

3rd Quarter 2017

Issue 123

bulletin

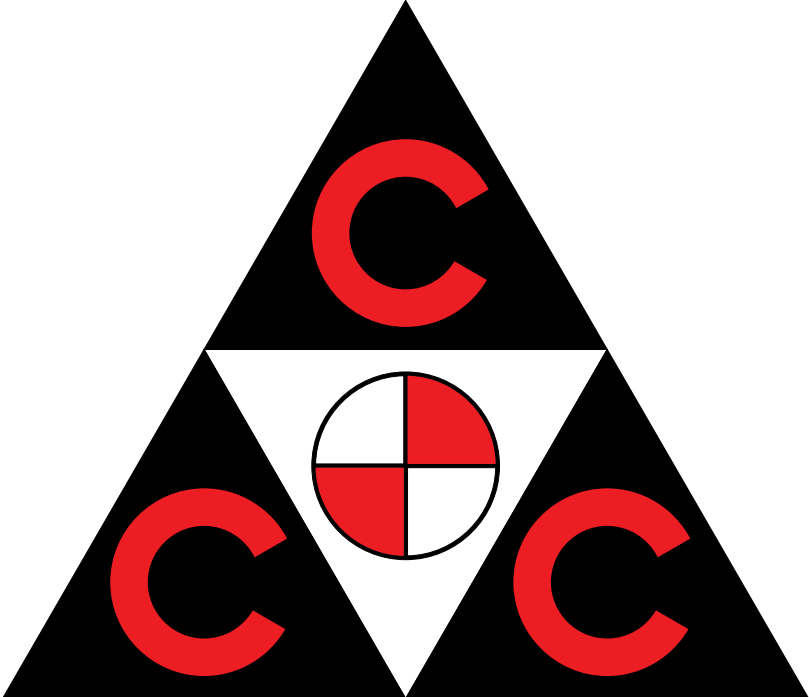
Quarterly Magazine of Consolidated Contractors Company



NEW AREA MANAGERS
Look to the Future



From the Desk of...	3		Samer S. Khoury
Recent Awards	4		
Quality Management	5	Customer Complaints	M. Soufyan
Feature	9	New Area Management, Saudi Arabia	I. Khaled
	10	New Area Management, Africa (3)	I. Kishawi
	12	New Area Management, Africa (2)	Z. Kamel
	14	New Area Management, Kazakhstan	H. Kawash
	17	New Area Management, Qatar	O. El Jerbi
	18	New Area Management, UAE	G. Haddad
	19	New Area Management, North Africa	J. Bahlawan
Area News	21	Kazakhstan : Prime Minister Visits CCEP Training Camp	A. Mushtaha
	22	U.K. : University of Bolton Honours Tawfiq Khoury	Bulletin Editors
	24	Palestine : Back to the Roots, Visit to Jenin	M. Karam
	25	Greece : The Ramadan Campaign	E. Droggitou
Corporate Social Responsibility	26	CSR News	D. Ntalachani
	28	CSR Volunteers of the Quarter	T. Awad
	29	Ramadan Football Tournament, Muscat	W. Arafeh
	30	Wellness & A Healthy Life Style in Oman	W. Arafeh
	31	Alleviating Hunger in UAE	M. Musliar
	32	Blood Donation Campaign in Qatar	CSR Qatar Team
	33	Water Conservation in Jazan, Saudi Arabia	M. K. Ekhlagie
	34	Opening of Jazan Training Centre, Saudi Arabia	S. Al Qahtani
	37	Internship Programme for Zayed University Students, UAE	M. Musliar
	38	Ethics & Anti-Corruption Idox Compliance: Interview	T. Awad
	40	English Classes for Workers, Dubai	M. Musliar
Sustainability	41	Riyadh Metro Project (KAJD Station)	K. Eissa
	43	Sustainability Competition	N. Hussein
Milestones	44	Three Scaffolding World Records	R. Morgan
	45	Announcements	





CCC'S WAY FORWARD

CCC was created by our founders 65 years ago and we have since then become a leading international company in the engineering and construction fields with over 170,000 employees and operations in more than 40 countries.

The world around us is changing very rapidly be it in technological innovations, financial limitations, the scarcity of resources, the state of the environment and geopolitical landscape. Therefore CCC cannot continue in classic ways and must adapt to these changes.

We took our first step in February this year by assigning a number of young and energetic executives to new posts. Indeed, this represented an important confluence of events unique in CCC's 65 years of history: a very large number of new area managers were appointed almost simultaneously. Those concerned being of a younger generation than the outgoing management, a definite change of direction in management style is bound to follow, with a more modern and productive approach to how CCC's business should be conducted.

To find out more about the new appointees and to get their thoughts on how they foresee the future of CCC in their Areas, the Bulletin has interviewed them individually and these interviews are reproduced in the Feature section of this issue.

Now it's your turn to appoint young and smart leaders to critical posts throughout our organization. I am confident that with everyone's help they will succeed in making CCC grow stronger.

My request to you all is to let go of any stale past practices, encourage older staff members to take a well-deserved retirement, and slim-line organizational procedures. Let us embrace change in order to make CCC leaner, smarter and more competitive.

Msheireb Downtown Doha Project, Phase 1B, Supplement and Manage Delivery

Qatar



Phase 1B consists of three clusters of Qatari townhouses and retail area. Block H05 has a retail area on the Ground Floor and has three and four bedroom units. Blocks H03 and H09 consist of two and three bedroom Qatari townhouses.

Blocks I02, I08 & I09 are three clusters of townhouses. Each cluster has four to five townhouses with a Communal Majlis Building. The townhouses vary in sizes from five to seven bedrooms spread across the three upper floors.

The Cultural Forum Building consists of ground plus six floors including a 500 seat theatre, cinemas, academy for performing arts, library, art galleries with sculpture courts, sky theatre, fine dining restaurant, cafe and retail.

CCC'S project scope is to provide management services for the completion of the project.

The client is Msheireb Properties.

The consultants are Time Qatar / CEG / AECOM.

The contract was awarded on 26 July 2017.

The project start was 27 May 2017 for a duration of ten months ending on 31 March 2018.

Customer Complaints

Introduction

"The customer is always right" is a motto which urges service staff to give a high priority to customer satisfaction. Marshall Field, founder of Marshall Field and Company in Chicago, advocated that customer complaints must be treated seriously so that they should not feel cheated or deceived; this was a noble approach to customer service and satisfaction. Therefore, "the customer is always right" should never be considered at face value or direct meaning. So, what is this all about in relation to customers?



"The customer is always right" is a philosophy and culture and is not necessarily a factual statement. We need to keep in mind that the success of any business depends on customer satisfaction and commitment. If you run a department store, you want your customer to come back and if you are executing a project for a customer, you want your customer to come back with new projects.



What about Construction Projects?

Construction projects have a lot of requirements, such as engineering activities, procurement of materials and construction works with a large amount of documents being developed and transferred from one party to another for the purpose of review, approval and implementation.

Many organizations including customers are involved in the supply and construction chain with regular interface between stakeholders. This situation cannot be isolated from the personal and cultural behaviour of personnel of different backgrounds. This may create a stressful situation during the project execution and it needs the wisdom and high level of experience of management to streamline all processes and to keep good relations with customers and other stakeholders. Therefore, "the customer is always right" is an incorrect statement if taken at face value, and completely correct, if considered in a philosophical and cultural manner.

Useful Information

Customer complaints can provide useful information about the organization's internal processes. However, organizations should not wait for customer complaints to discover problems in a process. Organizations need to have a mechanism to identify and rectify problems in a process, product or service. Organizations should do their best to meet specified requirements in order to avoid customers' complaints. However, when they come, organizations should study them, conduct root-cause analysis and provide corrective and preventive actions.

Is a Complaint a Gift?



In 1993, while working for Alfa-Laval in Canada, I attended a seminar about customer satisfaction. The lecturer presented statistics about customer response to dissatisfaction in the service industry. The statistics showed that

Customer Complaints

a major portion of the public will not complain and will never come back. Indeed, only a small number of the public will complain and will come back if the organization takes the proper action dealing with complaints. Therefore, a complaint could be a gift if dealt with properly by the organization by keeping the customer happy.

The Complaint Iceberg

A complaint from a customer's top management carries a large load and represents the tip of the iceberg. If the complaint is signed by one person, however, it may reflect dissatisfaction of a large population in the customer's organization. The figure represents a study conducted by TARP Research, June 1999.

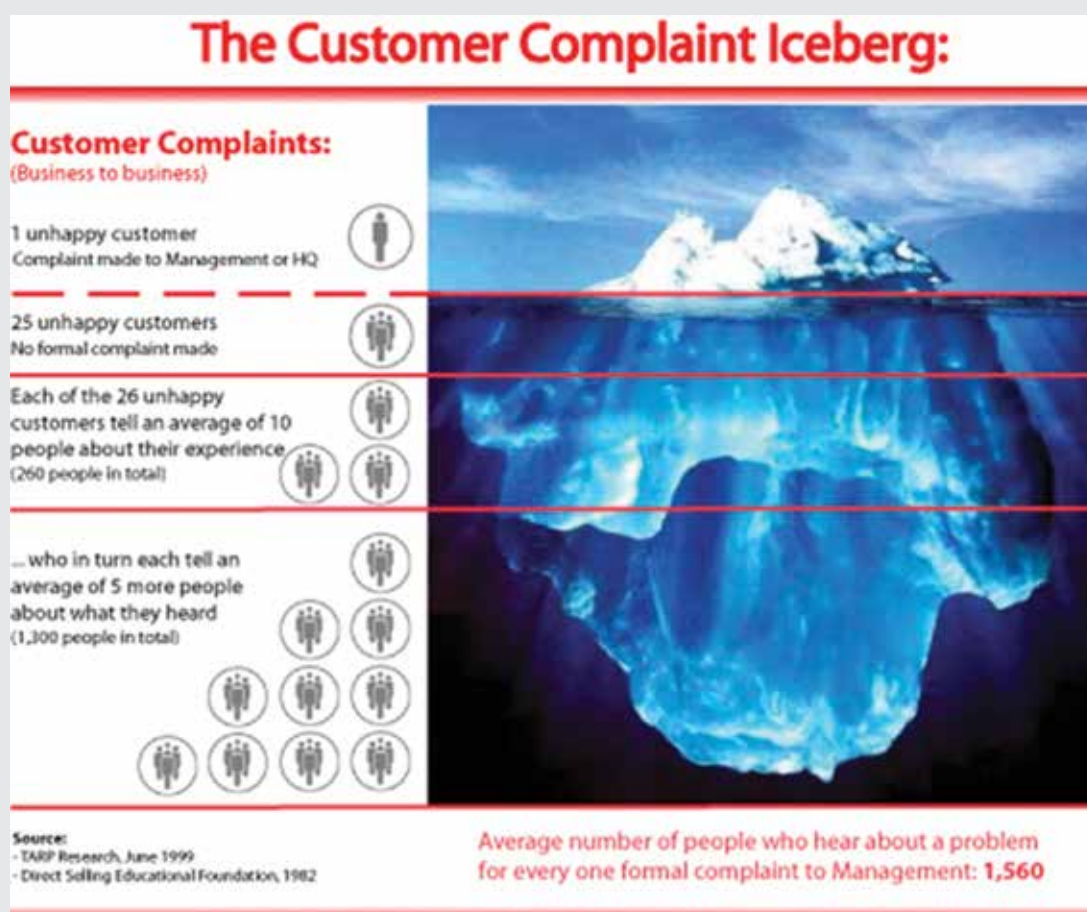
reputation of the organization. Therefore, all employees should follow the directions and guidance provided by the management procedure "QMP-GEN-021".

The scope of this management procedure may be summarized in the following topics:

- Handling of verbal complaints.
- Handling of written complaints.

Useful Tips

In truth, the customer is not always right and there is always the temptation to get involved in an argument with the customer to justify a certain situation and to defend our business. In this process we should never forget that our long



The CCC Approach

CCC's process for customer complaints is covered by quality management procedure "QMP-GEN-021". This procedure is applicable to all aspects of the project and can be applied at any level of the organization. The way in which customer complaints are handled, processed and closed has a direct effect on the overall

term goal is to retain our customers and to gain their commitment.

The most important consideration in this situation is to stay completely calm and listen carefully to your customer and to keep a friendly approach to solve any verbal complaints.

Verbal Complaints versus Written Complaints

While documented customer complaints leave behind an auditable paper trail and provide data for analysis, it is preferable for customer complaints to be handled verbally at the lowest possible level of the organizations (both our organization and customer organization). This approach will filter complaints so that only the more serious ones are documented and also enhance working relationships. Additionally, verbal complaints can be resolved much quicker and often more effectively than documented complaints. The customer complaint procedure, therefore, encourages the receipt of verbal complaints from customer representatives along with immediate (or quick) action to resolve the complaint at engineer / supervisor level or below.

A verbal complaint can be received by almost anyone in the organization at any time and it is important to identify when a complaint is being made. What may appear to be a trivial complaint, if not addressed and closed, will often grow to become a more serious complaint. When a complaint is received from the customer an apology should be made with a commitment to look into the complaint and resolve it as soon as possible.

