



4th Quarter 2017

Issue 124

bulletin

Quarterly Magazine of Consolidated Contractors Company



Winds of Change



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We are living through a period of rapid change on many fronts. Wherever we look in the world economic, social and political forces are at play like never before and often clashing with each other. Global instability is the order of the day. This is giving rise to internal stresses and strains which are being experienced by many countries including some of those that we have traditionally operated in.

The uncertainty created by this instability has come at a time when we have been experiencing throughout 2016 and into 2017 a low price for oil. This combination of factors has led to many of our clients, whether governments or major companies, significantly cutting back their capital investment programmes. As a consequence the construction sector has been particularly hard hit.

There can be no hiding from the fact that 2017 has been a tough year for CCC. Like all other construction companies we have faced a challenging market environment. In some respects we have come through this difficult period much better than many of our rivals. Nevertheless 2017 has not been a good year for CCC in terms of the sales we have achieved and profits made. However, we are well positioned for the future provided we focus on our core strengths and the values we have as CCC. This will mean that we must take all the necessary steps to ensure that we run more efficiently and cost effectively than we have done in the recent past.

CCC has always taken pride in the fact that we recognise that our strength and success as a company comes from our people. You are the public face of CCC, meeting clients every day and responding to their needs and requirements. In these challenging times we all carry a heavy personal responsibility to perform at our absolute best. Operational excellence in all that we do is vital and that will only come about if we raise our game. We have to deliver for our clients and maintain the good reputation we have.



As we reflect on our recent performance it is important that we look to the future. The good news is that the prospects for our market look much improved with projections showing sustained and strong growth. Global energy demand is set to increase significantly. The agreement by the major oil producing countries to curtail supply and maintain the increase in the price of oil is expected to hold throughout 2018. The result will be that some of the major infrastructure projects that have been put on hold will now get approval to proceed. With capital investment set to be increased we need to focus on those opportunities where we can be competitive while still delivering a good return for our company.

To be successful in the new climate in which we have to operate, all companies have to be ready and willing to accept change. I appreciate that at times this can be difficult. We are naturally more comfortable doing things in the way that we have always done. But in this dynamic, modern world this will not be good enough. I want all of us in CCC to recognise that change must be embraced as the beacon of fresh opportunities and should not be seen as a threat and as a result resisted. I am confident that it is this approach that will see us make positive progress in the years ahead.

Together we have come through a difficult period. Having overcome the challenges we have faced we are now well positioned to take advantage of an improving market. I would like to thank you for your commitment to CCC and look forward to working with you to secure a successful future for our company.



Construction Works at the Metro Depot 1 (DT.RSD) Building B014 Administration & ICC

Qatar



The project scope comprises the construction works at the Metro Depot 1 (DT.RSD) Building B014 Administration & ICC. The scope includes but is not limited to: all necessary preparatory works including site access and possession; procurement of all long lead items; appointment and mobilization of the required subcontractors; survey works and preparation of shop drawings.

- The client is Mitsubishi Heavy Industries Ltd., Qatar Branch Office.
- The consultant is Systra Parsons.
- The contract was taken over from a previous contractor and awarded on 28 September 2017.
- The project start was 30 September 2017 for a duration of less than seven months ending on 18 April 2018.

Ghazeer Project, Khazzan Central Processing Facility (CPF) Phase 2

Oman



The project scope comprises the construction works into greenfield and brownfield. Greenfield scope includes gas train, liquid train, export compressor, slug catcher, inlet facilities, interconnecting piperack, flare etc. Brownfield scope includes integration of utilities (water, power, etc.) with CPF Phase 1 areas in addition to tie-in works. Our scope includes also the engineering and procurement of two substations.

- The client is Petrofac E & C Oman L.L.C / British Petroleum (BP).
- The project start is 31 December 2017 for a duration of 34 months ending on 30 October 2020.

ZADCO Zirku Facilities Capacity Enhancement

UAE



The scope includes installation of a new fifth oil processing train, a new electrical substation, a new local equipment room (LER), utilization of the existing control room (ZCC) and augmentation of the existing common facilities and utilities. The new oil processing train will be interconnected with the existing oil processing trains 1-4 to allow for the entire facility to be operated in parallel. In order to accommodate the new oil processing trains, various augmentation and changes to the common facilities and to the utilities are also required. These changes are sized for a 1,000 MBD development case.

