economic, safety and maintenance aspects of the land systems rationalization process to performance based navigations (PBN).

### CRONOS 3.0

Comprehensive proprietary software allowing for effective, speedy and full analysis and development of the theoretical exploitation of a railway line. It includes, among other functionalities, analysis based on legal standards, traffic simulation, fleet dimensioning for a determined level of passengers as well as the impact of safety systems and signals on preestablished traffic.

### Smart surveys

Analysis and training on the use of the new smart technologies related to mobile devices allowing automating the obtainment of broken down user data on the basis of the significance in transport consulting studies.

### HECCO 2.0

Changes in the prototype "HECCO 1.0 – Quality of land-air communications" through actual tests for proving, improving and validating thus generating a more consolidated product.

### le(CO)Trans<sup>2</sup>

Continuation of the letrans project incorporating new "green" impact to the assessment of the different measures and policies applied to the transport sector. This expansion includes considerations arising from the energy sector, the one related to climate change and the social and economic sector in a wider and more comprehensive eco-friendly view.

### INDINOMA

Dynamic study of the behaviour of bridges using the modal operational analysis through trials including the time variable, which is the base for a new predictive maintenance methodology.

### PINK

Development of a software simulation tool of the contact between the pantograph and the catenary. It enables singular adaptations and developing the service according with the client's needs maintaining the quality and precision criteria.

### SADA

Proprietary automatic auscultation system to offer new high-precision, fast and cheap solutions of the characterisation of the conditions of railways including geometrical and rail wear parameters. SADA combines the new high-precision technology of the measurement systems based on 3D laser cameras using image rank techniques.

### SPRING

Simulation of the coverage, planning and validation analysis of communications facilities inside tunnels for GSM-R based on a radio transmitter designed by us, especially aimed at performing experimental measurements.

## Quality as competitive strategy

Ineco has in place a management system considering quality as a key element in the search for excellence. It is based on the following pillars:

- Client satisfaction seeking ongoing improvement at all times through cohesive teams, best work practices and system sustainability.
- Quality as a management system axis so that the whole organisation is involved.
- Process focus, which is ensured by analysing and developing synergies, identifying representative indicators, and measuring and analysing their changes.

## Certifications

Within the realm of management systems, Ineco has the following certifications of AENOR which prove the efficiency of the organisation's quality system, especially in all its internal processes.

- Integrated quality and environmental management system, based on the international standards UNE-EN ISO 9001:2008 and UNE-EN ISO 14001:2004, certified as from 1996 and 2003, respectively.

- Environmental health and safety management system under the standard OHSAS 18001:2007, certified as from 2012.

In the railway area, Ineco is certified by the ENAC (National Certification Agency) as inspection entity of rolling stock (type C) and as independent assessment entity of railway applications safety (type C) under the provisions of standard UNE-EN ISO/IEC 17020:2004.

Ineco was the first and, presently, the only organisation holding these accreditations in Spain.

Ineco also holds other accreditations or certifications related to projects:

### Software development

\* CMMI-Maturity Level 2.

\* CMMI-Maturity Level 2.

### Inspection – Industrial area

\* Accreditation 76/EI058 Rolling Stock/Independent Safety Assessment Exhibit Accreditation 76/EI058.

### Air navigation services

\* Accreditation "Design of Flight Instrumental Procedures" (Public Authority for Civil Aviation, Sultanate of Oman).



## Getting better every day

The company pays special attention to creating value for its clients; to achieve this it gets management's encouragement and the employees' involvement in the different actions aimed at improving performance. Thus, the Quality Improvement Goals Plan of 2013-2015 includes the following lines of work:

- Promoting the implementation of international best practices. Deepening the knowledge of new opportunities contributing to system improvement and innovation.
- Focusing on managing the organisation by process. Deepening the process map deployment, developing methodologies enabling coordination between the organisational areas and identifying follow-up indicators for these processes.
- Searching for operational efficiency leveraging the company's technical and organizational synergies. Organising training sessions getting the work groups from different areas involved to show the best practices in specific issues related to their area of expertise.
- Developing work methodologies –both technical and management– to foster the collaboration of groups from different areas.
- Implementing an integral and cross project management policy at the organisation.

- Improving the organisation's approach to the external and internal client.
- Reinforcing ongoing improvement as a habitual practice at the organisation. Raising the workers' awareness on quality, the importance of using resources adequately and protecting the environment through campaigns on the intranet especially emphasizing environmental awareness (electric power consumption, water consumption, reduction and reuse of paper, etc.).
- Guaranteeing the permeability of quality management in the organisation. The company training plan includes –as cross training environmental and quality learning so that training actions are launched based on the environmental and quality management system for project personnel, technical assistance at works personnel, etc.

The management system adopted is based on a preventive approach both in connection with the organizational aspects and the production processes and support services. The system operation is appropriately followed up and, in the event of a deviation, adequate actions are taken to minimize the potential consequences.







## Effective communication with our clients

Ineco is all for a smooth communication with clients, the pillars of our business.

Ineco is firmly committed to the search for the creation of sustainable value for its shareholders and clients, such as national and international administrations, by effectively and efficiently managing resources pairing its business activity with social responsibility. The relationship with the shareholders and clients is based on the principles of profitability and transparency.

As established in the Corporate Responsibility Policy and in order to render an ever improving service to our clients, Ineco establishes the communication channels necessary to ensure a smooth dialogue with them.

Our main means of communication with our clients are:

- Project development: several quality-related meetings are held at the project launch and conclusion. In addition, Ineco is especially

concerned about the client's opinion and the incidents that could have arisen during the course of the projects, which it compiles as "lessons learned" to help improve its services on an ongoing basis.

On the other hand, all the personnel involved in the project –in the technical as well as the business areas– is in charge of maintaining permanent communication with the client during the course of the project.

- Ineco's web has a mail box whereby our clients may send all types of communications, suggestions, complaints, inquiries or claims on the organisation's performance.
- Client satisfaction survey at the end of the projects. We thus compile information on the client's opinion about the work performed (company image, product quality, and global assessment of the services rendered).

In 2013, we obtained the results disclosed below.

- Drafting and publication of the Annual Report, the corporate magazine itransporte (and its three annual releases), and participation in industry congresses and exhibitions, with the intervention of World ATM, Passenger Terminal, UITP, Rail Solutions Asia or Kuwait Airport Development Forum, among others.

## Satisfied clients - our best reward

In order to achieve excellence in the quality of its projects, Ineco seeks to increase the response rate to client surveys sent by the new direct communication channels that it intends to launch in 2014. This will allow implementing new improvement measures.

**8.7**  
over 10

### Overall assessment year 2013

0 to 10

Dedication and interest	8.9
Qualification and professionalism	8.8
Attention received	9
Communication level	8.7
Compliance with technical requirements	8.8
Documentation	8.6
Ineco's capacity	8.7
Compliance with deadlines	8.8
Resolution of detected issues	8.7
Overall assessment	8.7

*The response rate for 2013 was 42%.*

The results of the average evaluation stemming from the client satisfaction surveys are highly positive. The results obtained in 2012 are maintained and the aspects contemplated in connection with the assessments of the period 2008-2011 are improved in all areas.





COMMITTED TO

## OUR TEAM

The company is immersed in a global transformation process that will allow it to reinforce international activity and positioning as global transport engineering leader. In this review, Ineco's main effort revolves around its most important value -its team.

It is about designing and executing a strategy that will value the talent of its employees supporting their training and managing their professional development with a series of actions aimed at positioning the company competitively and efficiently in the global market.

Expatriation policies, foreign personnel management, the implementation of tools fostering the employees' culture of mobility, and training programs to strengthen their skills, both technical and language-related, are focused on facilitating and enabling performing the company's activity in a multicultural environment that is highly demanding.



## Talent management

The differential value of Ineco is the knowledge stemming from its experience in the most important engineering projects. The company's challenge lies in obtaining the highest yield and this means having not only the best professionals but also structures, management models and mechanisms supporting an adequate organization of tasks, maximum efficiency and the leveraging of resources and development of competitive and committed talent.

In this sense, in 2013, Ineco implemented and consolidated a matrix structure which has been the base for preparing the talent management model. The axes supporting the model are identification of potential, management by goal, and performance evaluation. In a few words, developing talent and increasing commitment.

As a source of future professionals who may develop their knowledge and skills, Ineco has in place collaboration agreements with the main and most prestigious colleges and universities both in Spain and abroad. The company tries to recruit the best students with an advanced level of English, international interest and an inclination towards transport engineering in order to get the talent

necessary for the company over the medium term, which is also aligned with the corporate culture and transformational change we have gone through.

In 2013 we have granted 26 scholarships aimed at training higher education degree holders (18) and technicians (8) mainly in roads, channels and ports, aeronautical, industrial and telecommunications engineering.

As from the beginning of the scholarship, all the scholarship holders are assigned a tutor and a mentor to follow up their development. Also, the performance is evaluated at the time of conclusion or renewal.

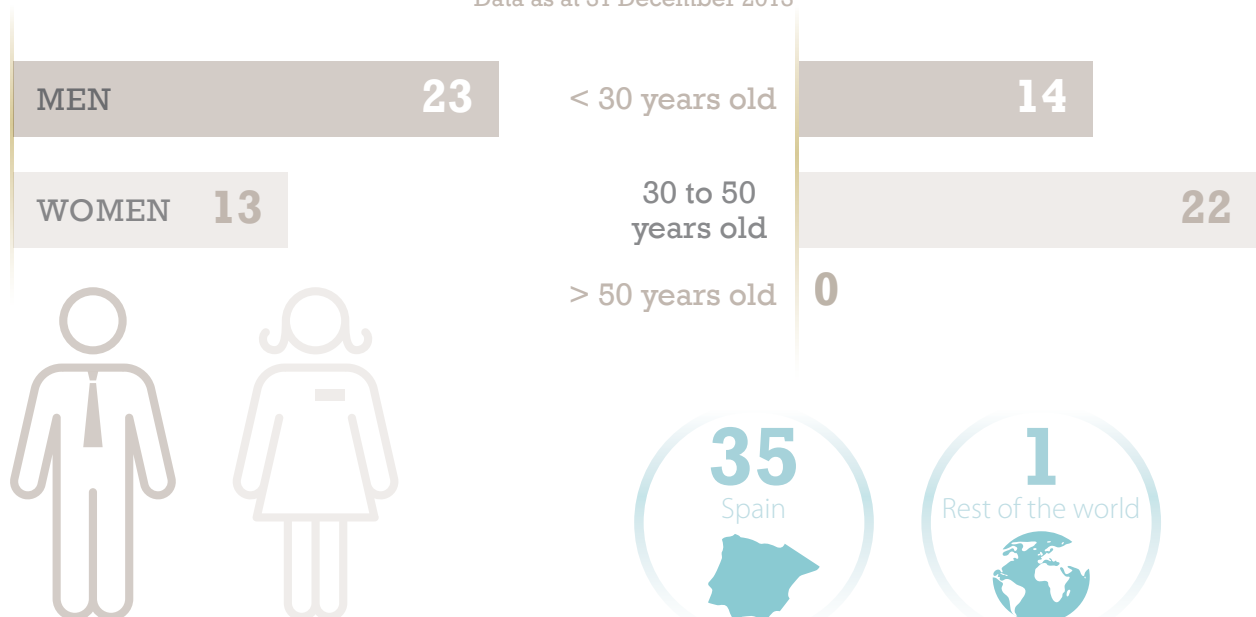
## Turnover and recruiting

Social networks and new technologies are fundamental recruiting tools for Ineco.

In addition, there is an open "channel of professional opportunities" in the company's intranet to publish the career needs of the employees within the organization, thus favouring mobility across the business areas.