The CCC Complaint Policy

We aim to provide engineering, procurement and construction services that are in accordance with specified requirements and standards and in doing so we will endeavour to treat our customers and their representatives as we would wish to be treated ourselves.

We want to know when our work has gone wrong, to put things right and learn from our mistakes. If they have any cause for complaint, we will apologize and will do our best to resolve it as quickly as possible.

How to Complain?

Upon identifying a problem, customers usually raise a verbal complaint. Then, if no action is taken by the contractor or the action taken is unsatisfactory, customers will most likely send a written complaint. Such complaints could be in the form of a letter, non-conformance report or any other documented form. This process is illustrated in Chart 01.

A person who serves customers as part of his/her job often encounters verbal complaints from some of the people he or she serves. It is preferable that verbal complaints be solved at this level, aiming at customer satisfaction. In some cases, this is not achievable and more senior staff members have to be involved. To what extent the organization is customer oriented determines how the organization deals with verbal complaints.

Receiving a Complaint

A verbal complaint can be received by almost anyone in the organization at any time and it is important to identify when a complaint is being made. What may appear to be a trivial complaint, if not addressed and closed, will often grow to become a more serious complaint. When a complaint is received from the customer an apology should be made with a commitment to look into the complaint and resolve it as soon as possible in line with the complaint policy.

Processing a Complaint

The first stage of verbal complaint handling (carried out by the person receiving the complaint or by the supervisor of the area) is to gather all the relevant facts and data surrounding the complaint. The more that is known about the complaint circumstances, the better the resolution will be.

Where there is sufficient information available and the action required is simple and obvious, the action should be immediately initiated by the supervisor. Where further authority is required then the complaint should be escalated to a higher level.

The objective is to resolve every complaint with the minimum of delay and to the satisfaction of the customer or customer's representative.

Written Complaints

Sometimes, the response to verbal complaints does not work to the satisfaction of the customer: the customer may raise the complaint to a higher level and make it in writing.

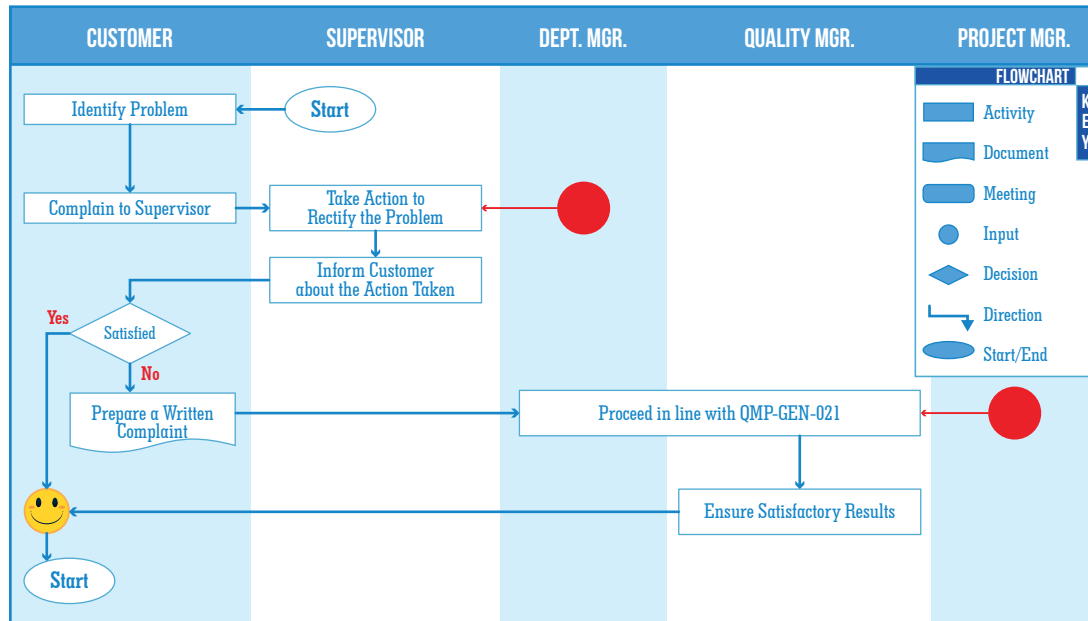
In construction projects written complaints are not forwarded to the supervisor due to the communication rules for the project. Written complaints are forwarded to the project manager.

Written complaints may also be forwarded to a higher manager who is not directly involved in the execution of the project.

The complaints must be investigated seriously and solved to the satisfaction of the customer.

Customer Complaints

Chart 01



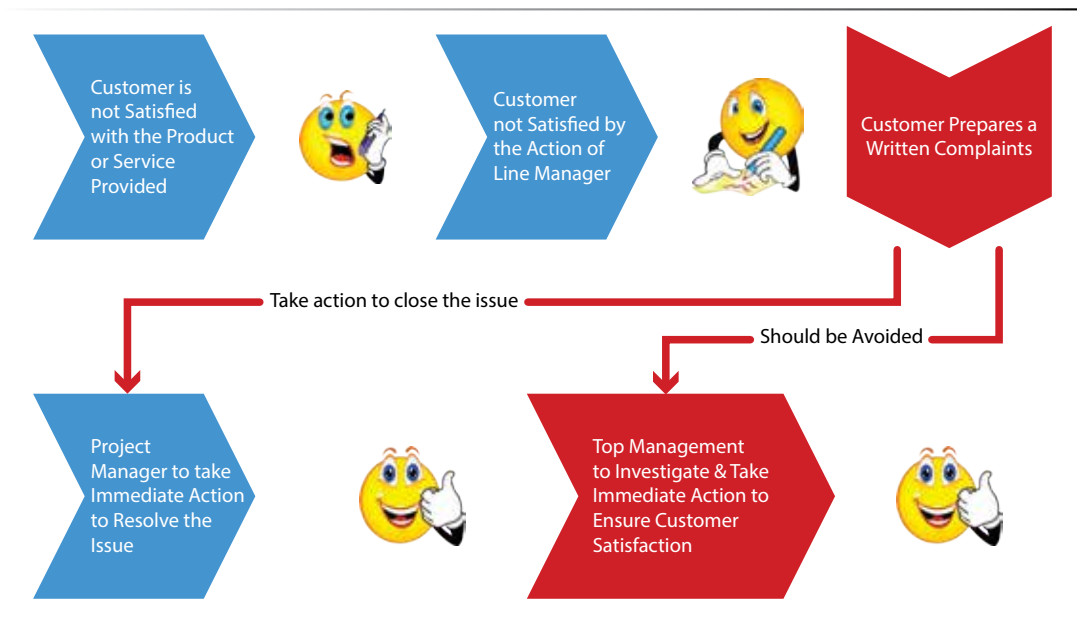
Investigating Complaints

Solving complaints to the satisfaction of the customer does not necessarily mean doing what the customer wants. It means doing honest investigation and finding the root cause of the problem. If the customer is right immediate action must be taken to the satisfaction of the customer. If the customer is not right, we need to explain the situation to the customer with objective evidence that also leads to customer satisfaction.

Processing of Written Complaints

Written complaints are not addressed to the line manager, they follow the official communication channels of the project. Therefore, they will end up on the desk of the project manager who should investigate the validity of the complaint and take action immediately to the satisfaction of the customer and to avoid raising the complaint to a higher authority in the organization (as illustrated in Chart 02).

Chart 02



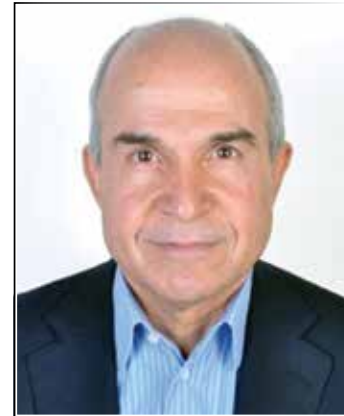
Interviews with New Area Managers

Imad Khaled

Area General Manager, Saudi Arabia

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since you joined?

I joined CCC in 1979 in Abu Dhabi as a summer intern at Umm El Nar Power Plant. I was hired right after graduation in 1980 from Ohio Northern University as a junior Civil Engineer at Zirku Island. I spent the next 37 years with CCC in the Gulf region in capacities ranging from junior Civil Engineer to Site Engineer, Control Manager, Construction Manager, Project Manager and Director and most recently Area General Manager. My career with CCC took me to the UAE, Qatar and Saudi Arabia. I worked on some of the most significant infrastructure and oil and gas projects including Zirku Sea Water intake, Das Island LNG Concrete Rehabilitation and Abu Dhabi fishing harbour projects in the UAE, The Ritz Carlton Hotel, Mega LNG Plants and Ras Laffan Port Expansion (CCC's biggest EPC contract at that time) in Qatar and most recently the Riyadh Metro, the biggest urban infrastructure in the world today.



Question: What experience and which qualifications do you think have made you a suitable person for your present position?

As CCC's Area General Manager for Saudi Arabia, my position requires considerable experience and knowledge of the construction industry and its stakeholders (clients, local authorities, suppliers, subcontractors) in the Gulf region and impeccable reputation and integrity. To that end I have spent my 37 years in the Gulf, successfully managing construction projects and joint ventures of all sizes and dealing with multinational clients and stakeholders in various construction sectors. I have a strong background in a wide range of projects, including design-build, full EPC and joint ventures. I worked with international companies on lump-sum, cost-reimbursable and direct hire projects in LNG, refinery and infrastructure (hotels, metro, roads, bridges, utility networks, ports and marine). Additionally and throughout my career, I promoted business ethics and fought nepotism.

Question: How different is your present position from your last posting?

My present role as Area General Manager means that I am no longer dedicated to one project. As CCC's senior representative in Saudi Arabia, I am responsible for CCC's entire portfolios of projects and business activities in the country and its 30,000 employees. My last posting as CCC's authorized representative on Riyadh Metro Project was confined to one project although it is the largest in the world today.



Riyadh Metro Project

Interviews with New Area Managers

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

I would say the biggest challenges are to adapt to the challenging market conditions in the construction industry in Saudi Arabia today. That means we need to create a lean operation led by high performing teams and a productive workforce. We need to lose the fat and build the muscle. We will develop our national workforce and offer those of them who are qualified supervisory and managerial opportunities to support their career growth. We will invest and train our young talented staff. We will build and maintain strong positive relationships with our clients based on trust, respect, commitment and high performance. I believe that will be the best way to maintain successful business continuity for CCC.

Question: What do you personally find of particular interest in your new area?

The diversity of challenges and opportunities for improvements are of my biggest interest and concern.

Question: What overall plans do you have for CCC's future in your area?

In addition to the initiatives mentioned above, I plan to build on CCC's relationship and track record with all our major Saudi clients. Clients should not be taken for granted. We should also diversify the types of CCC projects in Saudi Arabia so as not to rely only on oil and gas projects. I also plan to provide additional support to our Area PMV and HR functions to address the rising needs of our projects and to centralize the accounting and the other support functions as far as is practical to drive efficiencies and ensure consistent implementation.

Imad Kishawi Area Manager, Africa (3)

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

- I joined CCC in 1984, in the capacity of Junior Engineer.
- Here are some highlights of my career path:
- 1984-1990 Junior Engineer → Project Engineer, CCCUE.
- 1990-1994 Resident Engineer → Project Manager, Consult Ltd.
- 1994-2000 Proposal Leader, CCC Athens Office.
- 2000 Deputy Project Manager, Gaza Sea Port Project, CCC Palestine.
- 2001-2005 Proposals Leader → Head of Estimation, CCC Athens Office.
- 2006 Estimation Manager, BESIX.
- 2007-2008 Project Manager (Africa projects), CCC Africa.
- 2009-2010 Country Manager, Namibia, CCC Africa.
- 2011-2014 Senior Manager, Coordination, CCC Africa & Pacific.
- 2015-2016 Area Manager, Commercial & Controls, CCC Africa.
- 2017 Area Manager, CCC Africa.



Question: What experience and which qualifications do you think have made you a suitable person for your present position?

I graduated with a BE degree in civil engineering in 1984.

During my professional life I have been exposed to different engineering disciplines and have been involved in different aspects of contracting works, from the design of buildings and marine structures, to office functions such as estimation, cost controls, planning and project management, to construction and site works functions.

The projects I have handled varied from heavy civil and marine works, to buildings and roads, as well as mechanical works such as pipelines.

Interviews with New Area Managers



FEATURE

This wide-ranging experience provided me with the necessary professional tools that led me to my career progress and to my present position.

Another important tool that I acquired during my professional life was learning how to deal with partners, colleagues, employees and the work force, from different countries, with a diverse range of knowledge, cultures and backgrounds. This in my opinion is as challenging and as invaluable as any other technical or professional experience.

Working for CCC gives one the chance to work on various projects in many countries and deal with many people from all over the world, thus broadening one's awareness, experience and knowledge.

Question: How different is your present position from your last posting?

My present position certainly encompasses a broader scope of responsibilities and duties, such as overall management of the project teams and projects in the area I am in charge of covering all commercial, contractual, technical, financial and administrative aspects, as well as planning for the future sustainability and growth of work volume.

Although in previous posts my responsibilities covered one or several items of the scope described above, the Area Manager post affords a prime leadership opportunity and engulfs a wider range of responsibilities.