- The client is ZADCO, UAE.
- The consultant is Worley Parsons.
- The project start was 17 January 2018 for a duration of 35 months ending 17 December 2020.

Construction of Mixed Use Boulevard (Buildings, Landscape) and Site Work's Infrastructure / Landscape in Mivida Project

Egypt



The project scope comprises the construction of a boulevard consisting of six parcels (36, 37, 38, 39, 40 and 41) and boulevard external infrastructure and hardscape. Each parcel consists of basement, ground floor and four typical floors, with a built up area: 43,750 m2 for each parcel.

- The client is Emaar Misr for Development S.A.E.
- The consultant is Raafat Miller Consulting Architects & Engineers (RMC).
- The project start is 1 February 2018 for a duration of 40 months ending 1 June 2021.

Alamein Towers Project - Structural Works Package

Egypt



The project scope comprises the construction of the skeleton works of four residential, commercial and entertainment towers over two separate podiums (towers range from 26 to 33-floor levels) with a total built up area of 324,182m2.

- The client is New Urban Communities Authority, Ministry of Housing, Utilities, and Urban Development.
- The consultant is Engineering Consultants Group (ECG).
- The project start is February 2018 for a duration of two years ending in February 2020.

Palma - Afungi Road Project

Mozambique



The project scope comprises EPC of the proposed 13km Palma - Afungi Road which links the main surfaced road from Mocimboa da Praia to Palma Road (R762) to the Anadarko Pioneer Camp / LNG.

The conceptual design is for a 20 year design life and comprises a two lane primary public road, each lane 3.5m wide, with a 2.5m shoulder. Works include mobilization, engineering, geotechnical design and survey and dimensional control, bush clearing and grubbing, subgrade, subbase and base course layer works. Construction of the double seal surface treatment, precast concrete portal culverts, side drains gabions, stone pitching, road marking, ancillary works - guardrails and road signage, markers, etc.

- The client is Anadarko Mozambique Area 1 Limitada.
- The project start was 18 December 2017 for a duration of approximately 27 months ending in March 2020.

Commissioning

Introduction

In this bulletin we are going to discuss the basic initial requirements necessary to complete in order for a project to start pre-commissioning / commissioning activities. This subject will be extended in the next bulletin to include pre-commissioning and commissioning activities required for final handover of the project. This part of the activities consists of many systems or major processes that can be identified in the sequence as shown in the table.

