

Module: Introduction**Page: Introduction**

CC0.1**Introduction**

Please give a general description and introduction to your organization.

We are a Mexican company with more than 68 years of experience in providing comprehensive solutions to complex infrastructure challenges; throughout our history we have joined forces with outstanding companies to acquire technology, specific know-how or volumes of work, our mission is solving the most complex infrastructure problems through innovative, profitable and sustainable proposals, thus creating value for our people, our shareholders and the communities where we are present, our vision; to be a global company that through its business model builds and operates a solid, profitable and diversified portfolio of projects for the infrastructure development and social well-being. We are listed on the Mexican and New York Stock Exchanges, and are included in the Mexican Stock Exchange's benchmark IPC and Sustainability Indices and the Dow Jones Sustainability Index. At ICA, we understand value creation as a series of values, policies and practices that improve our competitiveness, while creating economic and social conditions that benefit the communities where we work.

CC0.2**Reporting Year**

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Wed 01 Jan 2014 - Wed 31 Dec 2014

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country

Mexico

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

MXN (\$)

CC0.6

Modules

As part of the request for information on behalf of investors, electric utilities, companies with electric utility activities or assets, companies in the automobile or auto component manufacture sub-industries, companies in the oil and gas sub-industries, companies in the information technology and telecommunications sectors and companies in the food, beverage and tobacco industry group should complete supplementary questions in addition to the main questionnaire. If you are in these sector groupings (according to the Global Industry Classification Standard (GICS)), the corresponding sector modules will not appear below but will automatically appear in the navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net. If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below. If you wish to view the questions first, please see <https://www.cdp.net/en-US/Programmes/Pages/More-questionnaires.aspx>.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

There are three levels within the organization that are responsible for sustainability:

- 1) The Management Committee, according to the performance of its functions, evaluates sustainability issues related to the management and operation of the organization.
- 2) There is a Sustainability Committee at the Upper Management level composed by the CFO and the Sustainability Directors, Administration and Risks, Legal, Human Capital and IT in charge of establishing ICA guidelines and general strategies.
- 3) Lastly, our Finance, Planning and Sustainability Committee is in charge of dealing with matters related to finance, strategic planning, risk control and sustainability in observance of applicable laws, best corporate practices, and policies and standards approved by the Administration Committee.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Management group	Monetary reward	Other: Strategic objectives aligned to the company Balanced scorecard	Each director has strategic objectives aligned to the company Balanced Scorecard. Similarly, each functional area and business unit determine their work plan based on ICA strategy map including key practices to mitigate environmental impacts and resources management in the different projects.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Sporadically, not defined		Mexico, Costa Rica, Panama, Colombia and Peru and every region where the project will take place	3 to 6 years	Every year the ICA Risk Committee analyzes, along with many other factors, the macro tendencies related to environment, society, and other main interest groups. This analysis is integrated into the ICA business strategy and conforms to our ISO14000 management system. A risk analysis is performed every time that a new project is going to be put forth in which bioclimatic conditions are included. These environmental risk analyses are included in the project's operational strategy.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

At the corporate level, the climate variables and the physical-environmental effects of climate change are intrinsically tied to the operation and capital invested in the company. Given that our operations are outdoors and depend on local environmental conditions in different geographical areas, our corporate risk management system analyzes each and every one of our operations. An example of this would be the annual evaluation to determine the security of our employees when we have to operate in extreme weather conditions.

This same management system monitors the changes that could create risks to our assets and develops plans for mitigation, adaptation, and contingency for our facilities. One example of this is our contingency plan for torrential rains on roads and highways.

CC2.1c

How do you prioritize the risks and opportunities identified?

It is a function of the analysis of the operational balance - capital investment and our capacity to operate under certain conditions.

Prioritize risks and opportunities from two perspectives:

- Likelihood
- Impact

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment
--------------------------------------	-------------------------------------	---------

CC2.2

Is climate change integrated into your business strategy?