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

There are many challenges. However, the three main challenges are:

- increasing work volume and sales in the area and working to sustain continuity and volume of work.
- improving the profitability of projects and operating in an efficient manner with effective management teams.
- reinforcing employees' commitment and sense of belonging to the company by ensuring job continuity as well as working to improve pay scale and incentives.

Question: What do you personally find of particular interest in your new area?

The location is of great interest.

African countries, though many of them are developing nations with some high poverty and poor infrastructure, are in general beautiful countries with abundant resources and unutilized wealth and nations with rich cultures.

Many of these countries are expected to undergo a transformation stage through implementation of large scale infrastructure and industrial projects, which CCC wants to be a part of, by securing a reasonable share of these projects works.

Question: What overall plans do you have for CCC's future in your area?

Making CCC the lead EPC contractor in African projects where CCC can add value, especially in:

oil and gas mechanical projects, throughout all the related disciplines, civil, mechanical and E&I works

- pipelines
- power plants
- marine works.

Interviews with New Area Managers

Ziad Kamel
Area Manager, Africa (2)

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

I joined CCC in 1986 after getting my Bachelor's Degree in Civil Engineering at the University of Missouri.

Throughout my career, I have worked and managed various types of projects over five different areas, to name a few: rehabilitation work of existing LNG Plants, marine harbours, seawater intake structures, trunk lines for wells, container berths and breakwaters, roads and infrastructure and mega reservoirs.

Question: What experience and which qualifications do you think have made you a suitable person for your present position?

I have actively worked on twenty projects throughout my career, eight of them as Project Manager and Project Director, all of which were successful.

I had the opportunity to collaborate in joint ventures with other major contractors in the market such as Archirodon and Six Construct which was very rewarding.

Whenever facing major decisions, I always think globally by taking into account all parties affected during decision making but still prioritizing building strong relationships with the client to the company's benefit.

Aside from that, I am recognized for my compelling leading charisma. Consistently invigorating team spirit has allowed me to unlock the full potential of the team which became the key to the success of my projects.

Question: How different is your present position from your last posting?

My last position was to execute awarded jobs to client satisfaction and to the benefit of the company.

The new position is to actively seek and capture opportunities for new projects at all levels. That is to say, maintaining a steady stream of small scale jobs to train teams/workforce while familiarizing ourselves with the new culture and environmental conditions in preparation for the "Big Fish".



Interviews with New Area Managers

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

The most difficult challenge is getting a full grasp on the unfamiliar culture and environmental conditions of the new area. A new culture calls for a new approach. Therefore, we need to research, plan ahead and evaluate the calculated risks to tread in this uncharted territory.

The second challenge is to establish a solid base and good reputation for our company in the new territories by taking on small to medium sized jobs. We have to start wherever opportunity allows us to start from.

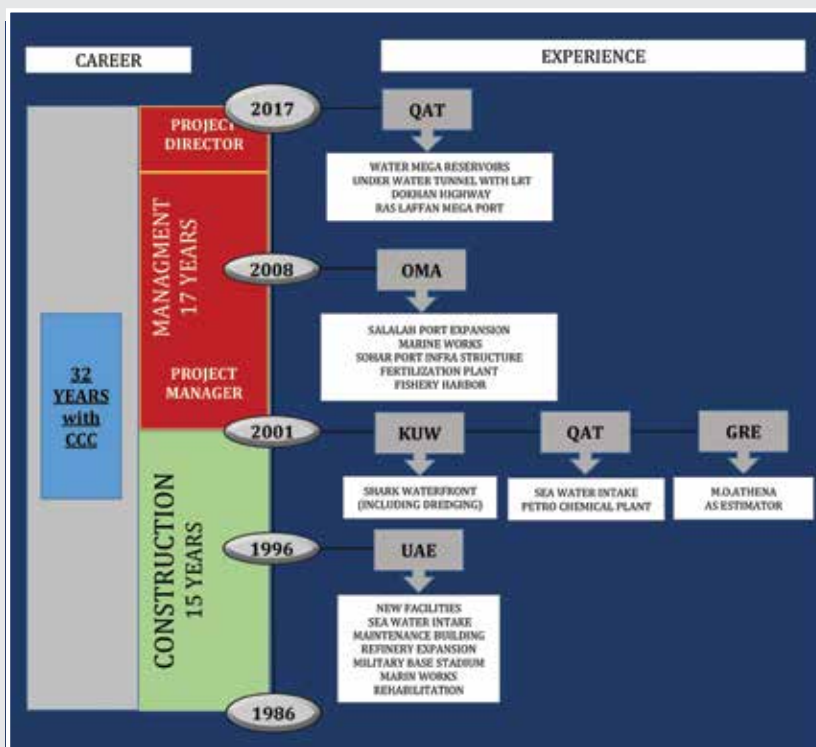
Question: What do you personally find of particular interest in your new area?

We have to explore opportunities in new locations. Africa has very high potential and is a promising place for such opportunities.

Question: What overall plans do you have for CCC's future in your area?

My main goal is to establish a secure foothold for CCC in the new area, building on our exemplary reputation, by striving to appeal to new clients and capturing others' attention in the process by implementing our expertise / experience and the most and advanced methods of construction technology.

I will not be limiting myself to the construction field alone. My vision is to explore other prospects such as commercial services according to surrounding demands, offering services to others (catering and accommodation, material supply and logistics, and so on) and finally investing in potential projects such as renovation for old compounds and houses.



Interviews with New Area Managers

Hisham Kawash**General Manager, Kazakhstan**

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

Right after my graduation in 1987, I joined CCC Athens Office as an Engineer in the Estimation Department. Initially, I was given minor tasks such as the piping take off, the preparation of Bills of Quantities, and sometimes inserting the man-hours from the Page & Nation piping book. As time passed, I started getting involved in more complicated aspects of the job such as participating in the preparation of the technical and commercial proposals including preparation of the organization charts, exposure to the terms and conditions of a contract.

After two years at CCC Athens, I was relocated to the Asaad al Kamel Oil & Gas Production Facilities Project in Yemen. My duties there included working for the construction of upstream oil and gas facilities in the capacity of Site Engineer. Thereafter, I was transferred to the KPU Project, a mechanical mega project at that time, in the same area, where I was in charge of piping works on the pipe rack and installation of equipment.

Later, I moved to Safer, which is 30km from Asaad al Kamel and was in charge of the piping, mechanical and installation of equipment, reporting directly to the Project Director. I stayed there for a year or so and then moved back to KPU in Asaad al Kamel.

In 1992, my journey continued with my relocation to the OGD/TCF Habshan project, Abu Dhabi, in the capacity of Section Engineer, and a few years later I was transferred to the Fahud Oil & Gas Project in Oman for PDO, this time in the capacity of Project Engineer.

In Oman, and upon us having been awarded the pipeline project there, I was promoted to the post of Controls Manager and then Senior Controls Manager reporting to the JV Project Management.

Twelve years later, my next step was back to my original employment location, Athens, this time as a Senior Estimator. During my time in Athens, I moved up from Senior Estimator to eventually Assistant Vice President for the Group's pipeline proposals function.



Interviews with New Area Managers

During my tenure as an Assistant Vice President for Pipeline Proposals, the challenge was to put CCC's pipeline capabilities in the international market, other than our traditional areas. Our focus at the time was targeting strategic projects such as the 880km / 42 inch pipeline with BP in Azerbaijan and the 860km pipeline with Sasol in Mozambique. This initiation eventually lead us to Madagascar and finally to Australia where we captured two strategic projects, the QC LNG for British Gas and the AP LNG for Origin. Our goal had been accomplished.

CCC then appointed me to Kazakhstan in the capacity of Area General Manager for Kazakhstan and the CIS Countries.

Question: What experience and which qualifications do you think have made you a suitable person for your present position?

My previous experience taught me how to think positively, solve complex problems, work well with a team and under pressure and achieve challenging targets. In addition, I also understand the importance of actually making a meaningful difference to the organization and positively influencing others.

Furthermore, in order to succeed in the current position, it is very essential to have solid leadership and negotiation skills, understand financial matters, as well as have marketing and operational knowledge. Last but not least, good relations with the client and contractors, and networking with the key International players in the oil and gas sector cannot be underestimated.

All that said, I truly believe that leading by example is the best asset a successful manager should have.

Question: How different is your present position from your last posting?

Starting from the bottom of the ladder in CCC and eventually becoming an Area General Manager is a big thing. The Sales and Estimation Department is a school where I gained invaluable experience in areas such as leadership, marketing, finance, contracts, operation and execution strategies. This also allowed me to create valuable relationships with the major players in the oil and gas industry.

The present position is a turning point. I will still be involved in sales and estimation but now I also have to ensure that the project is successfully executed to the satisfaction of the client and in accordance with the budget and schedule. In addition, and here is the main difference from my previous position, I must ensure that there is sustainability and continuity in the area and that new projects are awarded to CCC.



Interviews with New Area Managers

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

There are operational challenges such as optimising your resources in order to enhance productivity, meeting the various schedules and staying within the budget, always having in mind that the client must be kept satisfied.

The Republic of Kazakhstan is an immensely large country, almost like a continent, with a total area of 2.7 million square kilometres, a population of 18 million people, with a vast mixture of ethnic groups, a long and rich history. Accordingly, beside the geographical challenges, you need to understand the culture and the laws of the Republic of Kazakhstan in order to ensure that your business runs smoothly.

Moreover, another challenge in Kazakhstan is the local content requirements where the government strictly regulates the investments made in the economy, manpower, goods and services, technology transfer and legacy left after the projects.

Therefore, we intend to engage these challenges with proper strategic management, precise analyses of the potential risks and their appropriate measures of mitigation, assess the perspectives of corporate strategies and ensure their proper alignment in the projects, apply the corporate culture to our employees, boost the team spirit in the units and further develop the core competitive advantages of the area.

In addition, utilizing the knowledge of local content initiatives of other subsidiaries of CCC worldwide, we intend to handle the challenge of local content by

- supporting the aspirations of the clients to increase national content in all areas of the work.
- acting as a responsive and responsible corporate citizen within Kazakhstan.
- increasing capabilities thereby contributing to national economic development as well as that of the client, employees and contractors.
- employing competent and qualified national subcontractors to provide technical and non-technical services and support.
- prioritizing employment of Kazakhstani manpower for all work disciplines and at all work levels, where possible.
- providing craft training to Kazakhstani nationals and for all required trades at the Contractor's Training Center in Atyrau and on the job.
- maximizing expenditure within Kazakhstan in terms of goods and services.
- investing in offices, logistics, accommodation and other business-support infrastructure where available nationally.

Question: What do you personally find of particular interest in your new area?

Kazakhstan and the CIS countries in general have a lot of potential. A clear marketing strategy and solid operational ground are necessary in order to continue taking advantage of all the upcoming opportunities in areas such as oil and gas, real estate and investment.

While being a challenge, I see local content regulations as an opportunity. Local content good practice is based on the idea of creating 'shared value'. Shared value is defined as a business strategy designed to achieve both project competitiveness, stability and economic development in the local community and host country. Projects can create shared value by generating and growing economic opportunities related to their workforce, local supply chain and surrounding communities, in ways that also support their bottom line. Thus, I see local content as an opportunity to become one of the competitive advantages of CCC.

I also have great interest in introducing international CCC construction standards to our partners and subcontractors. Such enhancement in terms of construction is also for our benefit and part of our corporate and social responsibility.

Question: What overall plans do you have for CCC's future in your area?

Sharing is caring. While a robust local content strategy is based on maximization of local participation and building a legacy, specifically in Kazakhstan the plan is to build a strong image of CCC as a leader of local content outstanding performance.

Finally, my future plan for the area is to have a strong homogenous team representing CCC's values and ethics: One Team One Vision. I want to make sure that more jobs are created, that there is continuity and that CCC is considered second to none in the construction industry within the Area.

Interviews with New Area Managers

Oussama El Jerbi General Manager, Qatar

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

As a fresh graduate, I started with CCC in Yemen in 1990 on a building project and then moved to oil and gas projects in Yemen. In 1994, I was transferred to the Athens Office to join the Construction Support Department from where I was given the opportunity to participate in various projects and various tenders in various countries and sectors. As Controls Manager, I participated in various projects in Australia and Indonesia between 2003 and 2006. In 2006, I joined Qatar Area as Controls Manager for one of the LNG projects ongoing at the time in Ras Laffan, then became Project Manager for various projects in Qatar and then Area General Manager, Qatar from early this year.



Question: What experience and which qualifications do you think have made you a suitable person for your present position?

To me the success of CCC is founded on key traits common to the CCC senior managers; among those traits is the ability to quickly adapt to change while upholding the company's core values and beliefs. They are purpose-driven, highly resilient, intellectually stimulating, abreast with modern developments and maintain headway in both self-development and organizational development. They exhibit high moral and ethical standards and are committed to growing talents and leaders from within. I highly valued these traits and aspire to exhibit them at all times.

Question: How different is your present position from your last posting?

The position involves wider and broader coverage which requires change in focus towards the bigger view and strategy.

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

Shifting to this position will require more extensive and effective delegation; however it is essential to simultaneously maintain physical and mental connection with the people closest to the execution on the ground.