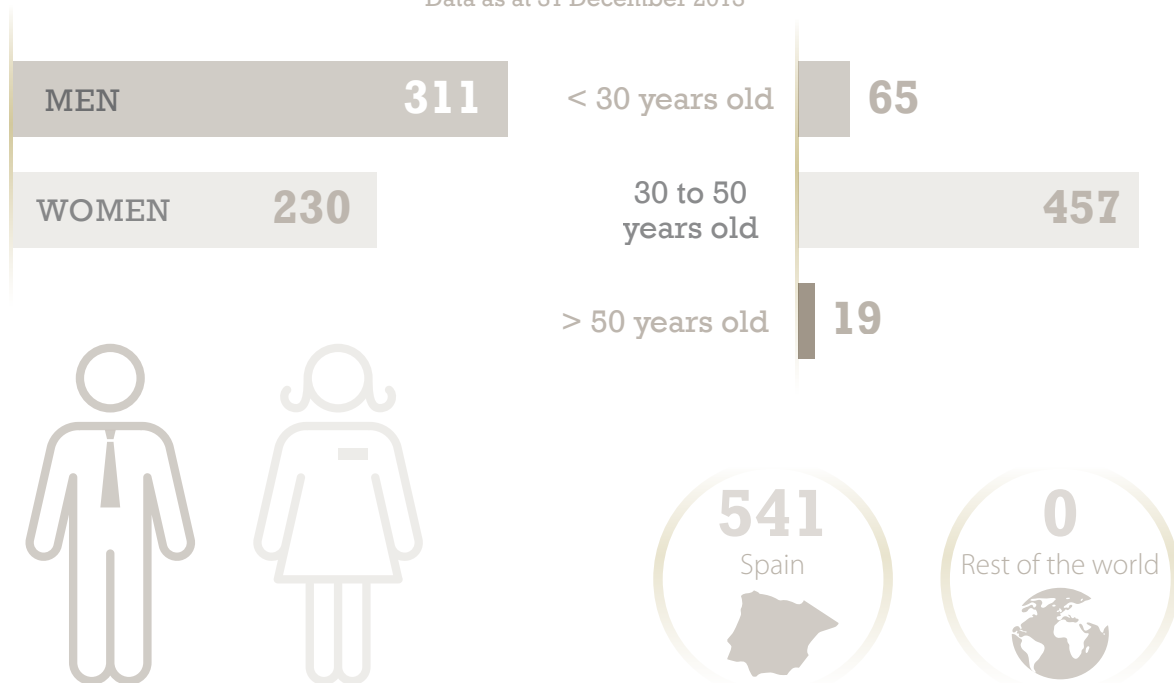
### New hires broken down by gender, age and region

Data as at 31 December 2013





## Number of terminations broken down by gender, age and region

Data as at 31 December 2013



## Average turnover rates

	SEX		age		
			< 30 years old	30 to 50 years old	> 50 years old
Average workforce	1,529.07	1,002.40	212.25	2,082.37	236.46
Voluntary turnover	3.8%	2.7%	11.8%	2.6%	2.1%
Non-voluntary turnover	16.3%	20.2%	18.8%	19.3%	4.2%
Turnover due to retirement	0.2%	0.1%	0.0%	0.0%	1.7%



## Strategic performance management

Our main asset is our human capital; therefore, managing talent is a key process on which our value as a company should be supported. Identifying and enhancing our talent, sharing and developing knowledge, and evaluating the resulting performance considering the value of all that are key goals in the whole transformation process of Ineco.

In 2013, Ineco started implementing a performance evaluation model aimed at effectively managing professional development for the purposes of detecting the skills and abilities of the employees and their development potential, as well as their interests, motivations and attitudes.

In line with the above, in 2013 we made a significant effort in the talent identification phase through in-house and external evaluation processes for all the administration, management and technical structures. The information gathered in this process was used

to design development plans, professional careers, succession plans, etc. In 2014 we will define and apply a development evaluation model for the whole staff.

Ineco has in place a variable compensation system which is partly tied to the employees' development. Such system is aimed at meeting corporate goals and it revolves around key results for the company and in each position. For example, a portion of the structure personnel compensation is tied to talent management and based on the evaluation of the personal goals related to performance and development competencies.

In 2013, we evaluated the performance of about 500 people mainly from the administration, management and technical structures so that the percentage of employees who received this type of compensation related to their performance stood at 32.3%. The breakdown by gender is: 71% men and 29% women.

The final goal is improving the efficiency, profitability, growth and quality of the organisation through three fundamental variables: evaluation of results, performance and employee commitment.



## Training: a boost for the development of company and professionals

The 2013 Training Plan was prepared on the basis of the demand of the training needs that arose throughout the year within the new strategic plan aimed abroad and adjusting to the company's new organisation. Reinforcing the technical knowledge, improving foreign language levels and disseminating the new corporate culture are major cornerstones for our team to commit to the company's transformation and globalisation.

The training effort was focused on technical training sessions, disseminating processes and procedures and languages, being the main indicators as follows:

- 43,608 training hours
- 835,255 € invested in training
- 659 training actions held
- 1,720 people -68% of the staff - attended training events in 2013

The training for 2013 is structured in the following categories:

- Specific training: including all the training actions seeking to provide specific (and usually technical) knowledge related to the employees' professional career. Specific training courses in 2013 stood at 286, i.e. 43.4% of the total.
- Cross training: including all the training actions aimed at the whole organisation based on each individual's needs. This category includes training in languages, IT, quality, the environment and occupational hazard prevention. A total of 373 courses were taught in this area, representing 56.6% of the total number of courses of 2013.

In addition, there are in-house technical training sessions taught to company personnel. The employees who are taking official training courses related to their work are also provided with financial support for such undertakings.

In 2013 we provided 64 hours of regular training on the organization's human rights policies and procedures. These sessions were attended by 28 employees, who were trained on psychological harassment at the workplace, promotion of health at the workplace and/or a seminar on cultural adaptation to Ecuador. Likewise, this training seeks to contribute to improving the work conditions and relations among the members of our labour group at the company.

Finally, in 2013, we provided support on return to the workplace through an informative catalogue, which is free for our employees, with *e-learning* methodology.

### Training hours in 2013 broken down by employee/gender/level

LEVEL	Total hours (men)	Total hours (women)	Total hours	Average hours (men)	Average hours (women)	Average hours
TOP-MANAGEMENT STRUCTURE	6,743	1,425	8,168	49.95	40.71	48.05
MANAGERS AND HEADS	6,456	3,031	9,487	18.29	21.05	19.09
TECHNICAL PROFESSIONALS	13,198	7,798	20,996	18.10	15.69	17.13
SUPPORT	3,846	1,111	4,957	19.43	4.44	11.06
<b>TOTAL</b>	<b>30,244</b>	<b>13,364</b>	<b>43,608</b>	<b>21.37</b>	<b>14.43</b>	<b>18.63</b>



## The value of our knowledge

The company is aware of the fact that identifying, organising, gathering and sharing knowledge are essential to contributing to Ineco's sustainability and enhancing its competitive advantages. In this line, we continue to develop actions allowing effectively managing the knowledge acquired by Ineco's professionals. The efforts in this area are focused on know-how management identifying the most adequate processes for it and making it available to the whole team through different internal channels available on the corporate intranet:

- Forums, blogs and practical communities specialised in different technical issues.
- Work meetings and seminars and the related conclusions available for consulting.
- Documentation centre gathering publications of interest for developing Ineco's activity.

## Committed to competitiveness and efficiency

Ineco's main value is its team. Therefore, the company's responsibility towards its professionals consists in achieving its involvement in and commitment to the organization through an attractive corporate project, professional development, equal opportunities and the reconciliation of personal and professional lives.

The profound transformation of the market and organisation over the past few years requires implementing modern and efficient processes which, allowing developing the talent and work of our professionals, also ensure the quality, efficiency and profitability of the company's activity.

Therefore, there are several initiatives launched to achieve more competitiveness and efficiency not only in Spain but also in the global environment on which we are focused.

- Definition of labour relations strategies.
- Analysis of the legal regulations on labour contracts.
- Application of flexibility measures to adapt the company to activity levels.
- Consulting to hire personnel



## Management and processes

### Efficiency plan

In line with the prior years and with the strategic goals of the Ministry of Public Works, in 2013, we launched initiatives to reduce the expense budget and favour the company's competitiveness to adjust it to market needs, which has led to a profound review of management processes and procedures, as well as an organisational adjustment.

As at 31 December 2013, Ineco's headcount was 2,341, which entails a 17.3% year-to-year reduction. Out of the total, 6.4% are men and the rest, 39.6%, are women.

### Consolidation of our international presence

In accordance with the corporate strategy, Ineco continues with its international expansion policy. In proportion, every year there is a larger percentage of people working outside Spain.

Considering the positive social and economic impact in the places where Ineco's projects are being developed, the company believes local hires –considering that local hires are the people hired in a foreign country subject to their own legislation– as a part of their sustainability strategy.

This is the case of several projects developed by Ineco outside the Spanish frontiers, such as Saudi Arabia, Ecuador, Mexico and Colombia.

In the case of local resident hires, Ineco acts under the legislation effective in each country observing the 10 principles of the Global Compact.

As to compensation in local hires, Ineco does not establish an initial standard salary but analyses the market values of the local community in question on a case-by-case basis and with the help of local firms or specialised consultants. In any case, the initial salary is always equal to or higher than the minimum local salary.

### Quality, competitiveness and prestige



TOTAL



EUROPE	2,254	1,344	910
Belgium	1	0	1
France	2	2	0
Netherlands	1	1	0
Kosovo	1	1	0
Lithuania	1	1	0
United Kingdom	7	5	2
Spain	2,241	1,334	907

AMERICA	39	31	8
Mexico	10	6	4
Brazil	4	4	0
Colombia	1	1	0
Ecuador	22	18	4
Venezuela	2	2	0

ASIA	47	39	8
Singapore	1	1	0
Nepal	2	1	1
Kuwait	19	13	6
Saudi Arabia	22	22	0
Israel	2	1	1
Turkey	1	1	0

AFRICA	1	1	0
Cape Verde	1	1	0

## Quality, competitiveness and prestige

At Ineco we have been granted different awards and prizes supporting our sustainable management as well as our commitment to our employees.

For the fifth consecutive year we have been given the **Top Employers 2012/2013** certification as a “great place to work.”

The Top Employers certification is only granted to the companies that reach the highest standards of excellence in the conditions offered to their employees.



The company has also been recognised for the collaboration, hiring and commitment to the labour inclusion of youths with intellectual disabilities under the **Promotor Programme** (Fundación Prodis).

## We create a quality labour environment

Apart from betting on quality employment, Ineco understands that the commitment with its team should be reflected in the increase of its employees' welfare and progress. In line with the corporate culture, we have implemented different programs seeking to guarantee and favour social security benefits without any distinction based on the type of hire (permanent or temporary contract), and taking into account the integration of groups with a risk of exclusion and the awareness to diversity.

## Más Programme

This programme offers employees the possibility of selecting the way of collecting social security benefits:

luncheon tickets, day-care tickets, health insurance or a combination of them.

In addition, Ineco provides life insurance with physical or mental disability to its employees.

## Integra Plan

It is Ineco's integration plan addressed to people with disabilities or member of social exclusion risk groups which contributes to improving their employability and fostering social awareness in this regard.

It establishes specific employment access measures through organisations for recruiting and improvements in employability, measures addressed to employees who are disabled or the victims of gender violence –financial assistance, adaptation of the position, care services, etc. It also includes measures aimed at employees with dependants, such as extension or paid parental leaves, unpaid parental leaves, flex vacation, etc.




## Equality Plan

Ineco launches initiatives aimed at promoting gender equality, the reconciliation of personal and professional lives, and sexual and gender harassment prevention.




With this aim in mind, it develops awareness and training programmes on the management of diversity, control mechanisms and tools to prevent discrimination, support groups and specific reconciliation policies.

Moreover, the company has an acting protocol to channel potential labour harassment cases through mediators who provide information and manage such cases, if any, guaranteeing the necessary confidentiality levels.




### Breakdown of workers by type of contract and gender

	TOTAL		
 <b>Staff</b>	<b>2,341</b>	<b>1,415</b>	<b>926</b>
Full-time workers	2,220	1,400	820
Part-time workers	121	15	106
Average age of the staff	38.5	39.2	37.6

### Open-ended




	TOTAL		
 <b>Staff</b>	<b>1,775</b>	<b>1,080</b>	<b>695</b>
Full-time workers	1,674	1,074	600
Part-time workers	101	6	95

### Temporary

	TOTAL		
 <b>Staff</b>	<b>566</b>	<b>335</b>	<b>231</b>
Full-time workers	546	326	220
Part-time workers	20	9	11



### Employees by contract type



	TOTAL	Nº 	% on total H	Nº 	% on total H
 <b>Staff</b>	<b>2,341</b>	<b>1,415</b>	<b>100%</b>	<b>926</b>	<b>100%</b>
Open-ended	1,775	1,080	76.3%	695	75.1%
Per-project	446	261	18.4%	185	20.0%
Part-time	-	-	0.0%	-	0.0%
Partial retirement	9	9	0.6%	-	0.0%
Trainee	23	15	1.1%	8	0.9%
Task accumulation	84	50	3.5%	34	3.7%
Temporary position	2	-	0.0%	2	0.2%



This commitment is shown in the number of active permits over the past two years with similar figures for both genders.

The personnel on active leave is deemed to be that who during the periods indicated was on parental leave regardless of the related beginning and/or end date.



### Active leaves level broken down by gender

	TOTAL		
Active leaves 2012	219	104	115
Active leaves 2013	170	79	91



### Return to work and retention after 12 months broken down by gender

It relates to personnel that during 2012 returned to work after a parental leave of absence and who at the end of 2013 were still company employees.



No. of people who returned to the company in 2012 after a parental leave of absence

TOTAL		
193	102	91

No. of people who are still at the company as at 31 December 2013

TOTAL		
154	89	65



No. of people on active paternal leave of absence as at 31 December 2013

TOTAL		
0	0	0

Finally, Ineco continues to work so as to ensure equal opportunities for all its employees preventing any potential discrimination risks. The breakdown of the staff and governing bodies remains at values similar to those for the prior years.