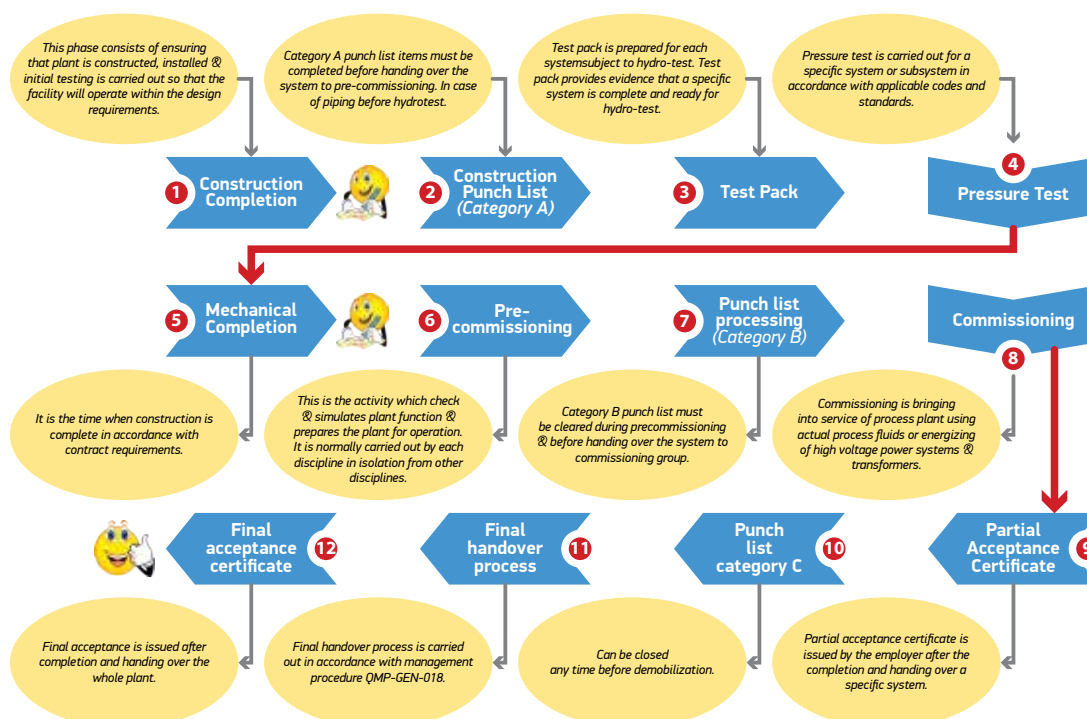
Construction Completion

Construction completion is the event achieved when relevant systems or units have been constructed in accordance with drawings, specifications, applicable codes and standards and manufacturer's instructions in order that pre-commissioning can proceed. This phase consists of ensuring that plant is constructed, installed and initial testing is carried out so that the facility will operate within the design requirements. To ensure construction and

#	PROCESS	RESPONSIBILITY
1.	Construction Completion	Construction Department
2.	Construction Punch List - Category A	Construction Department / QCD
3.	Test Pack Preparation	Engineering
4.	Pressure test	Construction Department
5.	Mechanical Completion	
6.	Pre-commissioning	Pre-commissioning Team
7.	Punch List Processing - category B	Construction / Pre-commissioning
8.	Commissioning	Commissioning Department
9.	Partial Acceptance certificate	
10.	Punch List Processing - category C	Construction / Commissioning
11.	Final Handover process	Handover Team
12.	Final Acceptance Certificate	Management

Note: "C" Punch List items can be cleared any time before final acceptance or de-mobilization.

The above sequence is illustrated in Chart 1.



initial testing is complete in accordance with applicable inspection and test plans, a tracking management system (in-house software system ATLAS) must be used for this purpose. The tracking system must be updated on a daily basis.

Major Concern

All the activities related to construction completion are carried out by each discipline in isolation of other disciplines. Civil construction must ensure that all the requirements for specific structure (such as concrete foundations) are complete in accordance with specified requirements and all inspection and testing has been carried out by relevant departments or by a third party. Civil construction must ensure that interface with other discipline has been identified, verified for correctness, and is in line with specified requirements.

Other Disciplines

In the same manner other disciplines such as mechanical or electrical must ensure that installation/erection works are completed in accordance with specified requirements. For example, spools have been constructed using the correct materials, fit-up preparation was done correctly; dimensions and orientations have been verified to be in accordance with the drawings; the correct welding procedure has been applied and joints welded using the correct electrodes applying the correct process. Also, pre-heat and post-weld-heat-treatment has to have been carried out in accordance with the welding procedure specifications as well as a non-destructive examination with the results being in line with acceptance criteria.

Mechanical and Electrical Departments must verify the correctness of the interface of their equipment and ensure that they are in line with the civil structure to avoid problems during installation.

Daily Execution of Work

At the early stage systems and subsystems and their limit may not be identified to the construction team. Tags for items and equipment may not be available. This situation creates a major problem for all the departments, for illustration purposes:

1. Tags are not identified on the inspection and testing reports.
2. Work inspection requests are filed in sequence

numbers by disciplines and are not identified per system, unit or tag.

3. Forecast for handing over packages per system or unit is not done.

Therefore, to ensure construction completion by system or unit the following steps have to be carried out:

1. The scope of work must be identified at the initial stage based on contract requirements.
2. Systems, subsystems and units must be identified at the initial stage.
3. Systems, subsystems and unit limits must be identified.
4. A forecast for handover packages by system or unit must be established (ATLAS).
5. Inspection and testing requirements for each tag must be identified for each system or unit in advance. This is part of the forecast described in item 4 (ATLAS application).
6. Atlas must be updated on a daily basis to reflect the actual situation at the construction site. Using ATLAS we can also provide information about system completion in relation to inspection and testing requirements.
7. A suitable interface should be established with customer's data management system in order to transfer information related to commissioning and certification processes.