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

Sustainability management at ICA is performed through commissions or areas of specialization: Environment; Human Capital; Communication; Security and Health; Management of the Social Environment; Research, Development, and Innovation; Risks and Internal Audits; and Sourcing, Subcontracting and Machinery. It is integrate in a PRM (Project Risk Management) and ERM (Enterprise Risk Management) company strategies.

The committees have representation from all business units and are led by upper management employees. They get together periodically to analyze material subjects, to generate the necessary guidelines for the operation, and to review advances and results from given periods that are reported to the Sustainability Committee and in turn to the Finance, Planning, and Sustainability Committee.

At ICA, we have adapted to the challenges of climate change and trends that are transforming the infrastructure industry. Because of climate change and its implications for the availability of the natural resources we need to operate, together with the growth of the population and definition of public policies and collective actions to mitigate and reverse the negative effects of climate change, we had to think “out of the box” and come up with innovative solutions.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price of carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price of carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations
Funding research organizations
No

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
----------------------	--------------------	-----------------------	-------------------------------

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
CESPEDES	Consistent	CESPEDES is the Mexican chapter of the World Business Council for Sustainable Development (WBCSD) that belongs to the Business Coordination Committee (BCC) (Consejo Coordinador Empresarial (CCE)). CESPEDES promotes the business sector, government and society, and the guidelines of sustainable development through studies and through positioning in public politics, initiatives and projects of its members. It is currently working to develop proposals to influence the Regulation of the General Law for Climate Change.	ICA heads the “Sustainable Infrastructure” transversal group. It also belongs to the “Sustainable Cities” workgroup headed by CEMEX. It is important to point out that ICA also works with the “Use of sustainable water” initiative and the “Sustainable Food” initiative by providing solutions for efficient infrastructure.
International Chamber of Commerce, Mexico chapter.	Consistent	Climate change is one of the greatest challenges of our times. ICC has worked for several years to help companies assume this challenge. As the science of climate change becomes clearer, so does the need to establish adequate priorities to diminish its effects. Companies worldwide have accepted the challenge through the development of new processes, products, and services to reduce greenhouse gas emissions.	ICA is a member of the Board, of the Executive Committee and of the Vice-presidency. As an associate of ICC Mexico, ICA shares its best practices for sustainability.
Issuing Committee of the Mexican Stock Exchange	Consistent	A tendency has started in the last few years within the financial markets of identifying sustainable companies to invest resources in them, based on the premise that a company that is sustainable will	We are part of the companies that make up Sustainable IPC: We lead the Issuing Committee for Sustainability where we are performing awareness

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
(BMV)		generate long term value and will be better prepared to face economic, social, and environmental challenges. To promote the incorporation of sustainable and socially responsible processes in the practices of Mexican companies listed on the Mexican Stock Exchange (BMV) has started the process to create indexes that can be used as underlying for ETF's and only considered by worldwide renowned companies regarding sustainability.	initiatives and promoting better sustainability practices so that financial markets can gain a better understanding of environmental risks.
Mexican Chamber of Industry and Construction	Consistent	To promote the care and conservation of the environment, starting with complying with environmental legislation and promoting the responsibility of maintaining and restoring environmental impact with material, equipment and processes.	ICA actively participates in all environmental and social responsibility initiatives in order to share and replicate better practices. We also participate in Green Building Committee

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

Yes

CC2.3e

Do you fund any research organizations to produce or disseminate public work on climate change?

Yes

CC2.3f

Please describe the work and how it aligns with your own strategy on climate change

•Over the past year, we forged stronger ties with our stakeholders, promoting inter-institutional relations, training and transmission of best practices. As members of the Network for Emerging Market Sustainability of the German Society for Development Cooperation (giz), we were selected to share our social programs in a study by the Center for Development Research (cidac).

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

Applied research work and design project “Between Geometry and Geography”, Harvard University Graduate School of Design – ICA.