Question: What do you personally find of particular interest in your new area?

Qatar Area is a well-established area with a long history of successes and record achievements, which means that the bar is high, hence stimulating further success and achievements.

Question: What overall plans do you have for CCC's future in your area?

Our core business is to construct, and we have to construct in the most effective and efficient way possible. In the current tight competitive market, operational efficiency is a priority for securing long term survival and prosperity for our company.



Interviews with New Area Managers

George Haddad
General Manager, UAE

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

I joined CCC in February 1992 as an Estimation Engineer at Athens Office. By the end of 1993, I decided to move to the UAE where my projects journey began (UAE, Saudi Arabia, Kazakhstan, Qatar, and back to the UAE in 2006).

Question: What experience and which qualifications do you think have made you a suitable person for your present position?

It is mainly my determination to be part of the success story of CCC. I had always worked to be part of every mega project. I cannot recall a day when I worked less than 12 hours to achieve the business targets.

At a personal level I benefitted a lot from my engineering management education where organizational behaviour and human resource management studies helped me to be far ahead in organizing and teaming the projects I handled.

Also, I did learn from everyone around at all levels and with a hands-on approach for every assignment.

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

The main challenges are the market conditions and starting off new projects where excellence and high performance are on everybody's mind.

Performance excellence is required where every member of staff is well aware and accountable for facing these challenges in accordance to the strategies, directives, vision and plans as set out by the CCC management.

Question: What do you personally find of particular interest in your new area?

Honestly, being in charge of the UAE Area is a heavy task as I have to strive to maintain the success of my predecessors. The main goal is to maintain the same success under completely different market conditions.

Question: What overall plans do you have for CCC's future in your area?

To revive, fine tune and enforce CCC's business and control procedures, genuine culture and management systems which will make all plans doable and achievable.



Jamal Bahlawan General Manager, North Africa

Question: When did you join CCC, in what capacity and (briefly) what has been your career path since then?

I joined CCC in 1992 at the Masila Export Project, Yemen in the capacity of Cost Control Engineer and later moved to OGD/Gather Line System Project, UAE in the capacity of Control Manager. Later on, I moved to Beirut International Airport in the capacity of Contracts Manager. In 2005 I joined Sales, Proposals and Estimation at the Athens Office and progressed to become an AVP responsible for the Buildings and Heavy Civil Works Division. I have worked with CCC for over 25 years. My journey has been rewarding and full of interesting challenges that I have thoroughly enjoyed.



Question: What experience and which qualifications do you think have made you a suitable person for your present position?

I believe the variety of on-site experience, office controls, contract management and estimations allowed me to gain an overall visibility of every aspect of construction projects. This, combined with the managerial skills I have developed over the years, hard work, and always belonging to a team are what I consider the essential skills that made me suitable for this position.

Question: How different is your present position from your last posting?

Very different. I would say it is a move from corporate strategic functions to a more operational function with "Profit and Loss" responsibility. My previous position was an amazing exposure to manage bids and tenders of different sizes all over the world. This is a wealthy experience that you bring while dealing with specific geographical areas.

While preparing an estimate, you simulate all the project functions and set the road map for project success and see the big picture. I believe it is crucial for anyone moving for executive operation level to understand the estimation process, specially our in-house methodology.

Coming from a senior position in the Athens Office, I have the knowledge and understanding of our corporate methodologies and management dynamics. I deal with all the stakeholders and peers in different capacities and I understand well how things are run within our organization.

Question: What are the main challenges you face in your present position and how do you intend to deal with them?

There are many challenges. I would mention some fundamental areas that present the pillars of our short term strategy in the region:

• Restructuring and Reorganizing

The main goals are to enhance operational efficiency, avoid duplication, remove fat and encourage multitasking. In order to achieve these targets, I decided to use the Cairo Office as a regional hub for North Africa operations, with supporting functions to other North African countries.

We are now implementing major changes in the organization to serve this purpose and ensure we meet our set targets.

• Operations Competitiveness

I strongly believe that we cannot plan for the future unless we have a really strong basis of operational excellence. I am working closely with our project managers to ensure that our monitoring systems are functioning properly. Even if a project budget is relatively relaxed, I don't want our staff to lose their focus on operations efficiency and hinder the company's competitiveness. Our project teams should understand that they are responsible for enhancing CCC's competitiveness. Markets are becoming very tough and we would not be able to compete with relaxed operations.

Interviews with New Area Managers

• **Empower the Younger Generation**

This is a crucial point for me. Younger people should be committed to the company, they should take the lead and feel more committed to CCC: I want them to be engaged in policy making and in building the future of the company. I have spotted some names and am still looking for others. These are the future leaders in whom I plan to invest and develop.

Question: What do you personally find of particular interest in your new area?

To a very large extent, our corporate culture and business models are tailored to the Gulf Market. In this part of the world, the model has different dynamics. The type of projects, the competition, sources of financing and even level of prices are completely different.

Mark my words: "The North African Market will be the largest hub for construction business in the MENA region in the coming years." The future is unbuilt here; hundreds of millions of people are in need of infrastructure, roads, water, power and housing.

To be part of this, CCC must change its strategy and model of operation. This is at the top of my agenda right now. With the support of my teams in North Africa, we are reshaping our strategy to make sure that CCC assumes its normal position in the North African Market.

Our competitors are developing in terms of capacity and offerings, the companies who used to be our subcontractors or our local partners are now competing against us. We cannot stand still, we should not only participate but lead the development of the market as we used to.

Egypt is a booming market with huge spending on construction projects; Libya is coming soon once the political situation stabilizes. Morocco is the highest country in terms of foreign direct investment and Algeria remains a major oil and gas economy with excellent potential.

Question: What overall plans do you have for CCC's future in your area?

We already have a very good reputation and brand quality in the region. To give an example, we built 8400 MW of power plants in Egypt, as well as a total of 1 million square metres of high quality buildings and are seen as a key player in very large scale and high profile projects.

However, I believe that we can do much better. For me, this is not enough and I am not planning to relax and enjoy our good reputation. On the contrary, I want to challenge the status quo and make sure that our market share increases exponentially. I will feel real satisfaction and a strong sense of achievement when CCC North Africa becomes the top performing region with strong results and positioning of the largest contractor in North Africa.

Prime Minister Visits CCEP Training Camp

Kazakhstan



AREA NEWS

On 15 September 2017 the Prime Minister of Kazakhstan, Mr. Bakhitzhan Sagintayev, arrived in the Atyrau oblast with his ministers and team.

The Prime Minister, the oblast Akim of Atyrau and many ministers visited the CCEP Training Centre in Atyrau City which prepares professionals for the oil and gas industry and projects after testing and technology of oil and gas production.

The CCEP Training Centre is the first project in Atyrau established six months ago and was opened officially by Mr. Samer Khoury and Akimat of Atyrau Oblast in the presence of many local authorities and the media.

The Prime Minister during his visit talked to the trainees and trainers in class and heard their appreciation for the management of CCEP.

The CCEP training programmes are in accordance with universal standards and meet TCO requirements. There are currently approximately 100 people studying at the training centre and some 115 persons have graduated. After graduation, trainees receive two diplomas, the Kazakh diploma and the international one. Classes are conducted by qualified teachers.

An important aspect of the training, which made the VIP visitors happy to hear, was that the trainees are getting a monthly salary by way of a scholarship during the training. At the same time, the trainees have a good chance of joining our CCEP projects in Tengiz once they complete the required courses.

At the meeting with the trainees the participants discussed the issues of training and retraining of personnel, as well as the formation of skills and qualifications for the future.





U.K.

University of Bolton Honours Tawfiq Khoury

Our Executive Vice Chairman was recently granted an Honorary Doctorate in Engineering. His acceptance speech is reproduced below:

Lord George Philip Nicholas Windsor, Earl of St. Andrews, the Chancellor of University of Bolton

Mr. Brett Warburton, the Pro Chancellor

Professor George E Holmes DL, President & Vice Chancellor

Members of the Board of Governance

Distinguished staff, students, families and guests,

I am truly pleased and humbled to be nominated for the Honorary Doctorate from your deeply rooted university, and I accept it with all the honour and responsibility it carries.

I am an Engineer and the Executive Vice Chairman of Consolidated Contractors Group (CCC), a global construction company that has been consistently ranked by ENR among the top 25 companies in International Construction over the past 35 years. CCC is known to perform with excellence in the engineering fields of infrastructure, heavy civil and mechanical projects including power, oil and gas. Our record includes delivering sophisticated airports, malls, stadiums, universities, rail, refineries and power plants just to give a few examples. CCC is probably one of the most reliable layers of onshore and offshore pipelines worldwide, and to date has already built approximately 20% of the world's LNG facilities. With more than a 130,000 strong workforce composed of over 55 different nationalities, and cooperating with the world's major engineering companies, CCC is a truly multinational company. With the exception of South America, our portfolio of projects covers almost all other continents.

CCC was founded by my late father together with my uncle. Both of them were also civil engineers. Hence, I come from a family that has a passion for engineering. I look forward to the day when my children will also embrace the same passion.

A key differentiator of CCC from many competitors is that we are able to attract the brightest and most resourceful engineers who remain and advance their career within CCC assuming leadership positions. As taught by our founders, CCC's tradition of excellence is enhanced by its dedication to build and maintain the highest levels of human capital as well as building human bridges among nations.

Engineering is the applied side of science. Engineering solves real problems and improves



human lives. Engineers translate scientific theories into products and facilities that enrich human civilization. Can you imagine humanity today without the many inventions and innovative work by engineers within risky changing technological regimes over time and space?

My experience shows that a successful engineer has to be creative, organized, able to communicate with words, drawings and capable of efficiently applying scientific theories and esthetic concepts to solve different human and non-human challenges.

CCC

University of Bolton Honours Tawfiq Khoury

On a personal level, construction is my passion. One of my most joyful moments is when I visit a project that has been delivered by CCC. A stealthy feeling of empathy procures memories of the challenges we faced during completion to clients' satisfaction. They are the legacies that we will leave to human posterity.

We are often asked to solve complex design or construction problems. Quality, prompt delivery, jobsite safety and capacity enhancement are key challenges that we have always ensured.

Clients are increasingly demanding more complex projects to be delivered faster and more economically than in the past.

Energy saving technologies are being introduced with stringent environmental requirements gradually becoming the norm.

Many new technologies have promising applications that will affect the progress of the construction industry. By way of illustration, 3D printing and the use of advanced materials will definitely change construction as it did in the case of manufacturing.

Furthermore, complex systems are being designed supported by sophisticated sensors that constantly collect data to improve energy consumption, and early detection of required repairs. The oil and gas industry and alternative energy are undergoing competitive innovations.

Drones are increasingly used for site surveying, progress monitoring and managing resources productivity as well as their security with more expected to materialize.

Building Information Modelling (BIM) enables us to build virtually accurate representations of project components, solve early design problems and perform constructability studies before we move to site.

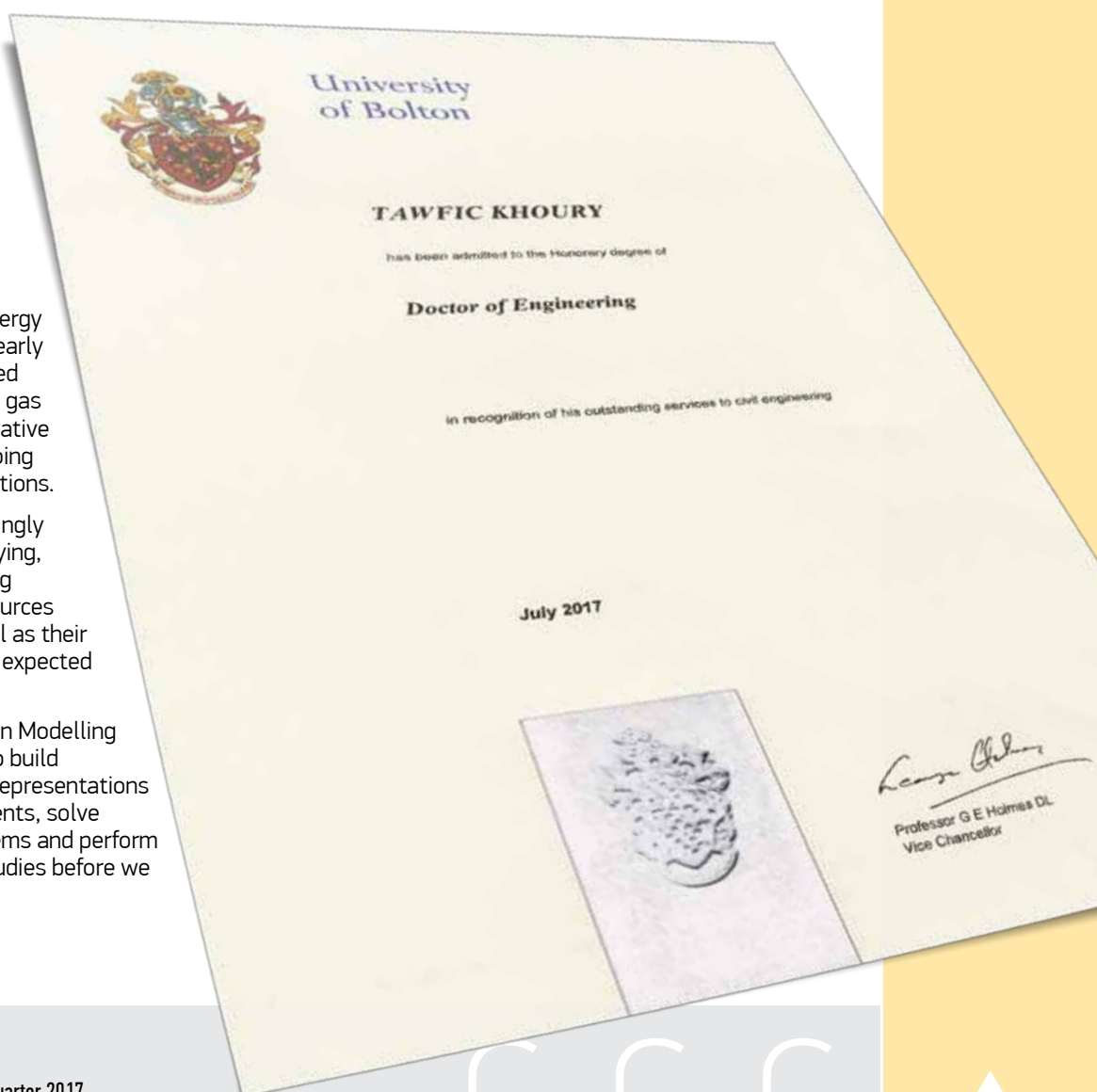
IT as well as robotics may dominate the construction industry in the upcoming few decades.