### Breakdown of governance bodies and staff by gender and age groups

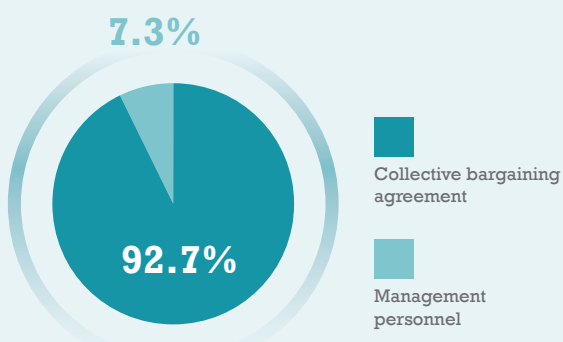
2013 DATA

Positions	No.	GENDER %		AGE %		
				< 30 years old	30 to 50 years old	> 50 years old
Governing structure	16	75.0%	25.0%	0.0%	75.0%	25.0%
Management structure	154	79.9%	20.1%	0.0%	76.6%	23.4%
<b>STRUCTURE PERSONNEL</b>	<b>170</b>	<b>79.4%</b>	<b>20.6%</b>	<b>0.0%</b>	<b>76.5%</b>	<b>23.5%</b>
Technical structure	497	71.0%	29.0%	0.0%	88.7%	11.3%
Support structure	1,674	55.4%	44.6%	12.7%	79.7%	7.6%
<b>PERSONNEL UNDER COLLECTIVE BARGAINING AGREEMENTS</b>	<b>2,171</b>	<b>59.0%</b>	<b>41.0%</b>	<b>9.8%</b>	<b>81.8%</b>	<b>8.4%</b>
<b>TOTAL HEADCOUNT</b>	<b>2,341</b>	<b>60.4%</b>	<b>39.6%</b>	<b>9.1%</b>	<b>81.4%</b>	<b>9.5%</b>

## Collective bargaining agreement

In late 2012, Ineco agreed with worker representatives to extend the prior collective bargaining agreement which has been in effect in 2013 and covers 92.9% of the staff.

### Percentage of employees covered by a collective bargaining agreement



As to compensation, the basic salary at Ineco is the same for men and women and it is governed by the National Engineering and Technical Study Offices Bargaining Agreement. Ineco also has in place a variable compensation policy based on the degree of compliance with the company's and the employee's personal goals being the latter based on their performance in projects and the development of the competencies related to each position.

Ineco signed formal agreements with workers' representatives on the measures to guarantee healthcare and safety for all its staff. There are two safety and health committees: one of them represents 82.30% of the staff and covers the Madrid work centre and the other one, representing 4.02% of the staff, relates to the Barcelona work centre.



## Effective communication with our employees

Ineco uses communication and transparency as a way to reach out to its employees, the main ambassadors of the company.

In order to foster corporate culture among its employees, Ineco has different internal communication channels for all its professionals. The most important of these channels is its corporate intranet, inet, which forms segmented spaces for its professionals to access the information they need easily on a daily basis. In 2013 the company updated such platform to adjust it to its new processes.

In addition, the employees have received on a monthly basis the internal online magazine *Sobre la marcha* with the main organisational news, interviews to different members of the organisation and the main milestones of the projects in which the company is immersed. Also, the “breakfasts with the chairman”, during which the different teams of Ineco have been able to chat with the Chairman and the Corporate Managing Director about different aspects of the company, are still being held.

A Press Summary is sent to the whole organisation on a daily basis. Such summary allows employees keeping abreast of the news in the sector. On the other hand, the Ineco channel enables them to receive the latest news about internal processes and projects by e-mail.

The two-way communication between the employees and the different platforms providing a voice for the organizational structure is another of the fundamental pillars of the Communications Management and, therefore, certain tools were enhanced, such as the “suggestions box” to receive proposals from all of Ineco’s team, as well as the blogs and forums, which are major meeting points where employees may share knowledge and experiences.

The main concerns gathered through the “suggestions box” relate to the conditions of the expatriates. In response, Ineco created the *Global Mobility Centre*, a service for the employee assigned to a project,

whether domestic or foreign, created precisely to assist him/her in his/her mobility needs.

We have also collected suggestions on savings and welfare improvements for employees, such as discounts in parking areas close to the work buildings, the possibility of acquiring the company’s used laptops, etc.

Moreover, for the purpose of favouring employee mobility and professional development as well as retaining talent, Ineco has a channel of professional opportunities used to inform career choices within the company to its employees.

Finally, the Works Council acts as communication link between the employees and the company since it is the representation body of the workers at the company. Some of the main concerns addressed in the meetings of 2013 include the maintenance of employment and the company’s feasibility plan.

## Prevention and safety

The occupational hazard prevention policy of Ineco evidences the company’s firm commitment with the safety and health of its employees around the globe. The company’s growing globalization entails the effort of transferring our demanding safety and prevention standards to any location in which we are operating adjusting them to the corresponding national legislation.

Apart from the new challenges, in 2013, we maintained certain actions and initiatives carried out in prior years, such as risk evaluation, preventive action planning, security inspections, signalling, detection and extinction means, environmental condition studies, supply of first aid kits, workers information and training, and coordination of corporate activities.

The hazard prevention service at Ineco meets the related legal requirements being approved at the annual audits –both regulatory and the OHSAS 18001 certification.



## Health control

Ineco ensures its workers that it controls their health based on the risks inherent to their positions providing all its employees with the possibility of undergoing a medical check-up every year.







COMMITTED TO

## SOCIETY

Ineco is firmly committed to making a contribution to the cultural, social and economic development of the communities in which it operates, especially bearing in mind that it does business in the transport sector, which is a source of economic wealth and development for society as a whole.

As a result of this commitment and in order to increase the value generated for society, the Company cooperates with NGOs related to its activity and bets on research and dissemination of knowledge through innovation projects.

It also fosters dialogue with the communities in which it acts so that the projects may be performed according to the characteristics of each environment and region. Also, it uses the tools and establishes the procedures necessary to prevent and mitigate the environmental impact that its actions may have thus avoiding the actual potential negative impact for the communities.





## Respect for human rights

In its business management, Ineco is firmly committed to the ongoing and constant respect for human rights. All of the company's activities are governed by current legislation and the main national and international human rights standards. This is how the company promotes, enables, corrects and supervises its actions so that they are governed by such social requirements and standards.

All its employees, regardless of their duties, should treat everyone with respect and favour a cordial working environment and relations preventing the occurrence of situations that could intimidate or offend the rights of others.

Ineco has a Code of Conduct that is based on respecting the ten principles of the United Nations Global Compact. All the professionals in the organization must honestly respect the human rights and public liberties established in the Universal Declaration of Human Rights and the legal systems of the countries in which they work in any and all the company areas.

In order to make sure that the Code of Conduct is being met, Ineco has an Ethics Committee and a Mediation Committee which would act if any discrimination incident took place, something that has not happened in 2013.

In addition, Ineco holds different human rights training sessions for its employees. In 2013 we

provided 64 hours of regular training on the organization's policies and procedures in this regard.

## From intention to action

Ineco fosters the people's participation and involvement in helping build a fairer and more egalitarian society.

### iSolidaria: our social work platform

To act on its commitment, Ineco has a space aimed at managing corporate volunteer work at the company where the employees may find volunteer work actions, inquire about the company's initiatives in this area, share experiences or learn about current facts in this area.

In the area of social work, employees may send their suggestions through a box or through the Corporate Responsibility mail. Such suggestions are followed up and incorporated in subsequent years in the actions approved for the social work plan.

### Initiatives in 2013

The Social Work Plan is defined every year. In it, Ineco establishes the collaboration programmes and



initiatives with non-profit organisations focusing the company's efforts on the activities in which Ineco may contribute the greatest added value to society, such as the professional corporate volunteer programme, where professional's knowledge is leveraged.

During fiscal 2013, we renewed the collaboration agreement with the Lealtad foundation, which provides independent and consistent information on NGOs to set the goals of the decisions on the NGOs with which the company works in the annual programmes.

As habitual, the follow up of the volunteer actions carried out was disseminated. The Social Work Plan is evaluated on a quarterly basis although the volunteer actions are evaluated and followed up after their conclusion through satisfaction surveys.

### **En Ruta: Professional corporate volunteer programme of Ineco in Ecuador**

In 2013, Ineco launched a new support project focused on social work activities for a better use of the professional capacities of the company's employees while aligning the project to its globalization strategy project providing collaboration in a country like Ecuador, where Ineco's presence is important.

The project, launched in collaboration with the Codespa foundation was carried out within the framework of the Ibarra-Salinas railway line, a highly depressed area in the province of Imbabura (Ecuador) in which the Foundation works to improve

the life conditions of the population through a rural tourism promotion programme.

Ineco provided assistance in improving the railway facilities and security of the line –managed by Empresa Pública de Ferrocarriles– thus encouraging tourism and, consequently, the revenues of the local native communities.

This collaboration was materialised through the corporate volunteer programme financed by Ineco in which seven volunteers of the company participated. The Euro Solidario campaign was also earmarked for this project.

### **Euro Solidario Campaign**

It is a consolidated campaign in which the employees are involved and it entails donating a portion of their monthly compensation to finance a project. The company, in turn, commits to match the employees' donations up to a determined cap.

The campaign led by the Anar foundation related to the project "Trainings and protection of homeless girls" in Barranquilla (Colombia) concluded in fiscal 2013. The employees donated 18,338 € which after being matched by the company totalled 36,676 €.

The new annual campaign was launched in September 2013, which related to Ineco's professional corporate volunteer project in the province of Imbabura (Ecuador) jointly with Codespa. During the months it was in place, 7,338 € was collected including the company's contribution.





### Promotor Programme

Ineco is involved in the Promotor programme of the Prodis foundation. This foundation created, jointly with the Universidad Autónoma de Madrid, a specific training degree for mentally disabled individuals.

In order to contribute to the labour integration of this group, Ineco has a close relationship with the Prodis foundation to incorporate workers from the programme.

### Training of young men and women at risk of social exclusion

Since we are aware of the importance of improving the training and employability of young men and women with a risk of social exclusion, Ineco supports its educational project and contributes the knowledge and skills of its employees to assist in their vocational integration into the labour market.

Once again, we worked at the Norte Joven foundation in 2013. Our Recruiting personnel organised the



*Ineco's volunteers in Imbabura (Ecuador), the project carried out in collaboration with Codespa Foundation.*



training through group dynamics supplemented by the simulated individual interviews to young men and women carried out by Ineco volunteers to help them address successfully the first labour interview thus improving their employability.

Basic financial notions useful for their professional career were taught by Economic and Financial Department personnel.

### **Assistance in emergencies and donations**

After the earthquake occurred in the Murcian region of Lorca, Spain, Ineco collaborated in the reconstruction of the affected area during fiscal 2013.

It also took the Red Cross' call to collect funds for the catastrophe occurred as a result of the typhoon in the Philippines while transferring such call to the employees as well.

### **Awareness platform**

The platform "Business and Development" was also launched in 2013 as a result of the collaboration agreement between Ineco and Ongawa, a development NGO engaged in using technology for human development and building a fairer and more supportive society.

It is a training and dissemination instrument on the role of the business sector in social development aimed at raising awareness and promoting debate regarding the role of companies in the construction of fairer and more inclusive societies.

### **Reyes Magos campaign**

Once again, the Three Wise Men visited Ineco's offices to gather the letters written by the children and grandchildren of our employees and giving them a gift, in this case for the charity "Acción contra el Hambre" (Action against Hunger). The children, on the other hand, collaborated donating children's books to be provided to several children's hospitals in Madrid.

### **Operación Kilo: "one kilo of food, one million thank-yous"**

At the end of the year Ineco launched a new Operación Kilo for the Food Bank of Madrid.

Ineco's employees participated in this initiative by donating about 400 kg of non-perishable food.

Volunteer activities are evaluated by the collaborating NGO as well as by other volunteer employees participating through the satisfaction survey following up on the results obtained on an ongoing basis.

## Sector collaboration

Ineco, as a top-notch engineering company in the transport sector, promotes the cooperation among the Spanish engineering companies with whom it participates in project development, mainly on international markets, as in the case of the Hispanic-Saudi consortium Al Shoula Group, which is presided over by Ineco.

Ineco is a member of TECNIBERIA, a Spanish association of engineering, consulting and technological services companies. It is a national non-profit agency fostering the spirit and ties of support and collaboration among its member companies and their professional, technical, administration and management skills. Likewise, this organisation represents its members before agencies, institutions and centres –both public and private– in issues that they deem of their interest and when they require it.

Throughout 2013, Ineco participated in the following Spanish and international organisations:

- Fundación de los Ferrocarriles Españoles (Spanish railways foundation).
- TECNIBERIA ASINCE.
- Club Excelencia en Gestión vía Innovación (club of management excellence via innovation).
- Asociación Centro de Dirección de Recursos Humanos, AEDIPE (human resources management centre association).
- Asociación de Usuarios de SAP, AUSAPE (SAP users association of Spain).
- European Rail Research Network of Excellence (EURNEX).
- Plataforma Tecnológica Ferroviaria Española, PTFE (Spanish technological railway platform).
- European ATM Research and Development Association (EATRADA).
- Plataforma Tecnológica de la Carretera, PTC (Spanish technological road platform).