This project analyzes the influence of mobility infrastructure on urban development in Mexico City. A series of recommendations are proposed to introduce innovative mobilization systems in the city that have a reduced environmental impact.

- Analysis of a case study of sustainable infrastructure. Through the Zofnass Program for Sustainable Infrastructure, ICA and Harvard Design School analyze and share best practices for impact and sustainability by analyzing an ICA project. These best practices can be used by future students of several universities and organizations.

- In order to promote research and to give greater potential to the scientific value of its photographic archive, ICA Foundation signed an agreement with the National Committee for Knowledge and Use of Biodiversity (Comisión Nacional para el Conocimiento y Uso de la Biodiversidad, CONABIO) for the use of its photographic archive. The digitalized and geo-referenced images are used for scientific research, for the study of how biodiversity is affected, for the preservation of biological species, and to generate criteria for their sustainable handling.

CC2.3g

Please provide details of the other engagement activities that you undertake

CC2.3h

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

There are no established processes to ensure that direct or indirect activities that influence politics are consistent with ICA's strategy regarding climate change.

CC2.3i

Please explain why you do not engage with policy makers

The public debate about this topic is recent in Mexico and we don't have yet mechanisms to influence it, instead, we promote an agenda based in a climate change strategy between some private institutes, business chambers and other firms specialized in infrastructure

CC2.4

Would your organization's board of directors support an international agreement between governments on climate change, which seeks to limit global temperature rise to under two degree Celsius from pre-industrial levels in line with IPCC scenarios such as RCP2.6?

Yes

CC2.4a

Please describe your board's position on what an effective agreement would mean for your organization and activities that you are undertaking to help deliver this agreement at the 2015 United Nations Climate Change Conference in Paris (COP 21)

At ICA, we have adapted to the challenges of climate change and trends that are transforming the infrastructure industry. Because of climate change and its implications for the availability of the natural resources we need to operate, together with the growth of the population and definition of public policies and collective actions to mitigate and reverse the negative effects of climate change, we had to think "out of the box" and come up with innovative solutions. Recently approved reforms and laws, together with related legislation like the Regulations on the General Law on Climate change for the National Emissions Registry, are signs of this increasing environmental regulation in Mexico. Although the energy and tax reforms approved in 2013 will stimulate the economy in the long run, they are accompanied by secondary laws and regulations that affect our operations. We make it a policy to act in advance of legal requirements and adhere to international best practices. Today we are working on improving processes that affect the environment and our value chain in order to make our operations more efficient, prevent and mitigate risk, reduce costs, and maximize added value throughout all our projects and corporate offices. In 2014 we focused considerable effort on one of our strategic objectives, which is to optimize our environmental management. This objective in turn contains various initiatives with performance indicators that contribute information on the improvements identified and implemented in our projects.

Further Information

CC3.1

Did you have an emissions reduction target that was active (ongoing or reached completion) in the reporting year?

No

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions (metric tonnes CO2e)	Target year	Comment
----	-------	-------------------------	----------------------------	-----------	--	-------------	---------

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions	Target year	Comment
----	-------	-------------------------	----------------------------	--------	-----------	--------------------------------	-------------	---------

CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
----	---	--	---	--	---------

CC3.1d

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions)	Comment
----	-------------------	------------------------	---------

CC3.1e

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

In order to develop initiatives to reduce greenhouse gas emissions, taking into account the reduction in the energy requirements of our products, in 2014 we decided to measure the performance of major machinery. Once we have measured that performance, we can decide on measures to reduce their emissions. Our machinery inventory is renovated every four years, and we now have a priority of investing in equipment that offer high operating yield and fuel efficiency. Of the 1,582 major generators we currently have in operation, 43 % have latest-generation motors.

CC3.2

Does the use of your goods and/or services directly enable GHG emissions to be avoided by a third party?