The real challenge lies in attracting suitable engineers who can overcome the ever evolving engineering field. A recent study by Price Waterhouse Coopers on Global Construction by 2030 forecast a major shortage of engineers. The study indicates that the volume of worldwide construction will grow by 85% to \$15.5 trillion by the year 2030. Attracting good talented graduates will be the main hurdle to meet the expected demand.

Finally, I would like to congratulate you, on your achievement and wish you the best of success in pursuing your careers. I'm confident that the University of Bolton has equipped you with the necessary knowledge and training to succeed, the rest is up to you.

Congratulations.

Thank you and God bless you all...





Palestine

Back to the Roots, Visit to Jenin

AREA NEWS

CCC's President, Human Resources Suheil Sabbagh recently went to Jenin to meet with the board members of the Hassib Sabbagh IT Center of Excellence (HSITCE) at the Arab American University of Jenin (AAUJ). He was accompanied by Mazen Karam, Director, Bethlehem Development Foundation.

Upon his arrival, Mr. Sabbagh was greeted by the President of the university, Dr. Ali Zaidan Abu Zuhri. During his stay he also met with students at the HSITCE and attended a board meeting.



The Ramadan Campaign

Greece



This Holy Month of Ramadan, for the third year running, CCC launched a fundraising campaign to help relieve some of the region's issues, true to the spirit of the company's caring and sharing values.

This year the campaign emphasized primarily child and youth issues focusing on the following four aspects:

1. Supporting health and nutrition campaigns dedicated to helping Yemeni children.
2. Providing educational computers and digital learning materials to some schools at Syrian refugee camps in Jordan and Lebanon.
3. Supporting the Education for Employment NGO to scale-up its operations in East Jerusalem and Gaza. EFE has a unique model of creating employment that aligns better to the real needs of businesses by value added training.
4. Supporting the Al-Nayzak organization in establishing an innovation park in East Jerusalem as an incubator for youth and small/medium enterprises.

Thanks to your generosity and sense of humanity we raised almost \$100,000 which the CCC owners matched, making the total \$200,000.

In 2016 the campaign was focused on helping refugees from Gaza and Syria. The amount collected at that time was almost \$250,000 which CCC matched to make a total of \$500,000.

The significant difference in financial aid between 2016 & 2017 is probably related to the fact that it may be difficult to stay focused on fundraising during severe economic times. But let us all take into consideration that even during harrowing times, individual donors and foundations must continue to support the nonprofit sector. To survive in times of economic turmoil, the need for private initiatives, for the public good, focusing on material prosperity and on a better quality of life, are of paramount importance.

We would like to express our gratitude to all for making our 2017 Ramadan campaign result in a successful contribution to some of the world's problems and let's have faith that next year we will find a way to bounce back.



AREA NEWS



Contribution to CSR Initiative

CCC Staff are encouraged to come up with ideas and activities related to CCC's CSR Initiatives including **Going Green** and community involvement events. Please send your ideas, initiatives and achievements to "CSR-CCC" email address csr@ccc.net.

GREECE

Donation of Milk to Eleonas Camp

Eleonas is a state run accommodation centre that hosts refugees (mainly families) until they leave Greece. In addition to the government, a good number of volunteers are trying to improve the living conditions of these people. CCC with the intention of supporting the camp donated 1,100 litres of milk.

Donation to the Greek Multiple Sclerosis Society (GMSS)

The Athens Office CSR Committee organized a donation of food to the Greek Multiple Sclerosis Society (GMSS) in order to support families with members who suffer from multiple sclerosis. GMSS is a non-profit and non-governmental organization dedicated to improving the lives of patients and their families. It supports those who are facing financial problems and also provides psychological support by organizing social gatherings and therapy groups.

Donation to Frontida



The Athens Office CSR Committee organized a food campaign to support Frontida which is a pan-Hellenic association for the prevention, information and support of people with mental retardation and Downs syndrome. Oil and other necessary food supplies were delivered to them.

KAZAKHSTAN

Donation on the Occasion of Adha Eid (Kurpan Aid)

On the occasion of Adha Eid (Kurpan Aid) CCEP Kazakhstan, in line with its CSR programme, continued giving charity in different cities and villages.

On 2 September 2017 in Kulsary, Kushugul (Near to Tengiz) and Atyrau, the CCEP team visited the disadvantaged families association and orphanages in the presence of the representative of Kulsary Akim, Serik Hamedulah (Head of the Labour Department in Kulsary). The CCEP team distributed 31 fresh lambs for those who could not purchase them.

We wished all people of Kazakhstan a prosperous future and a life full of happiness especially the children at the orphanages.

Mr. Hamedulah and all the disadvantaged families appreciated CCEP management for the help and support, especially at this time of the Adha Eid celebration.

Establishing English Classroom



CCEP Kazakhstan Area in line with its CSR programme, continued implementing the rules and goals of CCC's culture: on 1 July 2017 we were instructed by our Area General Manager Hisham Kawash to establish classes for English language courses and to invite the best teachers from the local staff in the CCC Area office. The purpose of the English courses is to add one more language for the local staff, improve the communications between the expat and local staff and to build new skills and confidence.

The classes are working at three levels of learning: Introductory, Advanced and Masterclass. The courses are not focusing on a specific area of learning the language but some focus on important and fascinating academic subjects related to business and how to develop skills which are required to the employees for study or work.

The English courses have been proven to increase confidence and develop skills that are needed to improve productivity at work and the possibility of entering higher education.

SAUDI ARABIA

Indian Independence Day



As an employees' welfare initiative, BACS management has invited the Indian Embassy Delegate Anil Nautiyal (Vice Chancellor, Cultural Attaché) for the Indian Independence

Day Celebration with our BACS employees on 16 August 2017 at South Camp which was also attended by Jack Hume a PMT member and other management team members. Mr. Nautiyal was overwhelmed by the hospitality shown by the BACS employees and management.

During the event Jack Hume expressed Independence Day greetings to the BACS employees followed by the Vice Chancellor's speech with some interactive session from the camp residents all contributing to an uplifting, happy occasion.

UAE

World Planting Day



APM HH project celebrated World Planting Day on 23 March 2017. The project manager, construction manager, engineers and supervisors all participated in the event.

The trees were planted in front of the site offices for several reasons:

- Our site staff were complaining about the dust generated inside their offices.
- Trees absorb CO₂, removing and storing the carbon while releasing the oxygen back into the air.
- Trees absorb odours and pollutant gases (nitrogen oxides, ammonia, sulfur dioxide and ozone) and filter particulates out of the air by trapping them on their leaves and bark.
- Air quality is improved through the presence of trees, shrubs and turf. Leaves filter the air we breathe by removing dust and other particulates.
- Trees help prevent soil erosion.

Workers' Welfare

As part of the workers' welfare and happiness programme, two workers were nominated from Dubai Projects Jabel Ali Camp to perform the OMRA pilgrimage in Saudi Arabia, during the holy month of Ramadan. The nominated workers were from a low income group and were exceptional performers in their respective fields. The pilgrimage trip to Saudi Arabia was fully paid for, including the visa fees, travel and accommodation in Mecca and Medina.

Free OMRA trips as gifts to excellent performers from a low income group of workers were introduced during 2016. Since then nine workers have been selected for this gift. This unique welfare and happiness initiative has engendered considerable positive energy among the workers, an indicator to better performance and productivity. We are hopeful of increasing the number of nominees during 2017. OMRA gifts are extended to us by the Islamic Affairs Department of Dubai for the community support and volunteering services rendered by UAE Area CSR Department and free of cost to projects.

USA

Laureate Park Barbecue, West Palm Beach, Florida



Morganti held a BBQ for the grand opening of our latest school in Orange County Florida: Laureate Park Elementary School. Jim Inman and Susan Vasquez worked through the night to get everything ready.

It was Jim's 35th Morganti job BBQ!

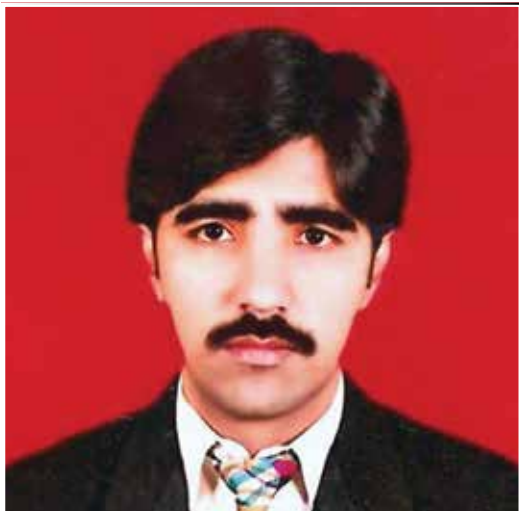


We are pleased to acknowledge the participation and support of volunteers towards CSR Initiatives in their respective areas during the third quarter of 2017.



DUBAI

Mohammed Kamran



Yehya Wehbe



These two employees have dedicatedly volunteered during and after their working hours to start the English Language learning programme "Smart Reading" at Jabel Ali Camp, Dubai.

They have been responsible for personally meeting all aspiring students (workers), explaining the study programme, distributing the course material and have engaged personally in the screening process. They will continue to volunteer for this programme until its successful completion in March 2018.

Ramadan Football Tournament, Muscat



After the completion of our internal sports event we selected the best football players in order to form a CCC team to participate in the Ramadan Football Tournament of the company unions in the Muscat area.

The team started its usual training under the supervision of Suliman Al Hatmi as team manager. The tournament this year was tougher and had more teams and groups. In the first round there were four groups, each group consisting of five teams playing in a league system in each group. The first and the second from each group would qualify for the quarter final.

In the first round we played four games; we won three and lost one and we qualified as the second from our group for the quarter final.

In the quarter final we won the game against Sohar Bank in penalty kicks 3 - 2.

In the semi-final we won the game again Bahwan Engineering 4 - 1.

The final game was against Oman Air on Monday 12 June 2017, the game being under the care of His Excellency the Under Secretary of the Ministry of Manpower.

The game started around 10 pm with two halves each of 20 minutes. The score in the first half was 1 - 0 and no matter how hard the Oman Air team tried to equalize they failed as our team was very organized in defense. In the second half we scored the second goal and that was the game result 2 - 0 in our favour.

On 19 June 2017 the Area Management held an Iftar party to honour the winning football team, and on 20 June 2017 the CCC Labour Union threw another Iftar party to honour the winning team as well.



Wellness & A Healthy Life Style in Oman



CORPORATE SOCIAL RESPONSIBILITY

In line with our President's wellness programme initiative, and to improve the employees' health and life style, we at Oman Area succeeded in negotiating a corporate rate for our employees with one of the best health clubs in the Sultanate.