- Club de la Innovación y el Conocimiento (innovation and knowledge club).
- Asociación para el Progreso de la Dirección, APD (association for management progress).
- Fundación Lealtad (Lealtad foundation).
- Euroamérica (foundation).
- Asociación Latinoamericana de Metros y Subterráneos, ALAMYS (Latin American train and underground association).
- MAFEX (Spanish association of railway services, equipment and material exporters).
- Airports Council International (ACI).
- International Association of Public Transport (UITP).
- Asociación Latinoamericana de Ferrocarriles, ALAF (Latin American railway association).
- CANSO (Civil Air Navigation Services Organization).
- Madrid Chamber of Commerce.
- Asociación Española de la Carretera (Spanish road association).
- Asociación Técnica de Carreteras, ATC (technical road association).
- Asociación Española del Transporte (Spanish transport association).
- AUSGETI (national association of auscultation and technical infrastructure management systems).
- Asociación Española de Túneles y Obras, AETOS (Spanish association of tunnels and works).
- Asociación Científico-Química del Hormigón Estructural, ACHE (scientific and chemical structural concrete association).
- GALILEO SERVICES.
- CETREN (railway action association).
- EUROCAE.
- Brazil-Spain Chamber of Commerce.
- United Nations Global Compact.









## COMMITTED TO THE

# ENVIRONMENT

Ineco contributes to sustainable development by behaving responsibly in connection with the environment, preventing and minimising the adverse environmental impact related to facilities and activities.

This commitment translates into initiatives such as the implementation and certification as from 2003 of an environmental management system consistent with the international standard UNE-EN ISO 14001:2004 and the adscription in 2008 to the Ten Principles of the United Nations Global Compact which promotes, among others, those related to respect for the environment.

The main goals of the environmental management system are:

- Prevention of pollution.
- Compliance with environmental legal requirements.
- Ongoing improvement of the company's environmental behaviour.

Thus, Ineco manages its activities and facilities committed to the environment. To such end, it has the following tools:

- Environmental and quality policy.
- Annual identification and evaluation of the environmental aspects related to Ineco's facilities and activities.
- Identification and dissemination of the applicable legal requirements as well as the annual evaluation of compliance therewith.

- System for controlling and following up on the main environmental aspects: consumption of human resources, waste management, etc.
- Establishment of goals aimed at guaranteeing the ongoing improvement in environmental management, as well as follow-up of their compliance and degree of efficiency.
- Promotion of environmental best practices among Ineco's personnel.
- Periodic environmental awareness campaigns and training addressed to employees.
- Periodic follow-up of the performance indicators of environmental management processes

In its normal course of business, Ineco promotes dialogue with the communities in which it operates so that it can adjust itself to the environment and region as well as adopt the measures necessary to prevent and mitigate any potential adverse impact. Therefore, Ineco instils in its employees a preventive culture favouring the environment through its strategy and policy as well as through training and awareness actions.

It also launches environmental innovation projects. Ineco thus considers the indirect impact of its activities on biodiversity and the environment.

Ineco also shares its environmental commitment with its suppliers and contractors through selection and homologation criteria, and by complying with the environmental clauses considered in the agreements.

## Environmental management system

Ineco's mission regarding the environment consists in planning from a strategic standpoint the actions aimed at maintaining and improving process efficiency and the quality of the products and services that it offers to its clients while ensuring respect for the environment and the adequate environmental behaviour of the organisation.

This is why Ineco has in place a quality and environmental management system certified by AENOR and based on standards UNE-EN ISO 14001:2004 and UNE-EN ISO 9001:2008, respectively, the scopes of which cover almost all of the company's activities.



Ineco's environmental management system establishes the system for control, follow-up and measurement of its environmental behaviour.

The company also has technical guides related to the environmental follow-up and surveillance of works.

## Quality and environmental policy

Ineco's effective quality and environmental policy was issued in March 2013 and it covers the company's commitment with prevention in the light of potential damages to the environment, communication and personnel motivation, compliance with the related requirements and ongoing improvement. This policy is available for consultation by all the employees through the intranet.

The policy is reviewed on an annual basis at the Quality and Environmental Committee to ensure that it is still adequate for the organisation.

## Environmental management programme

Ineco's commitment to ongoing improvement in environmental performance is translated into setting specific objectives and goals. The following objectives and goals were established for the period 2013-2015:



The objectives and goals are reviewed periodically in order to verify that they are implemented and effective, as well as to take any applicable measures in the event of deviations.

## Responsible use of resources

One of Ineco's main objectives is engaging in the responsible and sustainable use of the resources taking measures to reduce the consumption of energy, water, paper and other consumables implementing improvement in waste management and minimizing the emission of pollutants to the atmosphere and pouring of residual waters.

The evolution of these parameters is analysed in order to keep them under control and establish optimisation measures.



## Water

The water used at Ineco is provided by the public supply network and is used at the toilets and to clean the facilities.

Water consumption (measured in cubic metres) at the head office over the past five years was as disclosed below. Even though the headcount at this building decreased - from 436 people in December 2012 to 369 in 2013 - consumption remained constant.

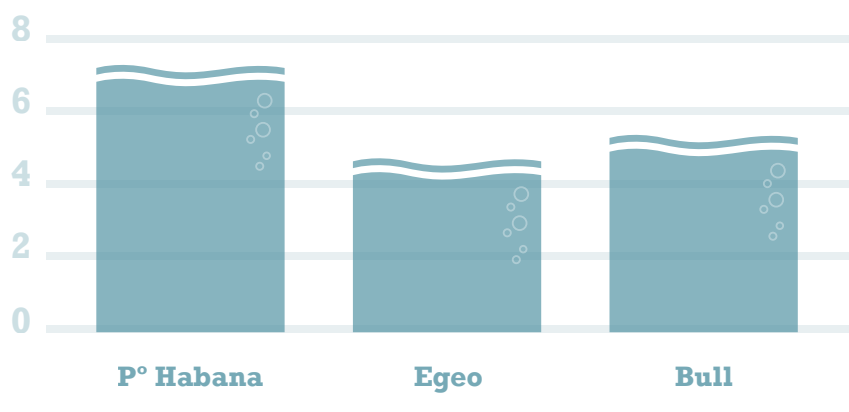


YEAR	2009	2010	2011	2012	2013
Water consumption (m <sup>3</sup> )	4,689	3,335	3,018	2,986	2,996

The aggregate area of all the permanent offices is 8,018 m<sup>2</sup>.

Average water consumption per employee is as follows:

### AVERAGE WATER CONSUMPTION IN 2013 (m<sup>3</sup>/employee)



Head offices in Madrid





## Electric power

At its facilities, Ineco uses electric power from the network for lighting, heating and air conditioning, power, etc.

In 2013, the total electric power consumption, including the offices at the work sites, was 11,301 GJ.

Consumption at Ineco's locations over the past four years was relatively stable even though in 2013 it consumed 14.72% more electric power than in 2012 owing to an increase in the consumption of the office buildings (Bull building).

Environmental campaigns were held at the Valencia and Seville offices to raise awareness on electric consumption which were translated into reductions of 16% and 14%, respectively, as compared to the prior year.

In addition, light sensors for conference rooms, LED lighting and solar panels to heat water for the toilets at the head office were installed.

Even though Ineco's facilities have increased electric power consumption by 14.72% in 2013 as compared to prior year, since during this year the panels have generated 128 GJ, total direct consumption at such facilities amounted to 10,441.GJ.

### POWER CONSUMPTION AT INECO'S HEADQUARTERS (GJ)



YEAR	2009	2010	2011	2012	2013
Electric power	8,186.44	9,135.36	9,508.23	9,212.45	10,569.00



## Heating fuel

In 2013, Ineco consumed 6.44% more fuel than in 2012. This increase was detected in the first quarter of the year. The following actions were thus planned:

- Supervision of the use of building heating and air conditioning in order to optimise it.
- Limitation of temperature to that established in the applicable regulations (not more than 21°C in winter when it is necessary to use heating).

In line with this action, signs were placed at the different buildings in Madrid indicating the legal temperature limits at the heated/air conditioned areas.

In addition, gasoil, power and water consumption counters were included at the Pº de la Habana thermal installation so as to evaluate its energy efficiency.

### TOTAL CONSUMPTION OF HEATING FUEL AT THE HEAD OFFICE

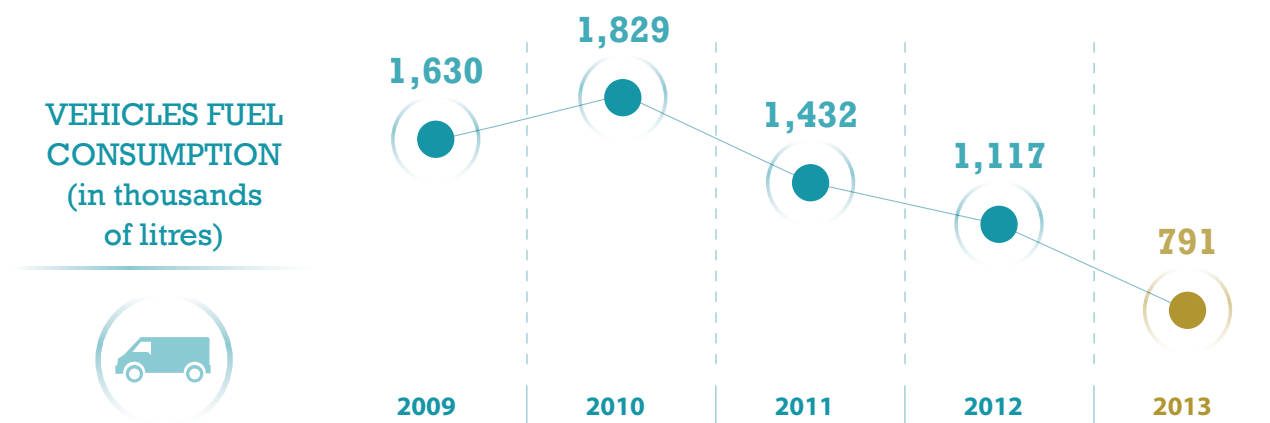


YEAR	2009	2010	2011	2012	2013
Gasoil consumption for heating (in litres)	6,500	7,700	6,600	6,955	7,403



## Vehicle fuel

Ineco has its own fleet of diesel vehicles, mainly for tasks at the work sites, which entails the related consumption of fuel.

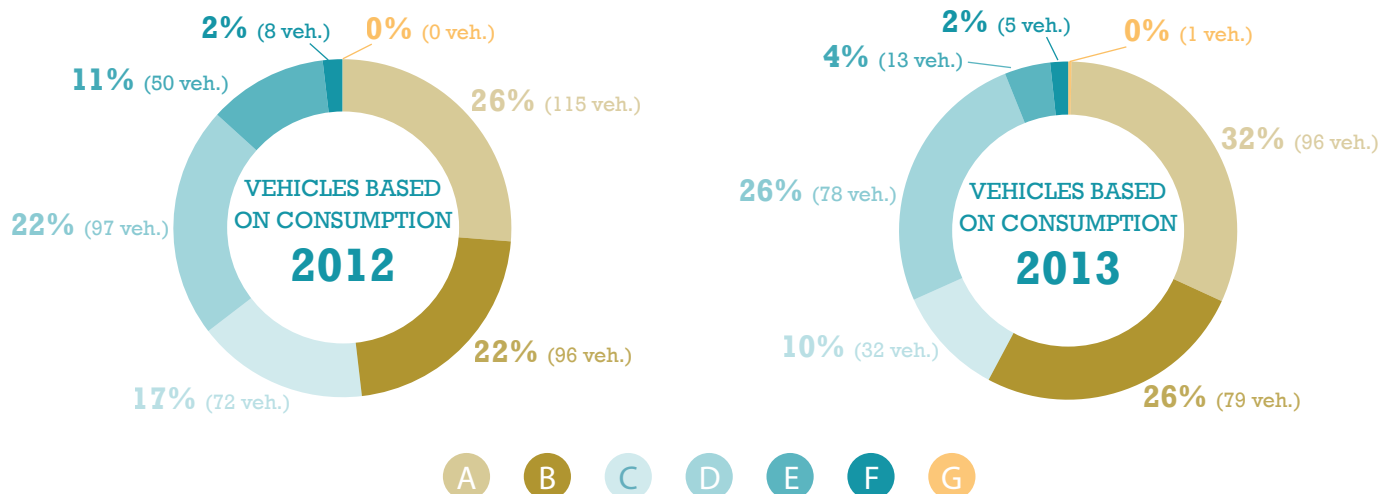


In 2013, fuel consumption presented a year-to-year reduction of 29.22% because the vehicle fleet was reduced and due to its power classification: the vehicles with an E-F-G classification fell from 58 in 2012 to 19 in 2013 (representing 13% and 6.25% of the total, respectively).