Yes

CC3.2a

Please provide details of how the use of your goods and/or services directly enable GHG emissions to be avoided by a third party

- In particular , With Projects highway fuel consumption is reduced by virtue of two stroke and distance variables . Both aspects by itself reduce fuel consumption , mainly gasoline and diesel , which is reflected directly in emissions and benefits in times of transfer
- The use of the Maxitunel Interurbano Acapulco and the use of the urban highway ArcoSur allow its users to travel the same distance in up to one hour less. During this time their motors stop emitting greenhouse gases.
- The use of efficient collective transportation such as the metro line 12 allows users to stop using other slower means of transportation and that contaminate more while traveling the same trajectory.
- When driving on the Merida-Cancun highway (Mayab Highway), one vehicle can save between 10 and 15 liters of gasoline.
- The Atotonilco Treatment Plant for Residual Waters with methane capture

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
----------------------	--------------------	--

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	1	
To be implemented*		
Implementation commenced*		
Implemented*	2	402
Not to be implemented	1	239.9

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Behavioral change	Install the “paga o apaga” campaign in every office or post and measure monthly	562	Scope 2	Voluntary	752702	610311	<1 year	3-5 years	
Other	Log of vehicle use for fuel savings,	0.02	Scope 1	Voluntary				3-5 years	CO2e annual savings are estimated percentage (%)) Liters Unit
Other	Rio Verde, La Piedad bypass, TUCA I Solar light fixtures, LED lighting and	7.00	Scope 1	Voluntary			1-3 years		CO2e annual savings are

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	personnel awareness-raising, Support for environment and reduced use of hydrocarbons and fossil fuels in energy production		Scope 2						estimated percentage (%) kWh Unit
Other	Medellín Tunnel, Electronic e-mail bulletins raising awareness about turning off electronic equipment during the day when not in use, Energy crisis in the country, because the electrical energy comes from hydroelectric plants that depend on rainfall, which had lessened, raising awareness among personnel in the cp, cu, pret and pam business units	7.00	Scope 2						CO2e annual savings are estimated percentage (%) kWh Unit
Other	Campaign Biopappe, Recycling paper Corporate Offices Urban Forest	20	Scope 1		0	0		3-5 years	
Other	Reforestation as payment for environmental services alongside CONAFOR in the Ajusco – Chichinautzin corridor	80080.52	Scope 1	Voluntary	15000			3-5 years	

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	As a leading company in our field, we believe that we must commit to being an example for others because of our level of compliance and stringency that are required by the signatories of the Ecuador Principles
Employee engagement	Our Sustainability Committee is in charge of designing and identifying objectives that are driven through the daily actions of all our collaborators. One example of this is our Turn it off or Pay program.

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: CC4. Communication

CC4.1

Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document
In voluntary communications	Complete	page 82/Integrated Report of Activities 2014	

Further Information

Module: Risks and Opportunities

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Risks driven by changes in regulation
- Risks driven by changes in physical climate parameters
- Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Uncertainty surrounding new regulation	The General Law for Climate Change (LGCC) was recently approved. This law establishes that a National Emissions Registry will be created which will require that certain industrial sectors (still to be defined) report their emissions in a periodic manner. A new tax to carbon emissions was	Increased operational cost	1 to 3 years	Direct	Likely	Medium	The financial implications of this legislation are still being evaluated.	The management of this risk is included in the company's general risk program and also falls under the Sustainability Committee 's care. It is being managed in three ways: 1. Mitigation through the creation of a carbon inventory to be followed by setting objectives and/or projects of emissions	Still uncertain

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	introduced in the fiscal reform that was approved this year. The registry and tax norms still haven't been determined; this is why the implications for industry are still uncertain.							reduction. 2. Regulatory advocacy through the chambers of commerce that we belong to. 3. Possible compensation through accreditation of our reforestation programs.	