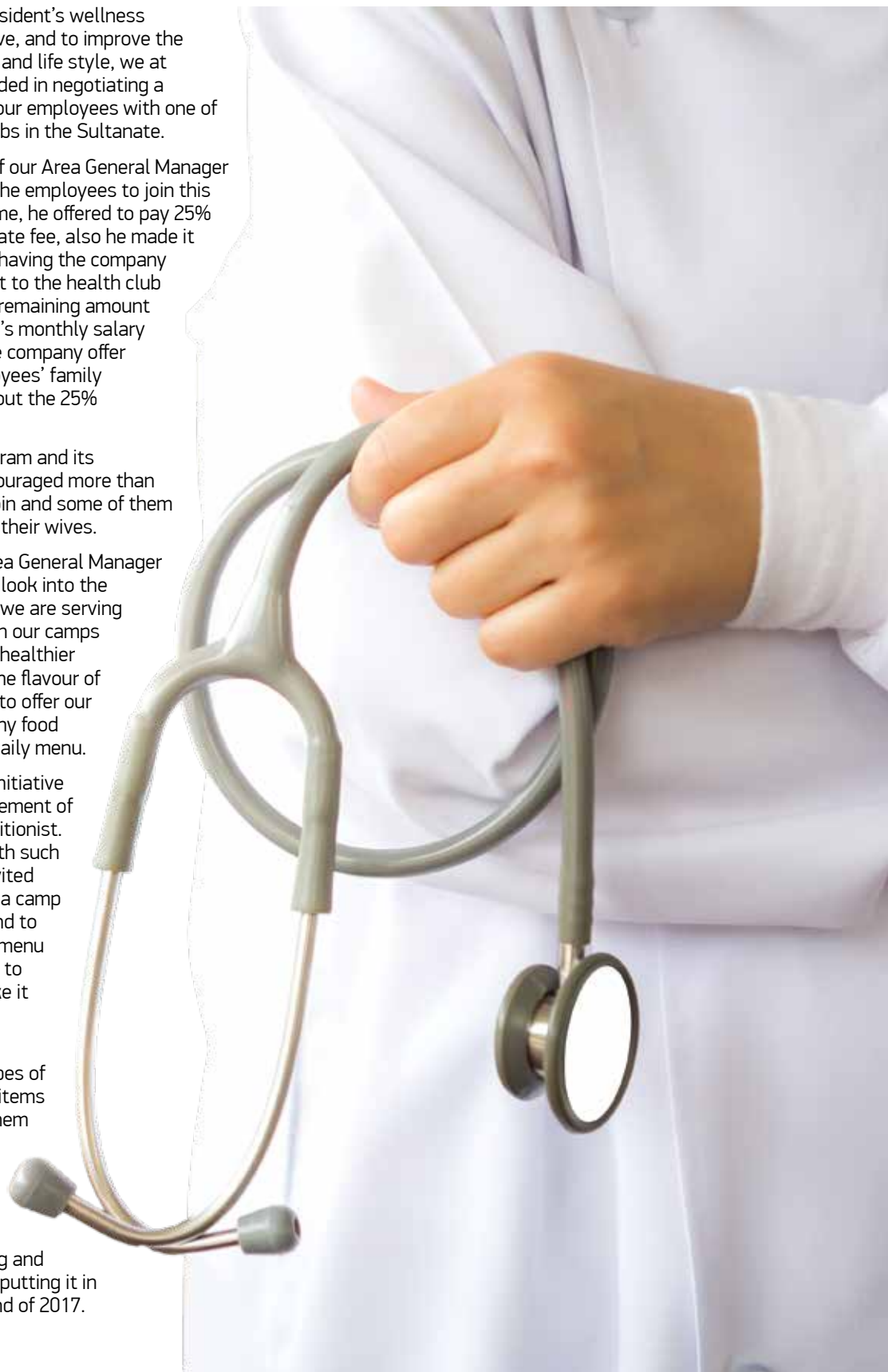
With the support of our Area General Manager and to encourage the employees to join this wellness programme, he offered to pay 25% of the basic corporate fee, also he made it easier for them by having the company pay the full amount to the health club and deducting the remaining amount from the employee's monthly salary in instalments. The company offer includes the employees' family members but without the 25% deduction.

This wellness program and its tempting offer encouraged more than 60 employees to join and some of them have also enrolled their wives.

Meanwhile, our Area General Manager requested that we look into the quality of the food we are serving to our employees in our camps in order to make it healthier without affecting the flavour of the food served or to offer our employees a healthy food alternative in the daily menu.

This healthy food initiative required the involvement of a professional nutritionist. We got in touch with such a specialist and invited him to visit our Area camp kitchen facilities and to look into our daily menu to find possibilities to improve it and make it healthier.

The nutritionist requested the recipes of some of the menu items in order to study them and submit his suggestions. The subject is still in process and not implemented yet, but we are planning and looking forward to putting it in place before the end of 2017.



Alleviating Hunger in the UAE



The aim of this project was to provide Iftar Meals for 3,000 needy people during the last ten days of Ramadan, the social issue involved being the alleviation of hunger and combating malnutrition. The relevant UN SDGs are Goals 1 and 2.

We were fortunate to have been partnered in this project with Global Food Banking Network (GFN), a global non-profit organization that works towards a hunger-free future in more than 30 countries and Dar Al Ber Society, a 37 year old regional charity organization established in Dubai under the Ministry of Social Affairs.

The project was carried out during the last ten days of the Holy Month of Ramadan, which is a demanding period for needy people who require more energy to combat physical exhaustion and sustain spiritual resoluteness. The meals were served in keeping with all the hygienic and nutritional requirements of the authorities. The dedication of our camp and catering employees to meet daily cooking and preparatory target was appreciable and the volunteering efforts of those involved in packing, loading and delivery of the packed food to the designated area was a reflection of their devotedness.

The input cost of this project involved monetary, time and in-kind support. The initiative leveraged additional contributions from associating organizations benefiting a larger number of target beneficiaries.

The project manifests a local perspective with a global outlook and conforms to UNSDGs. It has generated much positive PR and substantial positive impact among the community.



Blood Donation Campaign in Qatar

CORPORATE SOCIAL RESPONSIBILITY

As part of the 2017 initiative, the Wellness Programme, CCC CSR Qatar confirmed its continuous dedication to corporate social responsibility by successfully hosting two voluntary blood donation campaigns during May and July.

These campaigns were organized by the CCC Qatar Medical Department in coordination with and under the supervision of the Hamad Medical Corporation, Blood Donation Unit, whose team of medical experts ensured the drives were operated in a safe and professional way. More than 300 CCC employees volunteered to support hospitals and healthcare centres to maintain blood bank stocks and to contribute to the health of the people of Qatar.

Blood donation is a core activity of the CCC Corporate Social Responsibility Programme as it is the most precious gift that anyone can give to another (the "gift of life"): a decision to donate blood can save lives.

CCC Qatar management would like to thank all employees who generously participated in these blood donation campaigns.



Water Conservation in Jazan, Saudi Arabia



Water is a precious natural resource and it is an important factor for the survival of life on earth. Normally the desert area faces an acute water shortage due to the arid climate and the absence of permanent lakes and rivers. It is necessary to conserve and safeguard water on a sustainable basis by devising and employing environmentally friendly technologies for the benefits of mankind.

Usually in a workers' camp it is a challenging issue to control water consumption on a day-to-day basis. Apart from all possible control measures, an awareness programme through training and displaying informative posters has played a vital role in minimizing water consumption to 210 litres per day per person, which is far less than the approved standard consumption per capita per day.

The following sustainable water conservation practices have recently been implemented at the JSRU/SARU Project:

Drip Irrigation

This is a type of micro-irrigation that has the potential to save water by delivering water slowly, at low pressure, at or near the root zone. It is often referred to as targeted or precise watering, because drip irrigation allows us to target the precise area that we want to irrigate. This system typically operates between 15-50 psi, and flow rates are measured in gallons/hour (GPH) versus gallons/minute (GPM).



Reuse of Treated Sewage Water for Dust Control and Irrigation

The treated effluent of a sewage treatment plant is used for dust control at the site and the camp as well as for plant irrigation throughout the camp, thus fulfilling the idea of water reuse.



Opening of the CCC Jazan Training Centre Saudi Arabia

CORPORATE SOCIAL RESPONSIBILITY



Consolidated Contractors Company W.L.L Training Centre was opened on 17 July 2017 at the CCC Jazan Projects. Our grand opening event was an incredible success, with CCC's Area General Manager Imad K. Khaled, management, staff and especially our guests Saudi Aramco directors and managers in attendance.

This training centre will grow in the coming months to train around 1,000 employees per month. We have gradually expanded this training as a result of the growth of CCC and as a result of the rising level of complexity of our projects. Specialist subjects will be offered to respond to project needs and to raise employee performance. This training centre utilizes CCC expertise and engages employees in both the delivery of and participation in these seminars and courses facilitated by Sulaiman Al Qahtani, along with the Training Committee. The yearly programmes are based on CCC project needs and the coming year's programme is planned accordingly. We encourage the certification of our employees since it enriches their knowledge, increases their potential performance and innovation. We will always aspire to grow in both quantity and quality in order to keep CCC a top rated company.

The following courses are planned for the upcoming months.

Health & Safety Training Examples

- Safety Induction.
- Introduction to Health & Safety at Work.
- Construction Safety
- First Aid Skills.
- CPR.
- Health & Safety Management Systems.
- Safety Audit / HSE Audit.
- Fire Safety.
- Accident Investigation.

- SIR.
- Life Support.
- Defensive Driver Training.
- Fire Extinguishers.
- Quantitative Risk Assessment (QRA).
- Job Safety/Hazard Analysis.
- Emergency Preparedness (Fire.)
- Electrical Safety Training (Electrical).
- Safety in Pre-commissioning.
- Scaffolding Safety (Construction).
- Gas Cutting, Welding and Grinding Safety (Construction).

Management Systems Training Examples

- Time Management.
- Your Role In Quality.
- Communication Skills.
- QIR.

Vocational

- Welding.
- Pipefitting.
- Electrical.
- Plumbing.
- Shuttering.
- Steel fixing.
- Scaffolding.
- Masonry.

Environmental Training Examples

- Environmental Awareness.
- Advanced EMS.
- Hazardous Waste Management.
- Environmental Impact Assessment.
- Environmental Auditing.
- Construction Safety.



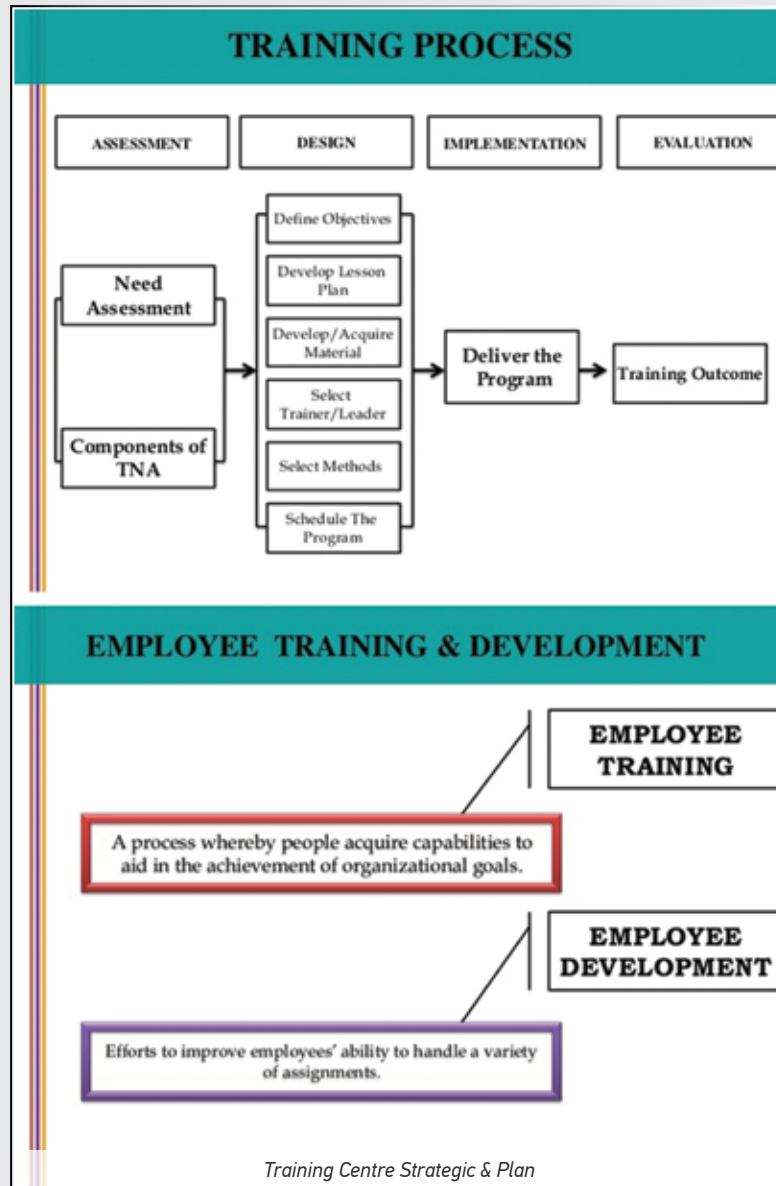
Opening Ceremony Photos

Opening of the CCC Jazan Training Centre, Saudi Arabia

The approach used at the training centre is incremental i.e. it responds to needs as they arise and at the same time tries to project future needs and prepare employees for these new ventures. Thus, the Technical and Project Management Training Programme has been developed gradually from specialized distinct courses to a comprehensive and specialized programme. CCC continuously develops its Health & Safety, Management Systems, Vocational & Environmental Training.

Key Facts & Statistics

The graphs illustrate all three projects of CCC employees who attended the Technical Training Programme from nearly 630 in July 2017. The number has increased as more projects in the Jazan area have been requesting training to support their operations and to develop their staff. This growth can also be attributed to the increased interest in acquiring new technical skills by CCC employees in upcoming months.