Based on this, Ineco considers the energy label of the vehicles upon renewing its fleet so that in 2013 the vehicles with the best classification (A-B-C) account for 68.09% of the total as compared to 64.61% in 2012.

In addition, the average consumption per vehicle in 2013 increased by 6% as compared to 2012, which arises from the improved management of resources as a smaller number of vehicles is used more times.

## ENERGY CLASSIFICATION OF VEHICLES



Ineco has in place a vehicles policy which, among other things:

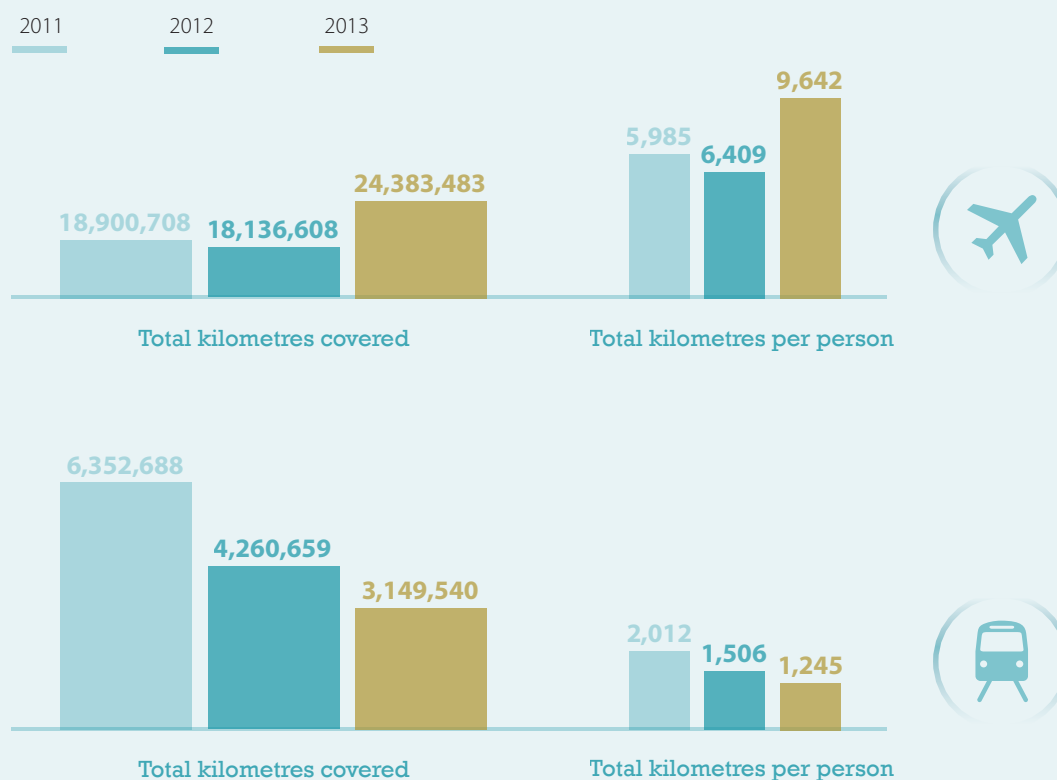
- Encourages the use of public transport and the shared use of vehicles.
- Establishes vehicle purchase criteria based on consumption and environmental impact, apart from cost.
- Favours the progressive incorporation to the fleet of "green" vehicles.

Consequently, in 2013 we engaged in the following actions:

- Awareness campaigns on the use of public transportation and efficient driving.
- Implementation of a car pooling programme for company personnel.
- Use of vehicles consuming less fuel (all vehicles should have a class A or B energy label, whenever possible).
- Fostering the use of the bicycle providing proper parking spaces.

## Indirect energy consumption

Ineco also consumes energy indirectly as a result of the trips made by its personnel. The company analyses consumption in air as well as train travel.

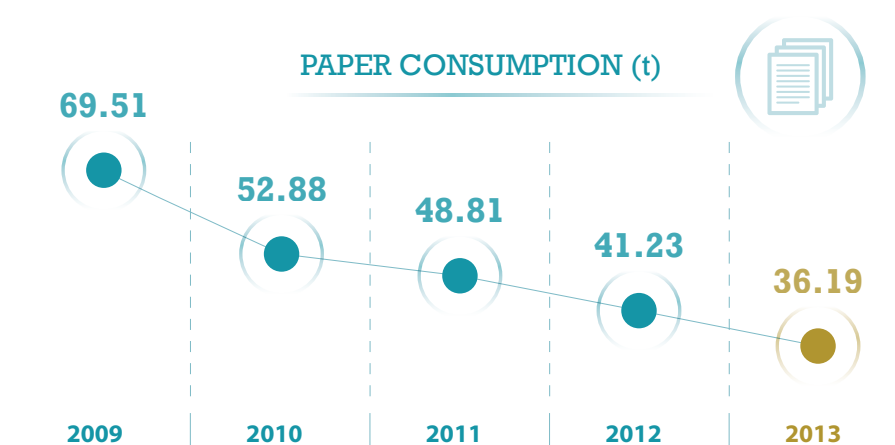


The number of kilometres travelled by plane increased by 34.44% in 2013, while that travelled by train fell by 26.08%. This results from the globalisation of Ineco's business, which is translated into an increase in long-distance travel (by plane) as compared to travel within Spain (mainly by train). Consequently the km/person ratio for 2013 increased in the case of air travel and decreased in the case of train travel.

## Consumables

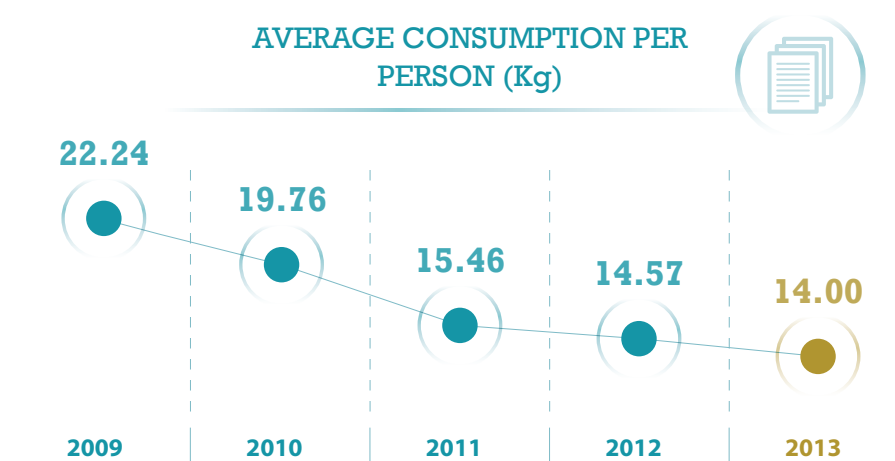
### Paper

In 2013, Ineco acquired 36.19 tons of white paper (A3 and A4) as compared to 41.23 tons of paper consumed in 2012, representing 13.93% savings.



Likewise, average paper consumption per employee slowly decreased over the past five years so that in 2013 it amounted to 14 kg, entailing a 3.91% decrease as compared to the prior year.

This reduction is understood to result from the awareness campaigns launched over the past few years to foster paper recycling, a reduction in document printing and the delivery of documentation to the client in electronic format.



### Toner

In 2013, Ineco obtained 1,185 kg and 208 toner units and ink cartridges.

If we analyse the data broken down by quarter, in 2013 the toner waste generation trend was decreasing as it fell from 750 kg during the first quarter of the year to 127 kg during the last quarter.



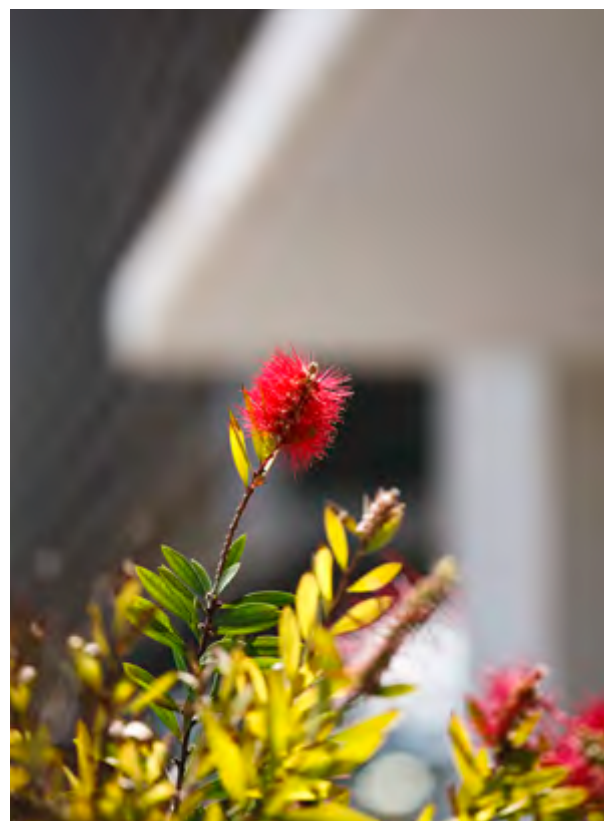
## Equivalent CO<sub>2</sub> emissions

The emissions of equivalent CO<sub>2</sub> to the atmosphere result from Ineco's activities, which generate direct and indirect emissions.

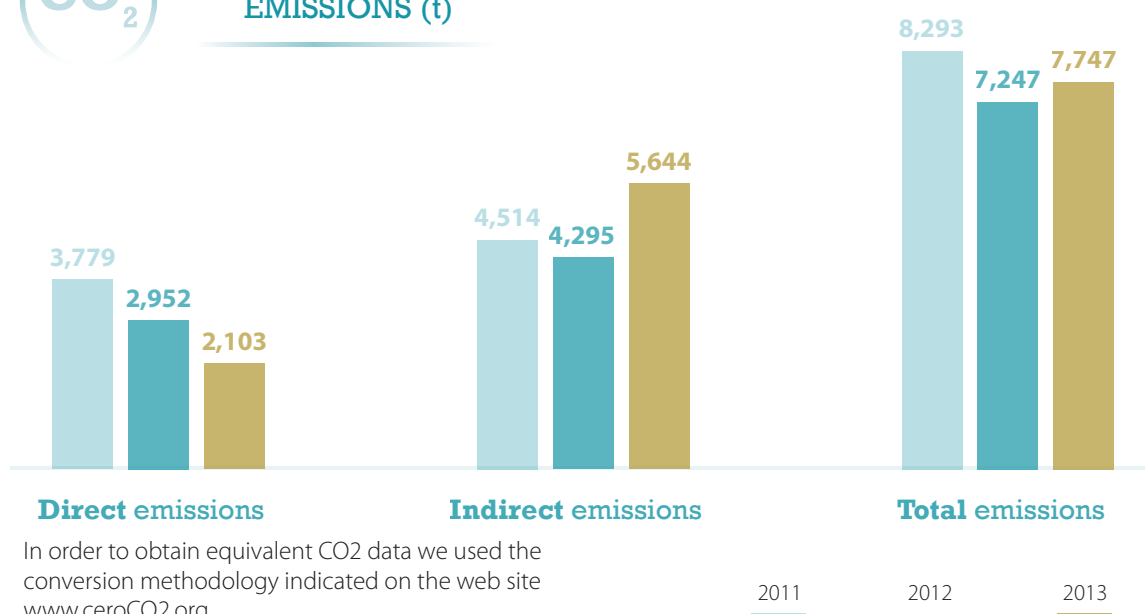
The former stem from the combustion of the boiler at Ineco's head office and the motors of the vehicles in its fleet while the latter arise from the trips made by its employees and the consumption of electric power since they produce emissions into the atmosphere.

The emissions of equivalent CO<sub>2</sub> in 2013 represented 7,747 tons, which entails a 6.91% increase as compared to 2012. The reason for this is the increase in indirect emissions (31.42% as a result of more air travel because of the expansion in the company's international activities) which is not offset by a decrease in direct emissions (28.76%) as the former represent 72.85% of total emissions.

On the other hand, direct emissions –which Ineco controls directly– were reduced thanks to the saving in the consumption of fuels by the vehicles.



### EQUIVALENT CO<sub>2</sub> EMISSIONS (t)





## Waste management

Ineco generates two types of waste during its course of business:

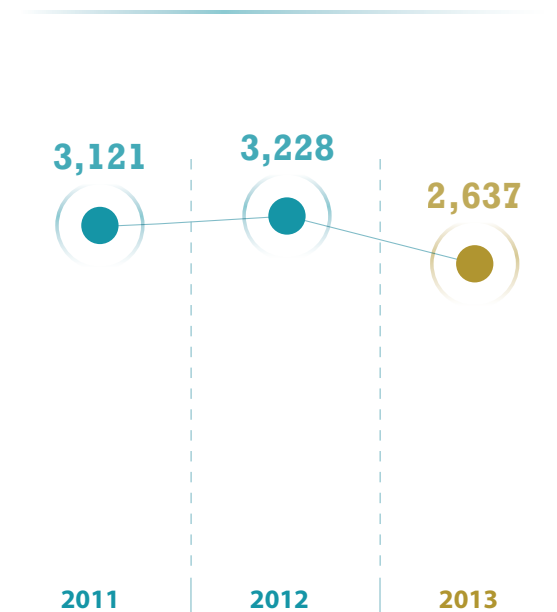
### Hazardous waste:

Mainly formed by fluorescent tubes, batteries and waste from electric and electronic devices as well as containers used for hazardous waste which Ineco provides to an authorized manager under current regulations.