CC5.1b

Please describe your inherent risks that are driven by change in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in mean (average) temperature	The increase in the mean temperature increases the level of evaporation of humidity in concrete. High levels of humidity evaporation can lead to bad concrete quality	Increased operational cost	1 to 3 years	Direct	Very likely	Medium-high	The financial implications of this risk haven't been calculated yet	The ways to mitigate this risk are currently being evaluated. Two actions will be taken in the immediate future: 1) Create an internal and external training program specific to this topic 2) Include temperature change studies in the planning of the operation of	The management cost of this risk still hasn't been determined

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	and require rework.							concrete A study is being undertaken to boost an investigation program to find mechanisms (processes or products) that allow operation given these new circumstances. This mitigation action could detonate an opportunity that will be explained in another section.	
Change in precipitation extremes and droughts	The prospection that the number of events of torrential rain or that precipitation change could cause landslides that could put our infrastructure and operations at risk.	Increased operational cost	1 to 3 years	Direct	Very likely	Medium-high	The financial implications of this risk haven't been calculated yet	This risk can be mitigated through the execution of four actions: 1) Including change scenarios in rain patterns and risk maps for climate change in the project design as well as infrastructure maintenance and prevention plans. The climate conditions in which the workers are working in will also be used and the necessary measures will be taken to ensure optimal working conditions. 2) Geologic studies will be performed decreasing the return period for torrential rains. 3) Protection of slopes must be taken into	The cost of including these new parameters in the risk management of the projects and operations is being evaluated.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								account for regions identified as being vulnerable. 4) Attention will be paid to the constant maintenance of drainage. In addition, the contingency plan will be strengthened to mitigate the damage to our facilities or operations if such an event were to occur.	

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	There have recently been cases that the media has published in which the responsibility of the different players that participated in a project aren't	Reduced demand for goods/services	3 to 6 years	Indirect (Client)	Likely	Medium-high	The financial implications of this risk haven't been calculated yet	There is work being undertaken to push the creation of a normative/legislative package that will explicitly explain the extent of the responsibility of all the players involved in a project and that this responsibility matrix will	The management of this risk is included within the company's general risk program but we still don't have a "unitary" management cost of this risk.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	clear. In some cases the media have made the general public believe that all the responsibility falls on only one party.							be made known to the public. This mitigation action could detonate an opportunity that will be explained in another section.	

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Opportunities driven by changes in regulation
- Opportunities driven by changes in physical climate parameters

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Renewable energy regulation	The recently approved National Strategy for Climate Change (ENCC) 2013 as well as the energetic reform, allow a greater participation of	Increased demand for existing products/services	3 to 6 years	Direct	Very likely	Medium-high	The financial implications of this opportunity are still being evaluated	The recently approved Law of public-private associations allows third parties to propose the	The management of this opportunity is included within the company's general

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	renewable energies in the composition of sources of electricity generation in Mexico. ICA is a leader of construction of hydroelectric plants, which would fall under this package of renewable energy.							projection of infrastructure. ICA will take advantage of these two new legislative opportunities to continue driving the generation of renewable electric energy in Mexico.	business program.
General environmental regulations, including planning	As explained in question CC5.1c, the creation of a normative/legislative package that is explicit regarding the reach of the responsibilities of all the players in a project, and that the responsibility matrix is made public knowledge, would mean an opportunity for ICA to consolidate leadership within the construction industry. It would also help manage the positive	Wider social benefits	Unknown	Direct	More likely than not	Medium	The financial implications of this opportunity are still being evaluated	ICA has been promoting the creation of this normative package with chambers and institutions for some time already. These efforts will continue until the goal is achieved.	The management of this opportunity is included within the company's general business program.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	reputation of the company among our interest groups.								

CC6.1b

Please describe the inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in mean (average) temperature	As explained in question CC5.1b, the elevated evaporation influences the quality of concrete when working with it.	New products/business services	3 to 6 years	Direct	Likely	Medium-high	The financial implications of this opportunity are still being evaluated	ICA is evaluating the possibility of driving a research program to find mechanisms (processes or products) that help achieve good concrete quality, even with high environmental temperatures.	The management cost of this opportunity hasn't been estimated yet.