CORPORATE SOCIAL RESPONSIBILITY

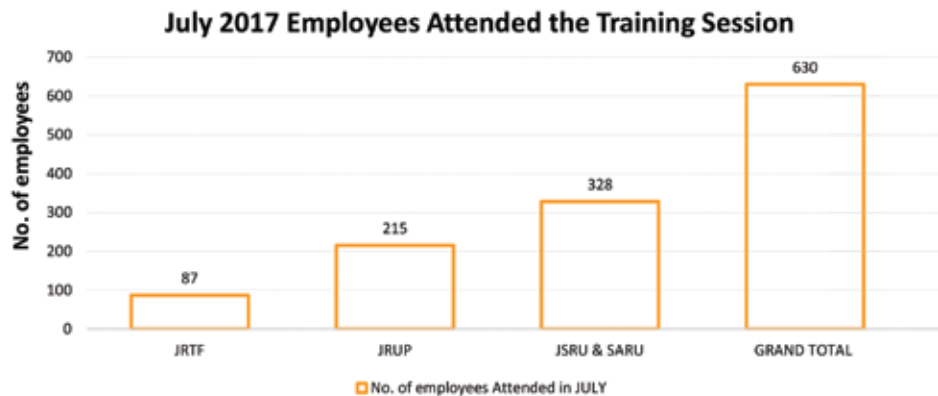


Building of Training Centre



Classrooms Training Course Photos

Opening of the CCC Jazan Training Centre, Saudi Arabia



Philosophy

The goal is to deliver excellence in all training and learning solutions in order to meet and exceed the CCC community's expectations by means of superior content, professional delivery, mutual trust, constant dedication, organizational synergy and the utmost quality service.

Vision

To develop the employees to achieve unlimited success in their professional/personal lives and grow our clients bottom line through professional skill development.

Mission

Delivering skills and developing a diverse workforce for the sustainable future to the employee, to become the first choice/solution for organizations/individuals who are looking to develop soft skills (communications, leadership, management, human relations, self confidence, attitude control, public speaking, presentations, team building and customer service) that achieve measurable, visible and reliable results by providing the most comprehensive professional and personal growth training.

Our Values

Health, safety, environment and quality are the values which must come first in everything we do at the Training Centre. We will conduct the training at all times with integrity, transparency, strong ethical values and a commitment to serve. We believe that the most important asset of this company is its employees. Trust, respect, fairness and dignity will be how we treat each other within the spirit of working together.

- Experiential learning.
- Creation and dissemination of new knowledge and practice.
- Continuous learning.
- Organizational excellence and quality.
- Integrity.
- Respect.

Internship Programme for Zayed University Students



Students are presented with certificates

As part of the UAE Area CSR Programme and in pursuit of our ongoing memorandum of understanding with Zayed University, three female UAE national students from the College of Natural & Health Sciences were included in the internship programme under the auspices of the HSE Group, UAE.

The three students who have completed the internship of seven weeks gained necessary skills and expertise needed to enter the work field upon completion of their graduation. They were given the opportunity to achieve real-life work experience in an international company, develop necessary skills needed for every job through proper coaching and correlate the

theoretical environmental and sustainability knowledge gained in the University to practical training and real life operations.

The program was planned, scheduled and successfully completed under HSE Group. Students were awarded their internship certificates at completion of their internship programme.

The internship programme relates to UN SDGS, goals 4 and 17.



Students together with trainers from the HSE Group

Ethics & Anti-Corruption Idox Compliance: Interview



Leading Engineering & Construction Corporation Introduces E-Learning to Address Compliance in High-Risk Countries

At a glance

- **Client:** Consolidated Contractors Company (CCC)
- **Target group:** 6,000 white-collar employees with a relevant risk profile
- **Solution:** implementation of e-learning to raise awareness of compliance risks and to provide information about CCC's ethical and anticorruption guidelines.

Consolidated Contractors Group S.A.L (CCC) is the largest engineering and construction company in the Middle East. CCC embraces the ambitions and welfare of over 150,000 employees composed of over eighty nationalities in almost every country of the Middle East, Africa, Europe (including Russia), CIS countries, the Caribbean, Australia and Papua New Guinea. At the end of 2012, CCC's total revenues were in excess of US \$5 billion.

In an interview, Tony Awad, Corporate Ethics Compliance Officer at CCC, describes how e-learning helped to address the organisation's increasing compliance requirements.

Idox Compliance: What were the main reasons for rolling out this online training program?

Tony Awad: There are increasing compliance requirements from our clients, partners and stakeholders. We had to address this and set up a training program to familiarise our workforce with the company's ethics and anti-corruption guidelines. We decided to launch an e-learning program to reach as many employees as possible within a reasonable timeframe and in an efficient way.

What were the main objectives you were looking to achieve and do you feel that you achieved them?

The project is still ongoing but we have already achieved a completion rate of 90% which is excellent given the fact that this is the first online program ever launched within the organisation and compliance is new to most people.



Who is the target audience of this program?

Approximately 150,000 people are working for CCC, but most of them are working on construction sites where they are not being exposed to compliance risk and/or do not have regular access to the internet. Finally, we were reaching out to 6,000 white-collar employees who have a relevant risk profile. As such we used a risk-based approach.

“Many people have their individual certificate printed out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations.”

Tony Aw-ad, Corporate Ethics Compliance Officer

What are the key program features and benefits for the learner?

The program is very user-friendly and attractive for the learner. It does not bore people. The information is presented in a very clear way and it serves its main purpose, i.e. to raise people's awareness of potential compliance risks and how they can behave responsibly.

What were the challenges when developing and distributing the program?

What solutions did you find? In terms of content development, the challenge was to cover as much as possible but in a concise way. We had to find a good balance, select important cases, etc. Then we had to make sure that it would be understood and accessible for employees across all levels of seniority and IT literacy, whilst also being sensitive to the reality that the target group consisted of people from diverse cultural backgrounds. We were able to find a common language and find the right level of complexity.

What are the reactions of management and the employees after having completed the online training?

We received very good feedback at all levels; there weren't any negative comments. Our employees have not typically been involved with e-learning and whilst there was scepticism and reluctance in the beginning, this quickly disappeared when they realised that it was straightforward and helpful to their daily business. They appreciate the e-learning concept. The rest was internal promotion. Many people have their individual certificate printed

out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations.

What was your experience of working with Idox Compliance and Pohlmann & Co? What do you especially value about this cooperation?

The cooperation and communication with both Pohlmann & Co and Idox Compliance went very smoothly. The communication with all team members was very good. Thomas Lüthi of Pohlmann & Co. is very knowledgeable and a great help to develop bespoke and appropriate content. And whatever I asked Idox Compliance for, I got it. Since compliance at CCC is still a one-man business (me) and although there was excellent technical support in-house, it was even more important to have reliable partners!

What are the key learning points you have taken from this project? What advice would you give other companies that are planning similar online compliance training programs?

You have to base your training on a solid compliance program. Your employees need to be aware of the group's guidelines, relevant laws and regulations to raise their awareness of compliance risks and to help them make confident and informed decisions. The company needs to find a way to promote the compliance concept to their workforce in a positive way, which needs to start from the top!

What compliance training and communication initiatives are you planning in the near future and why?

Compliance is not a one-off effort. We are looking further into online refresher programs next year and will continue delivering classroom training to our business. Besides training and communication, which remains an important part of our program, we continue to improve our risk assessment and due diligence standards. Clients are more and more demanding in that respect. We will also look to set up an in-house global compliance organisation.

This interview was conducted by Carsten Gerz, Senior Account Manager at Idox Compliance and is reproduced from their publications.

English Classes for Workers



As part of our happiness and positivity initiative for workers, we have started an educational programme to teach the uneducated blue collar workers how to write, read and speak the English language. The programme is conducted jointly with the SmartLife Foundation, Dubai and supported by the Community Development Authority of Dubai. Educating blue collar workers is also part of the Year of Reading & Year of Giving initiatives declared by the UAE Prime Minister and Ruler of Dubai.

This is a one year programme with exams after six months and a graduation ceremony attended by members from Government departments, embassies and others.

Workers living in Jabel Ali camp have been identified for this programme. A survey among the workers was conducted by CSR volunteers to determine workers learning tendencies and the

educational background of each aspiring worker. A students' screening process and selection formalities followed thereafter.

All workers have shown great interest in learning and the overwhelming response was astonishing. However, due to the limit of teachers and classroom facilities available, 110 workers of various Asian nationalities were enrolled for the first batch and classes were launched on 15 September 2017.

This programme helps improve on-site communications between workers and their supervisors: it will also help the workers to achieve higher goals in life, be more positive and ambitious.

The programme is in compliance with UN SDGS Goal 4.



Launching of English Language Classes for Workers

Riyadh Metro Project

Energy & Water Conservation at KAFD Station



Artist's Impression of King Abdullah Financial District Station

The BACS Consortium (Bechtel, Almagani, CCC and Siemens) is responsible for the Design, Procurement and Building of Line 1 and Line 2 of the Riyadh Metro Project in Saudi Arabia. King Abdullah Financial District (KAFD) Station is located within the King Abdullah Financial District in the north of Riyadh. The station, designed by Zaha Hadid Architects, is an iconic building located at the intersections of Lines 1, 4 and 6 of the metro network. KAFD Station features 6 floor levels, 2 below-grade and 4 above-grade, totaling a built up area of 491,053ft² (45620.317m²). The station has multiple elevated connections for pedestrians to adjacent buildings. KAFD Station is pursuing LEED-2009 Certification and is aspiring for a Silver rating.

The design benefits from the optimization between solar shading, daylighting and solar gain, and benefits further from an envelope comprising high performance building fabric and high performance fenestration assembly and glass. These passive architectural measures coupled with active measures resulted in energy savings of 30.44% for the building, which corresponds to a cost savings of 34.96% and gained the project 12 credit-points. The building receives its supply of cooling water from a district cooling plant through a set of high-effectiveness plate heat-exchangers. The energy efficiency and water conservation measures incorporated into the proposed building design are shown below.

Energy Efficiency

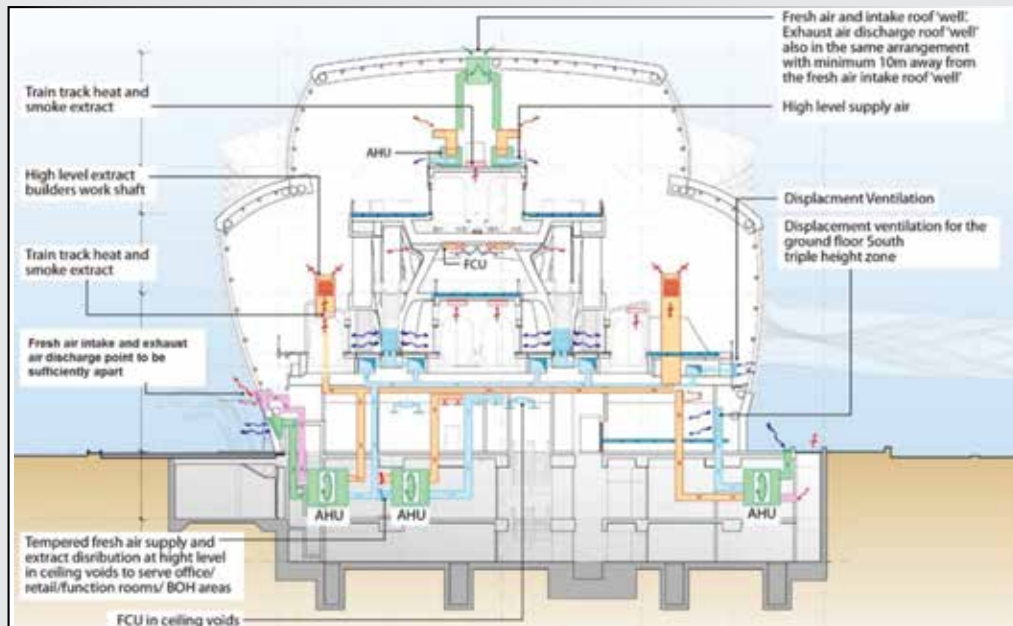
- **Above-Grade Wall Assembly:** Insulated R-35 GRC Opaque Cladding and Diagrid GRC Wall System; Assembly U-Value – 0.06 Btu/hr·ft²°F (0.35 W/m²K).
- **Roof Assembly:** Insulated R-35 c.i. Opaque Cladding GRC Roof System; Assembly U-Value – 0.0601 Btu/hr·ft²°F (0.3412 W/m²K).
- **Fenestration SHGC:** Solar Heat Gain Coefficient; Assembly SHGC – 0.23 (G-Value – 0.23).
- **Fenestration Assembly:** Insulated Glazing Unit; Assembly U-Value – 0.2500 Btu/hr·ft²°F Diagrid (1.41 W/m²K) and 0.2992 Btu/hr·ft²°F Podium (1.69 W/m²K).
- **Demand Control Ventilation:** During occupied periods when the AHUs are running, the system modulates the relief air dampers and the outside and return air streams to maintain CO₂ concentrations levels in occupied areas between 800 - 1,000 ppm.
- **Displacement Ventilation:** takes advantage of thermal stratification to enhance occupants' comfort.
- **Air-side Energy Recovery:** 65% effectiveness for the enthalpy wheel.
- **Air-side Energy Economizer:** Night-time Cooling.