In 2013, hazardous waste was 18.31% smaller than in 2012 mainly due to a reduction in the waste from electric and electronic devices managed in 2013 (23% smaller than in the prior year). These results stem from the waste management improvement action carried out in 2013, which consisted in establishing a reuse and recycling policy for electric and electronic devices, such as computers and mobile phones in order to minimise the generation of this type of waste.

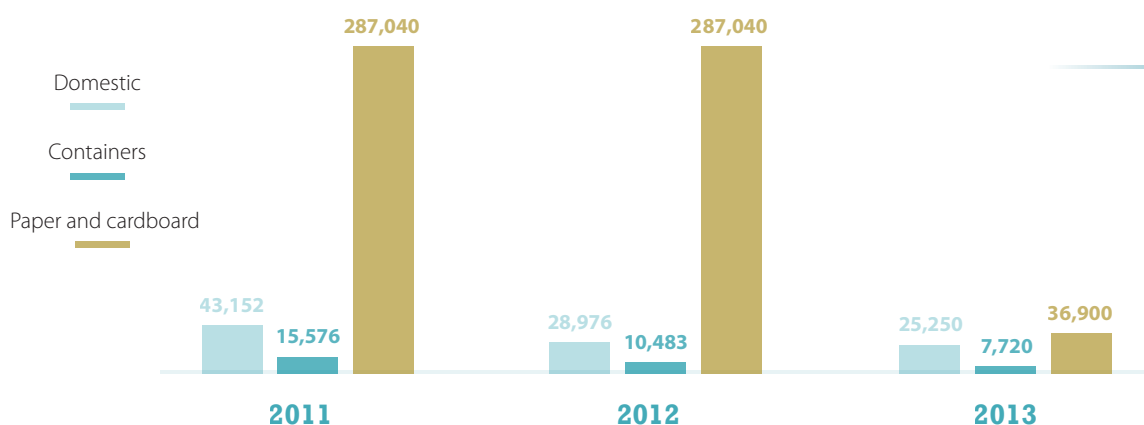


### AMOUNT OF HAZARDOUS WASTE MANAGED (Kg)



**Non-hazardous waste:**

The non-hazardous waste generated by Ineco in its activities is domestic waste or that similar to urban waste, containers and paper-cardboard. The former two classes are managed through the municipal services while paper-cardboard waste is provided to an authorised manager for recovery.

**AMOUNT (Kg) OF NON-HAZARDOUS WASTE**

The total amount generated in 2013 is 69.87 tons, 79.19% less than the amount for 2012.

On the other hand, toners are also delivered to authorised managers. A total of 1.245 tons were generated in 2013.

## We promote environmental responsibility

Ineco is all for environmental training and awareness among its employees. Training actions –both in-house and external– were carried out in the following areas in 2013:

- Management systems and audit (environmental, energy and quality): 138 hours.
- Technical training in different areas such as demolition and construction waste, environmental risk and environmental responsibility, energy efficiency, environmental assessment, GIS/GPS applications for flora and fauna lists, etc. 300 hours.

In addition, during the present years, two classroom sessions were carried out for the employees on raising environmental awareness. Also several awareness campaigns were carried out with videos and brochures.



## We get involved in respecting the environment

Ineco works to promote the integration of environmental criteria in the different projects, it supports initiatives related to responsible environmental management and it also bets on innovation in environmental projects positively impacting on climatic change.

The company has a specialised team. In the technical area there is a productive unit aimed at rendering environmental consulting services: sustainability and environmental impact studies; environmental integration exhibits; environmental management systems implementation, maintenance and audits; atmospheric contamination reduction and acoustic insulation projects and plans; landscaping; geographic and environmental information systems; environmental management and engineering, environmental surveillance and follow-up in works such as the environmental management of railway works.

Ineco also has in place operational control procedures for projects and works defining the control system to comply with the implemented management systems requirements appropriately. Also, the company has prepared the "Best Environmental Practices Guide" which is available for all the personnel on the intranet.

On the other hand, Ineco's Insurance Programme includes coverage for environmental accidents liability.

Ineco established a procedure defining the preventive measures necessary to avoid accidental spills of polluting products or substances as well as the steps to be taken if such situations take place.

As proof of Ineco's commitment to the environment, we should state that in 2013 environmental investments and expenses amounted to 75,521.51 €.

Such costs break down as follows:

### Environmental expenses in 2013 (€)

Maintenance of the ISO 14001 certification	5,431.59
Training in the environment	11,151.50
Environmental legislation updating service	2,440
Waste management	18,471.02
Rates	37,078.94
Related to water: sewage and treatment	10,552.14
Waste management	26,526.80
Installation of counter in thermal installation of P° Habana	948.46

In 2012, environmental investments and expenses amounted to 15,957.99 €, 78,8 % less than in 2013.

Ineco works hard in its search for sustainable environmental solutions by developing R&D projects generating advantages for our clients.

During 2013 Ineco continued its work within the AIRE Programme of the SESAR Joint Undertaking, a project focused on reducing the environmental impact of aviation. It has also worked in the le(CO)Trans project –the continuation of the letrans project– developing a methodological guide of a simulation tool that makes up the main "Green" impacts on the evaluation of the different measures and policies applied to the transport sector.

Likewise, the MINOX-STREET project –within the framework of the European programme LIFE+ 2012 and coordinated by Ineco– has the goal of assessing the efficiency of current photocatalytic technologies to reduce nitrogen oxide (NOx) levels in the atmosphere of urban areas and enhance their application by developing a predictive model and a guide for local authorities with use and maintenance protocols for those materials.





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COMMITTED TO OUR

## SUPPLIERS

Ineco is aware of the importance of suppliers and contractors for the good operation of the business owing to the significant impact of its activities on the quality of the products and services offered by the Company and its ability to contribute to improving process efficiency.

In order to guarantee the expected satisfaction for its clients, Ineco builds smooth business relationships with its suppliers on the basis of trust and mutual benefit, respect and transparency.

Ineco's web site includes the general contracting terms and the internal hiring standards. Ineco also publishes on its web site information on the competitive biddings and awarded projects in progress.

Ineco's contracting terms and conditions in effect set forth the supplier's or contractor's obligations so as to ensure that it observes the company's policies and standards, especially in connection with the use of information. Thus, it is possible to guarantee that tasks are performed confidentially and impartially, the all the applicable legal requirements are met –including those related to occupational hazard prevention and personal data protection– and the observance of and care for the materials and facilities, whether owned by Ineco or its clients.

Ineco also includes fraud and corruption liability and environmental clauses to make sure that its suppliers are aligned with its Corporate Responsibility policy and its Integrity, Transparency and Commitment Standards.

In addition, internal hiring standards cover the valuation criteria of suppliers for both selection and periodic evaluation so that they consider financial and technical soundness and environmental management and quality criteria aspects.

In order to maintain an outstanding relation with its vendors, the Purchasing Unit of Ineco is in constant contact through meetings and visits. About 600 telematic communications and 3,000 telephone inquiries were carried out in 2013.

In 2013 no major agreements with suppliers or contractors were rejected and it was not necessary to impose any human rights performance condition.



## Communication, equality and transparency

Ineco's internal contracting standards are governed by a series of principles which compliance is indispensable.

The Purchasing Unit is the one in charge of enforcing it and making sure that the guidelines established by the Procurement Department (the body in charge of taking decisions related to award proposals) are being correctly applied. This body is formed by the chairman, three members and one secretary. One of them is a legal advisor, another one has functions related to financial and budget control and the third person is from the Purchasing Unit and exercises secretary functions.

### Principle of advertising

In order to advertise the contracting processes, Ineco publishes the related competitive biddings on the web including all the information necessary to submit a bid for the supplies and services required.

In addition, Ineco's contracting processes are published in the Contracting Platform of the State ([www.contrataciondelestado.es](http://www.contrataciondelestado.es)), regardless of other additional advertising media specified in the case of contracting arising from management requests.

### Principles of concurrence, equality and non-discrimination

This principle entails the following requirements:

- Free access to hiring by any company.
- Non-discriminatory description of the subject matter of the agreement.
- Equal access for the economic players of all the European Union member states.
- Mutual recognition of degrees, certificates and other diplomas.
- Barring of the discriminatory furnishing of information which could give advantages to certain bidders over others.



## Principle of transparency

The principle of transparency entails:

- That all the participants may be aware of the regulations applicable to the agreement to be awarded and that they are certain that these standards shall be equally enforced on all the companies.
- Setting adequate terms. The terms provided to submit the bids should be sufficient to allow companies performing an adequate assessment of the conditions and make their bid.
- Accurate and advance setting of the objective criteria applicable to value the bids.
- Clear and advance determination of the body which, as the case may be, is to prepare the award proposal and that competent to award the agreement.
- The agreement should be granted necessarily to the bid that is economically most advantageous based on the objective assessment criteria of the bids that may have been established in each case.

## Principle of confidentiality

The guarantee of compliance with the principle of confidentiality by the suppliers is materialized in the confidentiality clause that Ineco includes in its contracting terms and conditions.

### Contracting for works, supplies and services in 2013

The total amount contracted in 2013 totals 43,744,672.20 €, entailing a 7% increase as compared to 2012.

On the other hand, Ineco makes a strong bet on contracting with local suppliers as a strategy of having a positive impact on the economy of the places in which it develops its projects. Thus, within the international realm, the volume of subcontracting in 2013 in the most important foreign countries entailed 15.78% of the subcontracted total.





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## ABOUT THIS

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# REPORT

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Scope

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Integrated indicators  
of the Global Compact and the GRI

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Global Reporting Initiative (GRI)  
indicator index

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Statement GRI application  
level check

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## SCOPE

This document is the third sustainability report prepared by Ineco on an annual basis (since 2011) under the principles and recommendations of the Global Reporting Initiative (GRI). Also, this document discusses how we act in the light of the principles of the Global Compact, which Ineco observes.

The report was prepared based on the Strategic Plan and the Corporate Responsibility Policy, the pillars of the strategic positioning of the company in the social, environmental and labour areas, and it discloses the main activities performed by Ineco in 2013 and the great challenges of the future such as the internationalisation of the business.

The definition and prioritization of these contents is the result of a reflection process that brings the stakeholders' concerns through the different channels available. During the process, the company's key aspects have been identified, prioritized and transferred to the annual report in order to guarantee transparency and to provide all our stakeholders with the most relevant information.

It also includes prior-year data for comparability purposes among different periods and to allow the stakeholders analysing the changes in the company's performance under the standpoint provided by the GRI indicators and the Global Compact principles.

The information was obtained based on Ineco's activity as a company providing services in the aeronautical, railway, urban transport, road, ports and intermodal areas. We have also included Ineco's commitment with integrity and transparency, through an effective and two-way communication process, regarding clients, suppliers, employees, the environment and the company as a whole, as part of its Corporate Responsibility Policy.

Annually, during the report's working process and with the objective of integrating all the stakeholders' concerns, information is requested to the different departments that maintain permanent contact with them through meetings, surveys and other communication channels explained in the present report. This information is then analysed (concerns, needs, etc..) in specific and focused meetings and afterwards transferred to the different chapters dedicated to each of the stakeholders.

In order to show Ineco's performance in a reasonable and balanced manner we have followed a guide to

prepare sustainability reports (version G3.1) and we have applied the following principles:

- **Materiality:** the information included in this report covers and discusses, as the case may be, all the indicators in guide G3.1. Materiality was determined on the basis of the analysis of the company's activity, its impact on stakeholders, the interaction with the environment and analysis of risks and opportunities of the trends affecting the organisation and which may have an impact on sustainability.
- **Thoroughness:** the publication covers the material aspects and indicators required for the stakeholders to be able to evaluate Ineco's performance in 2013.
- **Comparability:** the information published is presented, whenever possible, in a format that allows comparing it and analysing Ineco's changes over the past three years (2011, 2012 and 2013).
- **Coverage:** the report does not cover any joint ventures, affiliates, leased facilities, subcontracted activities or other entities which may affect their comparability.
- **Accuracy and clarity:** the information detailed is accurate and detailed so that the stakeholders may get a clear idea of Ineco's performance.
- **Frequency:** this sustainability report has been published annually as from 2011 and is attached to Ineco's Annual Report.
- **Reliability:** the information included in this report has not been independently verified. GRI has classified this report with an A application level.

Since there have been minor changes in certain data which were included in the 2012 report, as a result of changes in the calculation methodology and criteria, we have included –at the end of the Global Reporting Initiative (GRI) indicators table– a note detailing such changes.