CC6.1c

Please describe the inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
--------------------	-------------	------------------	-----------	------------------	------------	---------------------	----------------------------------	-------------------	--------------------

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

In Ica consider important opportunities inherent driven by changes in other climate-related that have the potential to generate a substantive change in your business operations , revenue or expenditure events.

Further Information

In ICA's global strategy, it is indispensable we be able to identify environmental, social and corporate governance risks so that we can meet the expectations of our stakeholders, from shareholders to commercial partners and investors. At ICA, we work to identify, prevent, plan and evaluate risk in every phase of each of our projects, in order to operate safely and meet our strategic objectives. Each year, every Business Unit conducts a risk analysis using automated tools so that one universal methodology can be applied across the organization. This makes it easier to compare, control and follow up on negative or positive events that may impact them. ICA's Internal Audit area conducts comprehensive process audits by account and in specific areas, producing recommendations for more effectively managing the risks to which our company is exposed. It also conducts audits of compliance and adherence to internal and external regulations, integrity and accuracy of information, and each year evaluates the Internal Control System.

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading**Page: CC7. Emissions Methodology**

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Tue 01 Jan 2013 - Tue 31 Dec 2013	639579.40
Scope 2	Tue 01 Jan 2013 - Tue 31 Dec 2013	23249.74

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

Programa GEI Mexico

Defra Voluntary Reporting Guidelines

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	IPCC Fourth Assessment Report (AR4 - 100 year)
SF6	IPCC Fourth Assessment Report (AR4 - 100 year)
PFCs	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
Other: Diesel (100% mineral diesel)	2.6769	kg CO2e per liter	2012 Guidelines to Defra / DECC's GHG Conversion Factors for Company
Other: Petrol (100% mineral petrol)	2.3144	kg CO2e per liter	2013 Guidelines to Defra / DECC's GHG Conversion Factors for Company
Liquefied petroleum gas (LPG)	1.5326	kg CO2e per liter	2014 Guidelines to Defra / DECC's GHG Conversion Factors for Company
Other: Carbon sequestration Mexican Forest average	192.1085	Other: tonsCO2e/ha	Masera, O.R., M.J. Ordoñez y R. Dirzo. 1997. Carbon emissions from Mexican Forests: Current Situation and Long-term Scenarios, Climatic Change 35: 265-295. SARH (Secretaría de Agricultura y Recursos Hidráulicos). 1994. Inventario Nacional Forestal Periódico. México: SARH.
Other: Carbon sequestration agriculture	88.6695	Other: tonsCO2e/ha	Masera, O.R., M.J. Ordoñez y R. Dirzo. 1997. Carbon emissions from Mexican Forests: Current Situation and Long-term Scenarios, Climatic Change 35: 265-295. SARH (Secretaría de Agricultura y Recursos Hidráulicos). 1994. Inventario Nacional Forestal Periódico. México: SARH.
Other: Cementitious product	0.68	Other: tonsCO2e/tons	Carbon disclosure project investor CDP 2013 – Cemex Report
Other: Ready Mix Concrete	0.003	Other: tonsCO2e/m3	Carbon disclosure project investor CDP 2013 – Cemex Report
Other: Ready Mix Concrete + Cement emissions	0.2342	Other: tonsCO2e/m3	Own calculation
Other: Acetylene (C2H2)	0.1043	Other: KgCO2e/ft3	The Climate Registry 1/05/09 General Reporting Protocol 1.1 Updates and Clarifications http://www.theclimateregistry.org/downloads/09.01.05%20GRP_Updates_and_Clarifications.pdf
Other: Purchased Energy Emissions	0.5333	Other: KgCO2eq/KWh	CESPEDES/SEMARNAT GEI program 2011 emission factor
Other: Average emission per shielded arc welding	20.165	Other: grCO2e/Kg	AP42 Fifth Edition, Volume I. Chapter 12: Metallurgical Industry. Section 12.19 Electric Arc Welding