Water Conservation

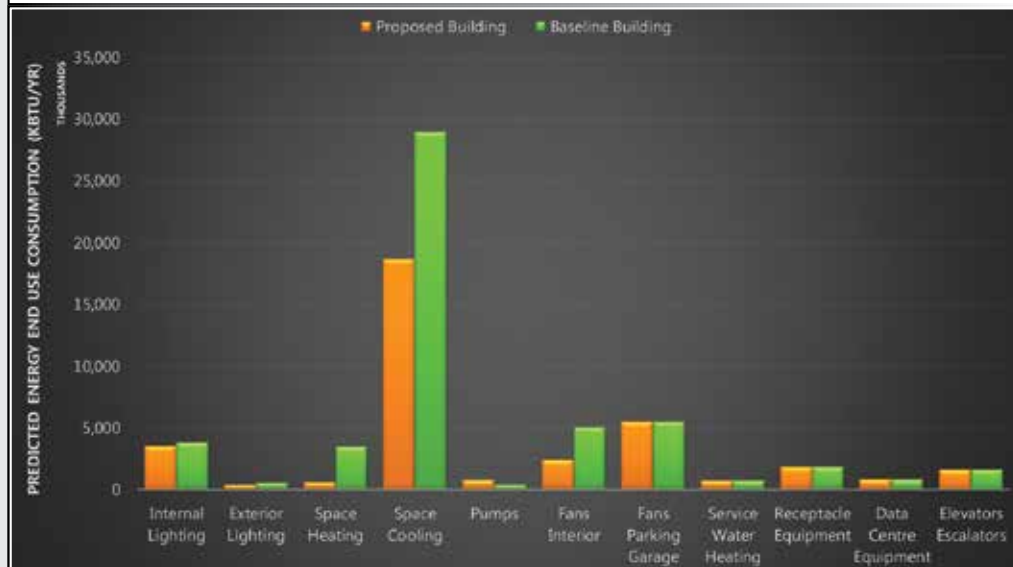
- Water consumption reduced by 52% over baseline standards (EPA 1992) by specifying low-flow fixtures.
- The project features a graywater system that treats waste water from wash basins, showers and ablution units and the treated water is then used for toilet flushing. The graywater system has a collection capacity of 332.4kGal annually.
- Dual flush toilets along with the graywater system reduces the potable water for sewage conveyance by 79%.

With such a good design performance in water consumption, we are targeting to earn two extra credit points under the Regional Priority category.

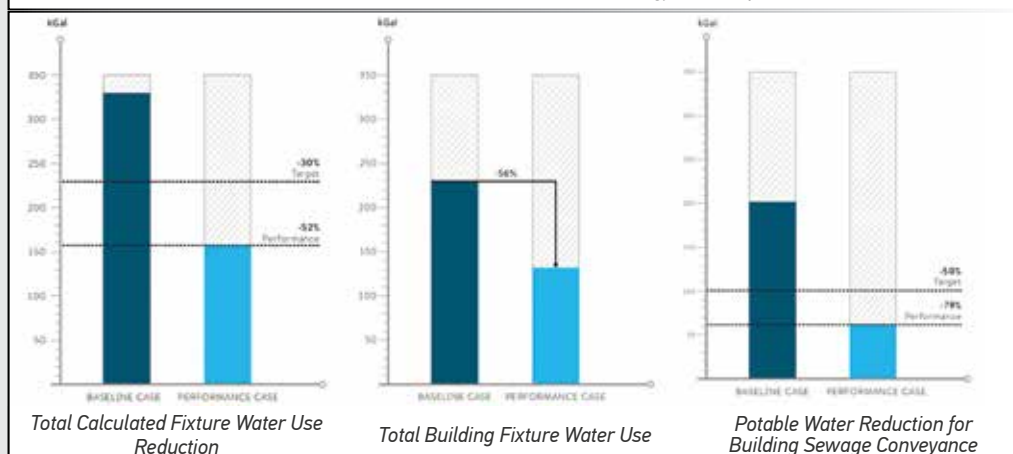
Riyadh Metro Project - Energy & Water Conservation at KAFD Station



KAFD Station - HVAC System Layout Schematic



Simulation Results - KAFD Station End-Use Energy Consumption



The First Annual CCC Sustainability Competition

We announced in August 2017 the launch of the annual sustainability competition.

This action is pursuant to CCC's continuous drive to promote sustainability initiatives and behaviour within the group. It will recognize internal sustainability activities, efforts or proposals which are effective and innovative in the offices, at the projects or in the camps.

Individual, team or project-wide applications can be made describing their success stories and should be submitted by 15 January 2018 to the Sustainability Team to the sustainability@ccc.net email.

Valuable prizes will be awarded for the winning entries.

The full competition guidelines can be found at the following link (*via the electronic version of the Bulletin*) <http://sustainability.ccc.net/guideline>

The winners will be eligible to receive valuable prizes of participation to the following conferences:

Greenbuild Europe
April 16-18, 2018,
Berlin Germany

50th Waste Expo
April 23-26, 2018,
Las Vegas, USA

**SUM 2018/4th Symposium
on Urban Mining and
Circular Economy**
21-23 May,
Bergamo, Italy

**World Waste to Energy
and Recourses Summit**
May 23-24, 2018,
London, UK

Intersolar Europe
June 19-20, 2018,
Munich Germany

Three Scaffolding World Records

MILESTONES

The Qatar Facility of Islamic Studies (QFIS) Project included the construction of two very tall minarets. The tallest minaret stood 86m from the finished ground level: the second smaller minaret stood at 76m. Prior to the start of construction many ideas were considered of how the minarets could actually be constructed. One of the main problems to overcome was that the highest minaret when fully constructed could sway up to 1m at the top. This meant that no scaffolding could be tied to it.

One of the first ideas was to fully construct sections and progressively lift and join them together. This would have increased the self weight and access would still be required to access the construction joints and would have introduced other problems related to the final cladding that could not be overcome.

Another idea was to attach scaffolding to the minarets, which would have allowed the scaffolding and minarets to move as one. This idea was rejected because it would have introduced far too great a load and not solved other needs that would have to be overcome.

The only other option was to erect scaffolding from the ground. The basic rule of thumb for freestanding scaffolds that are subject to wind loading is that the required base-to-height ratio should be 3.5 times the smallest base dimensions. A scaffolding of this size demands a technical scaffolding design drawing with supporting calculations. The height of the scaffold dictated that a very large base would be required to erect a scaffolding of this height. Other things were considered to reduce the amount of scaffolding materials and to reduce the base size, such as use of guy wires. Unfortunately there was not sufficient room to do this. The minarets stood very close to the boundary fence. Other contractors were working directly on the other side of the boundary fence eliminating the possibility of gaining

permission from them to allow guys to be used in their site.

The foundations are the most vital part of any construction. After a thorough inspection of the ground conditions they were found to be in good order. Heavy duty double soleplates were used to spread the load. The required base had to be increased due to obstacles that had to be overcome, such as a submerged tank in the ground and open excavations. The civil engineers on site overcame this problem by means of backfilling and compaction. The submerged tank required an engineering solution to overcome the intended load that would eventually be placed over it. This was carried out and implemented.

The design was revised as loading bays were required for the actual construction of the minarets. The loading bays were progressively erected as the height of the minarets increased following the construction upwards to the top. The loading bay and staircase reached approximately 56m on the highest minaret.

In order to increase the productivity of the highest minaret, a winch was used to hoist materials close to the top.

The erection of the freestanding scaffold for the highest minaret was made in four stages. The first stage was erected following the actual construction of the minaret to approximately 50m in height. The base had to be extended in three directions as the construction progressed towards its full height. Access onto both minarets was by means of scaffolding staircases. Access onto the minarets was strictly controlled at the base by the HSE Department who recorded and restricted numbers of personnel on each elevation they would be working on.

Not only was this the highest freestanding scaffold erected in the world, by default CCC can claim three world records:

1. The world's highest freestanding scaffold (approximately 82m).
2. The world's highest freestanding scaffolding staircase (approximately 56m).
3. The world's highest freestanding scaffolding loading bay (approximately 56m).

The exact heights were never really established. The scaffold was erected below the final ground level so to claim 82m plus is a fair estimation. This not only took the world record, it smashed it! The credit for this achievement belongs to all involved with its construction on the project.

There were no reported incidents or accidents during its construction which is a testament to the expertise of the scaffolding crews who actually erected and dismantled all the scaffolding on these huge minarets safely.





Engagements and Marriages

Lijesh Vazhayil (WMR-A Project, Qatar) is delighted to announce his marriage to Chaithanaya. The wedding took place on 20 August 2017 in Dharmadam, Thalassery, Kerala, India.

Husam Abu-Tarieh (Area Office, Jordan) is pleased to announce his marriage to Khuzama Al-Brihi. The wedding ceremony took place on 2 September 2017 in Amman, Jordan.



Baby Boys

Mohamed Abdul Azeim Elrayes (MDP4 Project, Qatar) and his wife Hoda are pleased to announce the birth of their first child, **Omar**. He was born on 24 January 2017 in Mataryia, Egypt.

Mudassir (Planning Engineer, JSPP Qatar) and his wife Neha are pleased to announce the birth of their first baby (a boy) named **Ibrahim**. He was born in Qatar on 4 May 2017. Family and friends are delighted with the new arrival.

Rabih Shraiteh and his wife Rinrada Nuliang are pleased to announce the birth of their first child **Rayyan**. He was born on 8 May 2017 in Bangkok, Thailand. All the family and friends are very happy with the new arrival.

Mandy Xu (SRO, China) and her husband are happy to announce the birth of their first baby boy, **Xinchen Dai**. He was born on 17 May 2017 in Shanghai, China.

Reza Ansari (JRUP Project, Saudi Arabia) and his wife Afrin Khatoon are pleased to announce the birth of their first baby boy. His name is **Ayaan** and he was born on 3 June 2017 in Angus, Kolkata, India.

Rani Sowayleh (Kuwait Area Office) and his wife Olga Khokhlova are delighted to announce the birth of their second child. It's a boy and his name is **Adam**, born on 4 August 2017 in Ahmadi, Kuwait.



Baby Girls

Issam Sabbah (RMP, Saudi Arabia) and his wife Lina Al-Ma'ani are happy to inform colleagues that their first baby, a girl called **Zaina**, was born on 1 June 2017.

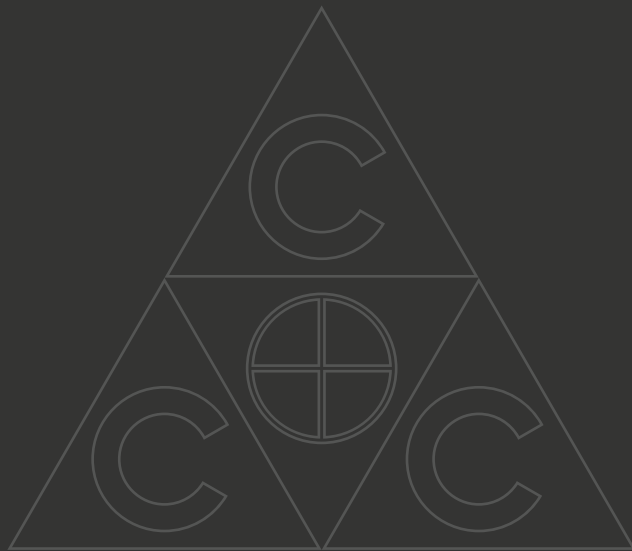
Reyad Ismail (City Centre Almaza Project, Egypt) and his wife are pleased to announce the birth of their first baby, a girl named **Anne**. She was born on 5 July 2017 in Egypt.

Adeel Iqbal (JRUP Project, Saudi Arabia) and his wife are happy to announce the birth of their first baby, a daughter named **Javeria**. She was born on 17 July 2017 in Sohawa, Jhelum, Pakistan.

Fadi Daoud (RASO Office, UAE) and his wife Ghadeer are pleased to announce the birth of their daughter, **Zeina**. She was born on 6 September 2017 in Ohio, USA.

Fotini Tsakona (PMV Department, Athens) is happy to announce the birth of her second child, a daughter called **Elpida** on 18 May 2017.

Despina Kantifeli (PMV Department, Athens) is happy to announce the birth of her first child, a girl named **Nefeli** on 8 August 2017.



EDITORS

Samer Khoury
Zuhair Haddad
Nafez Hussein
Damon Morrison

PUBLIC RELATIONS

Samir Sabbagh

PRODUCTION

Jeannette Arduino
Nick Goulas
Georgia Giannias
Alex Khoury
Samer Elhaj

CCC BULLETIN

P.O. Box 61092
Maroussi 151 10
Fax (30-210) 618-2199 or bulletin@ccc.me
see The BULLETIN on line at www.ccc.me -> About Us -> Our News -> Quarterly Bulletin

The BULLETIN is a publication issued at CCC in Athens by volunteer staff.

All opinions stated herein are the contributors' own.
Submissions (announcements, stories, artwork, etc.) are welcome.