For further information or if you wish to make any inquiry about this report, please contact the Under-Department for General Coordination and Institutional Relations (África Jiménez: [africa.jimenez@ineco.com](mailto:africa.jimenez@ineco.com)) or the Communications Department (Jara Valbuena: [jara.valbuena@ineco.com](mailto:jara.valbuena@ineco.com)).



# INTEGRATED INDICATORS OF THE

# GLOBAL COMPACT AND THE GRI

GLOBAL COMPACT PRINCIPLES	GRI INDICATORS
<b>PRINCIPLE 1</b> Businesses should support and respect the protection of internationally proclaimed human rights.	1.1, 1.2, LA3, LA4, LA6, HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8, HR9
<b>PRINCIPLE 2</b> Businesses should make sure they are not complicit in human rights abuses.	1.1, 1.2, HR1, HR2, HR3, HR4, HR5, HR6, HR7, HR8, HR9
<b>PRINCIPLE 3</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	1.1, LA3, LA4, LA5, HR1, HR2, HR3, HR5
<b>PRINCIPLE 4</b> Businesses should uphold the elimination of all forms of forced and compulsory labour.	1.1, HR1, HR2, HR3, HR7
<b>PRINCIPLE 5</b> Businesses should uphold the effective abolition of child labour.	1.1, HR1, HR2, HR3, HR6
<b>PRINCIPLE 6</b> Businesses should uphold the elimination of discrimination in the respect of employment and occupation.	1.1, LA6, LA13, LA14, HR1, HR2, HR3, HR4
<b>PRINCIPLE 7</b> Businesses should support a precautionary approach to environmental challenges.	1.1, 1.2, EN1, EN2, EN9, EN18, EN26
<b>PRINCIPLE 8</b> Businesses should undertake initiatives to promote greater environmental responsibility.	1.2, EN2, EN3, EN4, EN5, EN6, EN7, EN16, EN18, EN19, EN20, EN21, EN22, EN24, EN25
<b>PRINCIPLE 9</b> Businesses should encourage the development and diffusion of environmental friendly technologies.	1.2, EN5, EN6, EN7, EN8, EN9, EN18, EN26
<b>PRINCIPLE 10</b> Businesses should work against corruption in all its forms, including extortion and bribery.	1.1, 1.2, SO1, SO2, SO3, SO4, SO5, SO6

## G3.1 CONTENT INDEX

### Standard disclosures part I. Profile disclosures

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION
<b>1. STRATEGY AND ANALYSIS</b>					
1.1 Statement from the most senior decision-maker of the organisation.	●	4, 5			
1.2 Description of key impacts, risks and opportunities.	●	4, 5, 9, 10, 85, 89, 90, 92, 99, 103, 104, 105, 107, 108, 109, 110, 116, 118, 124, 128, 129, 135			
<b>2. ORGANISATIONAL PROFILE</b>					
2.1 Name of the organisation.	●	INECO . Ingeniería y Economía del Transporte, S.A.			
2.2 Primary brands, products and/or services.	●	8, 10			
2.3 Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint ventures.	●	12, 13, 14, 96, 97, 98			
2.4 Location of organisation's headquarters.	●	Paseo de la Habana, 138, 28036 Madrid.			
2.5 Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	●	12, 13			
2.6 Nature of ownership and legal form.	●	State-owned company.			
2.7 Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	●	8, 12, 13, 16, 17, 101, 119			
2.8 Scale of the reporting organisation.	●	16.....20, 101, 119			
2.9 Significant changes during the reporting period regarding size, structure or ownership.	●	There have been no changes in the share-holding structure, business association type or capital stock. 4, 5, 119			
2.10 Awards received in the reporting period.	●	120			
<b>3. REPORT PARAMETERS</b>					
3.1 Reporting period for information provided.	●	154 The notes to the financial statements cover the year 2013, from 1 January to December 2013.			
3.2 Date of most recent previous report (if any).	●	154 Year 2012			
3.3 Reporting cycle (annual, biennial, etc).	●	154			
3.4 Contact point for questions regarding the report or its contents.	●	154			
3.5 Process for defining report content.	●	4, 5, 85, 86, 92, 103, 113, 127, 135, 149, 154			
3.6 Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	●	154			

## G3.1 CONTENT INDEX | Standard disclosures part I. Profile disclosures

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION
<b>3.7</b> State any specific limitations on the scope or boundary of the report.	●	There are no limitations on the scope or coverage of the notes to the financial statements.			
<b>3.8</b> Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organisations.	●	154			
<b>3.9</b> Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	●	When necessary, the data measurement techniques and the bases of calculation are specified in the indicators throughout the notes to the financial statements.  154, 171			
<b>3.10</b> Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/ acquisitions, change of base years/periods, nature of business, measurement methods).	●	154, 171			
<b>3.11</b> Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	There have been no significant changes in connection with the scope, coverage or methods of valuation applied to these notes to the financial statements as compared to the previous ones.  154, 171			
<b>3.12</b> Table identifying the location of the Standard Disclosures in the report.	●	156			
<b>3.13</b> Policy and current practice with regard to seeking external assurance for the report.	●	154			
<b>4. GOVERNANCE, COMMITMENTS AND ENGAGEMENT</b>					
<b>4.1</b> Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	●	96, 97, 98			
<b>4.2</b> Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement).	●	14, 15, 96			
<b>4.3</b> For organisations that have a unitary board structure, state the number of members of the highest governance body who are independent and/or non-executive members.	●	96			
<b>4.4</b> Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	●	90, 92, 96, 98, 124, 128			



## G3.1 CONTENT INDEX | Standard disclosures part I. Profile disclosures

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION
<b>4.5</b> Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	●	Board members are entitled to collect a per diem allowance based on their attendance to the Board of Directors' meetings as well as to be paid the traveling expenses incurred to attend the meeting in compliance with section 28 of Royal Decree 462/2002 of 24 May on compensation for services and section 9 of Law 5/2006 of 10 April governing the conflicts of interest of the Government members and high positions of the General Administration of the State.  116, 123			
<b>4.6</b> Processes in place for the highest governance body to ensure conflicts of interest are avoided.	●	96			
<b>4.7</b> Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	●	96			
<b>4.8</b> Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	●	86, 90, 92, 93, 94			
<b>4.9</b> Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	●	90, 93, 96, 97, 98			
<b>4.10</b> Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	●	96			
<b>4.11</b> Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	●	99, 124, 135, 136, 149, 150, 151			
<b>4.12</b> Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	●	128, 129, 130, 131			
<b>4.13</b> Memberships in associations (such as industry associations) and/or national/international advocacy organisations which the organisation supports.	●	132			

## G3.1 CONTENT INDEX | Standard disclosures part I. Profile disclosures

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION
<b>4.14</b> List of stakeholder groups engaged by the organisation.	●	92			
<b>4.15</b> Basis for identification and selection of stakeholders with whom to engage.	●	92			
<b>4.16</b> Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	●	92, 96, 97, 98, 110, 124, 149, 150, 151, 154			
<b>4.17</b> Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	●	110, 111, 124, 128, 131, 149, 150, 151			

## Standard disclosures part II. Disclosures on management approach (DMAS)

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>ECONOMIC DISCLOSURE ON MANAGEMENT APPROACH</b>						
Economic performance.	●	18, 20, 99				
Market presence.	●	4, 5, 12, 13, 16, 85				
Indirect economic impacts.	●	99				
<b>ENVIRONMENTAL DISCLOSURE ON MANAGEMENT APPROACH</b>						
Materials.	●	142				
Energy.	●	138, 139, 140, 141				
Water.	●	137				

### G3.1 CONTENT INDEX | Standard disclosures part II. Disclosures on management approach (DMAS)

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
Biodiversity.	○			Nap	Ineco does not operate in any area with high biodiversity and therefore has no management approach to said issue.	
Emissions, effluents and waste.	●	137, 143, 144				
Products and services.	○			Nap	As a service company, Ineco does not quantify products sold that are recovered at the end of their service life.	
Compliance.	●	Ineco strictly complies with current environmental standards.  To do so, it hired and external legislation updating service reporting any news in the area. In addition, Ineco takes the legal compliance evaluation on an annual basis in order to ensure that it meets all applicable regulations.  Ineco also keeps the commitment of taking action helping to minimise the impact of its activity on the environment.				
Transport.	○			Nap	Ineco causes no significant environmental impacts on the transport of products and other goods.	
Overall.	●	136, 145				
<b>LABOUR PRACTICES AND DECENT WORK. DISCLOSURE ON MANAGEMENT APPROACH</b>						
Employment.	●	119, 120				
Labour/management relations.	●	113, 114, 116, 117, 120, 124				
Occupational health and safety.	●	124, 125				



### G3.1 CONTENT INDEX | Standard disclosures part II. Disclosures on management approach (DMAS)

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
Training and education.	●	113, 114, 117				
Diversity and equal opportunity.	●	120				
Equal remuneration for women and men.	●	120				
<b>HUMAN RIGHTS. DISCLOSURE ON MANAGEMENT APPROACH</b>						
Investment and procurement practices.	●	90, 93, 94				
Non-discrimination.	●	118, 120				
Freedom of association and collective bargaining.	●	123				
Child labour.	●	Owing to Ineco's activity, there is no risk of child exploitation or forced and compulsory labour.  89, 93				
Prevention of forced and compulsory labour.	●	The indigenous people's rights were not violated.  89, 93				
Security practices.	●	124, 125				
Indigenous rights.	●	The indigenous people's rights were not violated.  89, 93				
Assessment.	●	89, 94, 98, 128				
Remediation.	●	89, 94, 98, 128				
<b>SOCIETY. DISCLOSURE ON MANAGEMENT APPROACH</b>						
Local communities.	●	127				
Corruption.	●	93, 94				
Public policy.	●	92, 93, 94, 99				
Anti-competitive behaviour.	●	92, 99				
Compliance.	●	Ineco strictly meets current regulations and it takes a step further with its "Integrity, Transparency and Commitment Standard".  90				

### G3.1 CONTENT INDEX | Standard disclosures part II. Disclosures on management approach (DMAS)

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>PRODUCT RESPONSABILITY. DISCLOSURE ON MANAGEMENT APROACHPR</b>						
Customer health and safety.	●	108, 109				
Product and service labelling.	○			NAp	No labelling required. Products and services comply with regulations.	
Marketing communications.	●	110				
Customer privacy.	●	103				
Compliance.	●	Owing to Ineco's activity, no labelling is necessary. Current standards are strictly met. 90				

### Standard disclosures part III. Performance indicators

<b>ECONOMIC PERFORMANCE</b>						
<b>EC-1.</b> Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	99, 100				
<b>EC-2.</b> Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	●	Given Ineco's activity, there are no risks or opportunities related to climatic change. 103, 104, 105, 107, 143, 146				
<b>EC-3.</b> Coverage of the organisation's defined benefit plan obligations.	○			NAp	Ineco does not include, within its coverage, retirement schemes or programmes.	
<b>EC-4.</b> Significant financial assistance received from government.	●	97, 104				

## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>Market presence</b>						
<b>EC-5.</b> Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	●	119, 123				
<b>EC-6.</b> Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	●	119, 149, 151				
<b>EC-7.</b> Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	●	In the case of local resident hires, Ineco acts under the legislation effective in each country observing the 10 principles of the Global Compact.  No top executive from the local community has been hired in 2013.				
<b>Indirect economic impacts</b>						
<b>EC-8.</b> Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	●	The company continued to support its main clients and shoulders (ADIF, AENA and RENFE) as well as other Spanish and international clients in launching their investment plans in transport infrastructures by rendering specialised technical services although it has not done so through its own investment due to the nature of its activity.				
<b>EC-9.</b> Understanding and describing significant indirect economic impacts, including the extent of impacts.	●	127				
<b>ENVIRONMENTAL</b>						
<b>Materials</b>						
<b>EN-01.</b> Materials used, by weight or volume.	●	137, 142				
<b>EN-02.</b> Percentage of materials used that are recycled input materials.	●	During 2013, Ineco has not acquired any recovered materials such as recycled paper or toner, as recommended by the printer manufacturers.				
<b>Energy</b>						
<b>EN-03.</b> Direct energy consumption by primary energy source.	●	138, 139, 140				
<b>EN-04.</b> Indirect energy consumption by primary source.	●	141				



## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>EN-05.</b> Energy saved due to conservation and efficiency improvements.	●	138, 140, 107				
<b>EN-06.</b> Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	●	138, 140				
<b>EN-07.</b> Initiatives to reduce indirect energy consumption and reductions achieved.	●	105, 107, 141				
Water						
<b>EN-08.</b> Total water withdrawal by source.	●	137				
<b>EN-09.</b> Water sources significantly affected by withdrawal of water.	●	No superficial or underground water is used.				
<b>EN-10.</b> Percentage and total volume of water recycled and reused.	●	Owing to the nature of Ineco's activity, water is neither reused nor recycled.				
Biodiversity						
<b>EN-11.</b> Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	●	None of Ineco's present facilities –both owned or leased– are located in or adjacent to any protected natural spaces or unprotected high biodiversity areas.				
<b>EN-12.</b> Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	●	Owing to the indications above, Ineco's activities do not impact directly on biodiversity.  135				
<b>EN-13.</b> Habitats protected or restored.	●	In 2013, Ineco's activities did not affect any protected or restored habitats.				
<b>EN-14.</b> Strategies, current actions, and future plans for managing impacts on biodiversity.	●	Due to Ineco's type of activity, it is not necessary to implement a specific strategy to prevent, manage or restore any natural habitat damages but it is incorporated into the environmental policy and the environmental management system implemented at the company.				
<b>EN-15.</b> Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	●	Ineco's activities do no impact on any habitat with species included in the IUCN Red List.				