Further Information

Attachments

[https://www.cdp.net/sites/2015/56/52856/Climate Change 2015/Shared Documents/Attachments/ClimateChange2015/CC7.EmissionsMethodology/Factores de emisi3n ICA SUSTENTABILIDAD.xlsx](https://www.cdp.net/sites/2015/56/52856/Climate%20Change%202015/Shared%20Documents/Attachments/ClimateChange2015/CC7.EmissionsMethodology/Factores%20de%20emisi%C3%B3n%20ICA%20SUSTENTABILIDAD.xlsx)

Page: CC8. Emissions Data - (1 Jan 2014 - 31 Dec 2014)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

344425.58

CC8.3

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

21211.63

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of Scope 2 emissions excluded from this source	Explain why the source is excluded

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 10% but less than or equal to 20%	Data Gaps Assumptions Data Management	Differences have been observed that surpass 10% between similar requests for information based on ERP, due to typing errors in the input of labels. Some emission factors that were very general for some sources were used, but these sources combined represent less than 1% of the total emissions
Scope 2	More than 20% but less than or equal to 30%	Data Gaps	1. We assume that approximately 20% of our consumption is not being reported. 2. From that 80% reported we are able to trace the specific origin of 87% of our known energy consumption.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

No third party verification or assurance

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emissions Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission

CC8.7

Please indicate the verification/assurance status that applies to your reported Scope 2 emissions

No third party verification or assurance

CC8.7a

Please provide further details of the verification/assurance undertaken for your Scope 2 emissions, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
-----------------------------------	----------------------	------------------------	-------------------	---

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
---------------------------------	---------

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

Yes

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

9372.31

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
Mexico	340118.61
Peru	288380.02
Colombia	2434.51
Panama	8646.26

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
Construccion Civil	321091.17
Infraestructura	15196.75
FLUOR	6912.83
VIVEICA	1001.51
Ingenieria	223.32

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
----------	--	----------	-----------

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
----------	--

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
----------	--

CC9.2e

Please break down your total gross global Scope 1 emissions by legal structure

Legal structure	Scope 1 emissions (metric tonnes CO2e)
-----------------	--

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2014 - 31 Dec 2014)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2 metric tonnes CO2e	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted for in CC8.3 (MWh)
Panama	1293600.56	646.67	
	2510932.40	1255.22	
	117363.00	58.67	

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2 emissions (metric tonnes CO2e)
Construcción Civil	13315.93
FLUOR	3909.27
INFRAESTRUCTURA	3055.58
VIVEICA	707.53
INGENIERÍA	223.32

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2 emissions (metric tonnes CO2e)
----------	--

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2 emissions (metric tonnes CO2e)
----------	--

CC10.2d

Please break down your total gross global Scope 2 emissions by legal structure

Legal structure	Scope 2 emissions (metric tonnes CO2e)
-----------------	--

Further Information

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 35% but less than or equal to 40%

CC11.2

Please state how much fuel, electricity, heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Fuel	2202.06
Electricity	29.16
Heat	
Steam	
Cooling	

CC11.3

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Biodiesels	31997.13
Diesel/Gas oil	1426306.86
Liquefied petroleum gas (LPG)	2169.18
Motor gasoline	116982.31

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the Scope 2 figure reported in CC8.3

Basis for applying a low carbon emission factor	MWh associated with low carbon electricity, heat, steam or cooling	Comment
---	--	---------

Further Information

Page: **CC12. Emissions Performance**

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Decreased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Comment
Emissions reduction activities			
Divestment			
Acquisitions			
Mergers			
Change in output			

Reason	Emissions value (percentage)	Direction of change	Comment
Change in methodology	45		In 2013 we reported on the findings of our Carbon Disclosure Project (cdp) report, which reflected the impact of zoning changes. In 2014 we did not incorporate the impact of zoning changes, and this resulted in an increase of approximately 47,000 metric tons of CO ₂ , equivalent to those emitted solely from the use of fossil fuels and electrical energy. The increase in emissions is directly related to the startup of more work fronts as well as the need to travel longer distances to execute projects, which affects the internal energy consumption indicator. The emissions value is -45%
Change in boundary			
Change in physical operating conditions			
Unidentified			
Other		Decrease	

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO₂e per unit currency total revenue

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	metric tonnes CO ₂ e	unit total revenue			

CC12.3

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO₂e per full time equivalent (FTE) employee

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
0.0012	metric tonnes CO2e	FTE employee	84.5	Decrease	The data intensity decreases at a rate that projects reach the end of construction. The percentage is -84.5 %.

CC12.4

Please provide an additional intensity (normalized) metric that is appropriate to your business operations

Intensity figure	Metric numerator	Metric denominator	% change from previous year	Direction of change from previous year	Reason for change
	metric tonnes CO2e				

Further Information

In 2013, energy intensity indicator based on the workforce was reported as work hours using workforce as denominator. There was a reduction in this indicator because the projects reach the end of the construction phase.

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, but we anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

Consolidate a baseline for Scope 3 emissions , strictly on the traceability of information , review the specific methodology of the consumption of concrete, steel and business travel.

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes of CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits cancelled	Purpose, e.g. compliance
---------------------------------------	--------------	------------------------	----------------------------	---	--	-------------------	--------------------------

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization’s Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services					
Capital goods					
Fuel-and-energy-related activities (not included in Scope 1 or 2)					
Upstream transportation and distribution					
Waste generated in operations					
Business travel					
Employee commuting					
Upstream leased assets					
Downstream transportation and distribution					
Processing of sold products					
Use of sold products					

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
End of life treatment of sold products					
Downstream leased assets					
Franchises					
Investments					
Other (upstream)					
Other (downstream)					

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

No third party verification or assurance

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of Scope 3 emissions verified (%)

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

No, we don't have any emissions data

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our customers

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

- Running for 85k between Nuevo Necaxa and Tihautlán, this highway crosses the Western Sierra Madre, through the states of Puebla and Veracruz, and is part of the 283km-long Mexico City-Tuxpan highway, the main road connecting the nation's capital with the Gulf of Mexico. The highway shortens travel times from 4 hours to 2 hours 40 minutes, and was opened on September 17, 2014.kilómetros de longitude.
- The use of the most efficient/direct communications allows users to save fuel to travel the same trajectory.
- The use of efficient collective transportation, such as metro line 12, allows users to stop using other means of transportation that are slower and that contaminated more in order to achieve the same transfer.
- When traveling on the Mérida – Cancún Highway (Autovía del Mayab) a vehicle can save between 10 and 15 liters of gasoline.
- The Atotonilco Residual Water Treatment Plant has a system for methane capture.

- The CEFERESO TEPIC has a treatment plant that captures methane, cells with solar panels, and a design with efficient ventilation to reduce the use of air conditioning.
- The Gea González Hospital has a treatment plant and solar panels for the efficient consumption of energy and efficient illumination.
- The vehicle fleet and 80% of major machinery have an operative useful life span of a maximum of four years. This ensures that our customers lease equipment that is up to par with the latest technology.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Number of suppliers	% of total spend	Comment
---------------------	------------------	---------

CC14.4c

If you have data on your suppliers' GHG emissions and climate change strategies, please explain how you make use of that data

How you make use of the data	Please give details
------------------------------	---------------------

CC14.4d

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Ana Paula Fernández del Castillo Quintana	Institutional Relations and Sustainability Chief Officer	Director on board

Further Information

[CDP 2015 Climate Change 2015 Information Request](#)