### G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>Emissions, effluents, and waste</b>						
<b>EN-16.</b> Total direct and indirect greenhouse gas emissions by weight.	●	143				
<b>EN-17.</b> Other relevant indirect greenhouse gas emissions by weight.	●	143				
<b>EN-18.</b> Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	140, 141, 143				
<b>EN-19.</b> Emissions of ozone-depleting substances by weight.	●	Ineco does not have this type of substance in its heating and air conditioning or in its fire extinguishing installations.				
<b>EN-20.</b> NO, SO, and other significant air emissions by type and weight.	●	Ineco is an engineering services company; consequently it does not issue significant amounts of this type of pollutant in its operations.				
<b>EN-21.</b> Total water discharge by quality and destination.	●	Given Ineco's nature, no residual water is poured except for the sanitary water from the offices which are drained into the municipal sewage system.				
<b>EN-22.</b> Total weight of waste by type and disposal method.	●	144				
<b>EN-23.</b> Total number and volume of significant spills.	●	146				
<b>EN-24.</b> Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	●	144				
<b>EN-25.</b> Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organisation's discharges of water and runoff.	●	All of the company's water is poured into the sewage network. No water poured that could significantly affect the hydric resources or related environments was identified apart from the above.				
<b>Products and services</b>						
<b>EN-26.</b> Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	135, 136, 146				
<b>EN-27.</b> Percentage of products sold and their packaging materials that are reclaimed by category.	○			NAv	As a service provider company, the quantification of sold products retrieved at the end of their useful life is not applicable.	

## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE, INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>Compliance</b>						
<b>EN-28.</b> Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	●	Ineco has not been penalised or fined for failing to meet environmental regulations.				
<b>Transport</b>						
<b>EN-29.</b> Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	●	140, 141, 143 Ineco is not responsible for any significant environmental impact as a result of the transport of products or other goods.				
<b>Overall</b>						
<b>EN-30.</b> Total environmental protection expenditures and investments by type.	●	146				
<b>SOCIAL: LABOUR PRACTICES AND DECENT WORK</b>						
<b>Employment</b>						
<b>LA-1.</b> Total workforce by employment type, employment contract, and region.	●	119, 120, 121				
<b>LA-2.</b> Total number and rate of employee turnover by age group, gender, and region.	●	114, 115, 119				
<b>LA-3.</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	●	120				
<b>LA-15.</b> Return to work and retention rates after parental leave by gender.	●	120, 122				
<b>Labour/management relations</b>						
<b>LA-4.</b> Percentage of employees covered by collective bargaining agreements.	●	123				
<b>LA-5.</b> Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	●	As provided for in the Workers' Statute: 30 days in the event of group dismissal and transfer and 15 in the event of a substantial modification of the working conditions.				
<b>Occupational health and safety</b>						
<b>LA-6.</b> Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	●	123				

### G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>LA-7.</b> Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	●	<p>The prevention service takes care of following up on long-term leaves, high absenteeism rates, accident rates, etc.</p> <p>In 2013 the occupational disease and accidents rate was 1.0%, 0.9% for men and 0.1% for women. There have been no accidents resulting in death.</p> <p>In 2013 the lost time injury frequency rate in Spain was 27.2 days, out of which 25.0 relate to men and 2.2 relate to women. The data in other regions is immaterial.</p> <p>The absenteeism rate in Spain in 2013 was 2,696.3, out of which 1,218.7 related to men and 1,477.6 related to women. Outside Spain the data was immaterial.</p> <p><i>See Clarifying Notes.</i></p>				
<b>LA-8.</b> Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	●	117				
<b>LA-9.</b> Health and safety topics covered in formal agreements with trade unions.	●	123, 124, 125				
<b>Training and education</b>						
<b>LA-10.</b> Average hours of training per year per employee by employee category.	●	117				
<b>LA-11.</b> Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	●	117				
<b>LA-12.</b> Percentage of employees receiving regular performance and career development reviews by gender.	●	116				
<b>Diversity and equal opportunity</b>						
<b>LA-13.</b> Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	●	<p>14, 15, 120, 122</p> <p>In 2013, out of Ineco's total headcount, 0.4% was disabled workers.</p> <p>In 2013, Ineco's foreign employees accounted for 1.1% out of the total headcount.</p>				
<b>Equal remuneration for women and men</b>						
<b>LA-14.</b> Ratio of basic salary and remuneration women to men by employee category, by significant locations of operation.	●	123				2013



## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>Investment and procurement practices</b>						
<b>HR-1.</b> Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	●	Owing to Ineco's activity, the entity does not make any significant investments.  93, 128				
<b>HR-2.</b> Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	●	149, 150, 151				
<b>HR-3.</b> Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	●	117, 128				
<b>Non-discrimination</b>						
<b>HR-4.</b> Total number of incidents of discrimination and corrective actions taken.	●	In 2013 no incidents have taken place in this area at INECO.  128				
<b>Freedom of association and collective bargaining</b>						
<b>HR-5.</b> Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	●	Owing to Ineco's activity there are no operations that put at risk the right to freedom of association or the right to adhere to collective bargaining agreements.  123				
<b>Child labour</b>						
<b>HR-6.</b> Operations and significant suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour.	●	Owing to Ineco's activity, there is no risk of child exploitation or forced and compulsory labour.  93				
<b>Forced and compulsory labour</b>						
<b>HR-7.</b> Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour.	●	Owing to Ineco's activity, there is no risk of child exploitation or forced and compulsory labour.  93				
<b>Security practices</b>						
<b>HR-8.</b> Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	●	Ineco hires security services at its P° de la Habana offices. The companies hired need to have personnel trained in the respect and defence of human rights.				
<b>Indigenous rights</b>						
<b>HR-9.</b> Total number of incidents of violations involving rights of indigenous people and actions taken.	●	No incident has taken place in connection with the violation of the rights of indigenous people.				

## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE , INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>Assessment</b>						
<b>HR-10.</b> Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	●	Ineco has not performed a formal or documented evaluation of the impacts related to human rights since it does not consider it a risk given its activity				
<b>Remediation</b>						
<b>HR-11.</b> Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms.	●	Given the nature of Ineco's activity, human rights violations are not deemed to be a risk.				
<b>SOCIETY</b>						
<b>Local communities</b>						
<b>SO-1.</b> Nature, scope and effectiveness of any programmes to assess and manage the impacts of operations on communities, including entering, operating and existing.	●	90, 127, 128				
<b>SO-9.</b> Operations with significant potential or actual negative impacts on local communities.	●	127, 129, 131				
<b>SO-10.</b> Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	●	119, 127, 129, 135				
<b>Corruption</b>						
<b>SO-2.</b> Percentage and total number of business units analysed for risks related to corruption.	●	94				
<b>SO-3.</b> Percentage of employees trained in organisation's anti-corruption policies and procedures.	●	90, 94				
<b>SO-4.</b> Actions taken in response to incidents of corruption.	●	90, 94, 98				
<b>Public policy</b>						
<b>SO-5.</b> Public policy positions and participation in public policy development and lobbying.	●	Ineco does not engage in lobbying activities either in Spain or abroad. 110, 132				
<b>SO-6.</b> Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	●	No contribution in cash or kind has been made to any political parties or related entities in any country.				
<b>Anti-competitive behaviour</b>						
<b>SO-7.</b> Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	●	No action of this type has taken place.				
<b>Compliance</b>						
<b>SO-8.</b> Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	●	No penalties or fines have been imposed on Ineco in connection with this type of practice in 2013.				

## G3.1 CONTENT INDEX | Standard disclosures part III. Performance indicators

DESCRIPTION	INF.	CROSS - REFERENCE / DIRECT ANSWER	IF APPLICABLE, INDICATE THE PART NOT REPORTED	REASON FOR OMISSION	EXPLANATION	TO BE REPORTED IN
<b>PRODUCT RESPONSIBILITY</b>						
<b>Customer health and safety</b>						
<b>PR-1.</b> Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	●	109, 146				
<b>PR-2.</b> Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	●	There has been no incident of this kind in 2013.				
<b>Product and service labelling</b>						
<b>PR-3.</b> Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	●	Ineco is a services company; the products it generates and delivers to its clients are technical documents.				
<b>PR-4.</b> Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	●	No non-compliance has been reported.				
<b>PR-5.</b> Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	●	110, 111				
<b>Comunicaciones de marketing</b>						
<b>PR-6.</b> Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	●	90				
<b>PR-7.</b> Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	●	No incident has been reported.				
<b>Customer privacy</b>						
<b>PR-8.</b> Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	●	There has been no claim regarding client personal data leaks or privacy.				
<b>Compliance</b>						
<b>PR-9.</b> Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	●	There has been no penalisation in this regard in 2013.				

## CLARIFYING notes

### CHANGES REGARDING THE INFORMATION IN THE ANNUAL REPORT FOR 2012

- The information on *cash flows* reported in the chapter **Ethical integrity**, section *Economic Aspect*, has been amended.  
  
The figure related to the cash flows from investment activities for 2012 has been retroactively changed as a result of the reclassification of amounts required by the financial auditors who performed the 2013 audit.  
  
The net increase in cash for 2012 was also modified as a result of this change.
- A new item was included in the balance sheet reported in the chapter **Ineco at a glance**: "Short-term investments readily convertible into cash", which was not reported in prior years. In addition, the figure in "debt securities" for 2012 was changed retroactively regarding the one provided in the annual report for that year owing to the above-mentioned reclassification of amounts (required by the financial auditors). Therefore, the figures of "total current assets" and "total assets" reported in 2012 do not match those included in this report.  
  
Finally, two new items were included in the *profit and loss* account reported in the chapter **Ineco at a Glance** for the first time this year: "Losses and impairment of fixed assets" and "Changes in the fair value of financial instruments."
- The value of the electric consumption (GJ) reported in 2012 was modified in the section *Responsible use of resources*, *Electric power* included in the chapter **Committed to the environment**. This is owing to the fact that, after the date of the 2012 Annual Report drafting, an invoice from the provider company related to the Bull building was received and this entailed a small increase in the consumption booked until that time.
- The value of the heating gasoil (litres) reported in 2012 was modified in the section *Responsible use of resources*, *Heating consumption* included in the chapter **Committed to the environment**. Final consumption totalled 6,955 litres instead of 5,800 litres.

### CLARIFYING NOTES TO THE 2013 REPORT

- In the *Responsible use of resources*, *Toner* the amount of toner consumed is estimated based on the data of the used up toner generated and only for the Madrid facilities. Also, since in February 2013 Ineco changed its suppliers collecting and managing toners, the information obtained was booked

in kilos instead of in units, which allows comparing data to those for the prior year.

- In the *Waste management* section included in the chapter **Committed to the environment**, the difference between the amount of non-hazardous waste generated in 2013 is not representative as compared to those generated in 2012 since the data for 2013 are not comparable with those for prior years. This arises from the fact that in 2011 and 2012 an estimation was prepared of the amount of paper-cardboard based on the number of containers while in 2013 Ineco has the actual figure (provided by the waste manager picking it up).
- In the *Waste management* section included in the chapter **Committed to the environment** it has not been possible to compare the toner waste generation data for 2013 with that from prior years as the supplier was changed and the prior data was stated in units while that for 2013 is stated based on weight.
- In *We get involved in respecting the environment* in the chapter **Committed to the environment** the difference between the environmental investments and expenses of 2013 and 2012 results from the fact that in 2012 it was not possible to account for some items which were actually considered in 2013 as in the case of the updating of environmental legislation, waste management and expenses related to the water, which amount to 54,807.32 €.
- Clarifying note to LA-7.**

The following item data was used in the calculations:

Total hours worked in 2013	4,433,185.41	Hours = accumulated average payroll corrected in 2013* time bank (1,772.8)
Total days worked in 2013	547,646.441	Hours = accumulated average payroll corrected in 2013* working days (2013)
Factor	200,000	Factor = 50 weeks* 40 working hours + 100 employees

Upon calculating all the lost days we considered the working days from the beginning to the end of the leave.

The regulation system applied in the accidents record and communication is the Delt@ system.





## Statement GRI Application Level Check

GRI hereby states that **INECO. Ingeniería y Economía del Transporte, S.A** has presented its report "ANNUAL REPORT 2013. Comprehensive solutions for global needs" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 28 October 2014

A handwritten signature in dark ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir  
Director Services  
Global Reporting Initiative



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