In principle, it is difficult to determine the completion of a certain system without having the system forecast in place. In many cases where the software (ATLAS) has not been used and construction claimed that all works have been completed, it turned out that major sections of the work have not been done.

The Ideal Situation

For major construction projects, the ideal situation is to have all the systems, subsystems, units and tags identified from the start of the project. The ATLAS system should be installed immediately and used to control the inspection and testing works on a daily basis. In this case all the inspection and testing reports can be identified in relation to their systems or units at the initial stage. This approach saves a lot of time for the project and creates confidence that the project is under full control and provides proper information for measuring actual progress.

Punch List Processing

When construction activities are complete, a complete inspection of the system is carried out to generate a punch list. Punch list Category A must be completed prior to the pressure test. Upon closing punch list items Category A, the system is ready for the pressure test. Upon completion of the pressure test the system is considered complete from a construction point of view and is ready for pre-commissioning activities. At this stage the responsibility of the system is passed to the pre-commissioning team.

A punch list is a list of activities or “to do” items that must be done in a specific time. The contractor is required according to the general conditions of a contract to prepare and submit to the Engineer a list of items to be completed or corrected for a specific system, unit or area: this list is known in the industry as a punch list or a snag list. Upon completion of punch list items, the Engineer inspects the work to verify completion of the work.

The general conditions of a construction contract, in most cases, have a retention amount that can be released upon final handover which is affected by the status of the overall punch list.

Categories of Punch List Items

The Contractor and the Engineer must agree on the categories of the punch list items; this is usually identified in a documented procedure in accordance with contract specifications. The categories of punch list items determine at what stage the punch list item must be closed. In general, the categories which are the most used in construction industry are as shown in the table.

Category A	Punch list items that must be closed prior to pre-commissioning activities.
Category B	Punch List Items that must be closed during pre-commissioning / commissioning*.
Category C	Punch list items that can be closed at a later stage, but before demobilization of the Contractor.
Category D	Disputed punch list items.

** some contracts may require that all punch list items Category B be closed during pre-commissioning, but prior to commissioning stage.*

Initial Walk by the Contractor

It is recommended that the Contractor conducts an initial walk prior to involvement of the Engineer. During the initial walk the Contractor may discover that a specific system or unit is not ready for the punch list walk-down. Using the proper software for systems handover may eliminate or minimize this problem (ATLAS).

The Contractor will take action where possible to close most of the items identified during the initial walk-down. Following the initial walk down, the official walk-down for generating the punch list may occur. It is preferred that official walk-down be carried out jointly with the Engineer: this will save a lot of time for the Contractor and eliminate or reduce disputed items.

Generation of Punch List

During the joint walk-down a hand written punch list is generated by the Contractor. Punch list items must be clearly documented with complete identification of system, subsystem, unit and area: unclear or unidentified items in the punch list must be cancelled.

In addition, the walk down team must agree on the category of each item and the party that must take action. Category classification may affect the mechanical completion status. The punch list items must be also identified by the discipline responsible for closing the listed item.

The hand written punch list may be replaced by a computerized system using tablets. This method is more accurate and saves time and is environmentally friendly.

Punch List Reporting

The punch list coordinator should update the database on a daily basis as punch list items are closed. The punch list coordinator must report the status of the punch list per discipline and categories to all concerned parties.

Punch list items are subject to trend analysis for the purpose of improvement.

This is a SMALL issue with a BIG message.

Beyonce has a song about “*Girls Run the World*” which I disagree with.

I do believe though, that Girls can certainly share in bigger and better roles everywhere.

In fact, in some professions like Architecture and Banking Operations, they are becoming the dominant gender in the field as university graduates and with visible presence. Hoorayyyy ... all this despite a conservative and classic environment in the MENA region.

Female intuition and her nurturing intelligent sense, at home and in the workplace, will for sure introduce improvements to our brute force engineering work culture.

Read the next set of articles, revealing and inspirational. I am truly proud of the CCC Women.

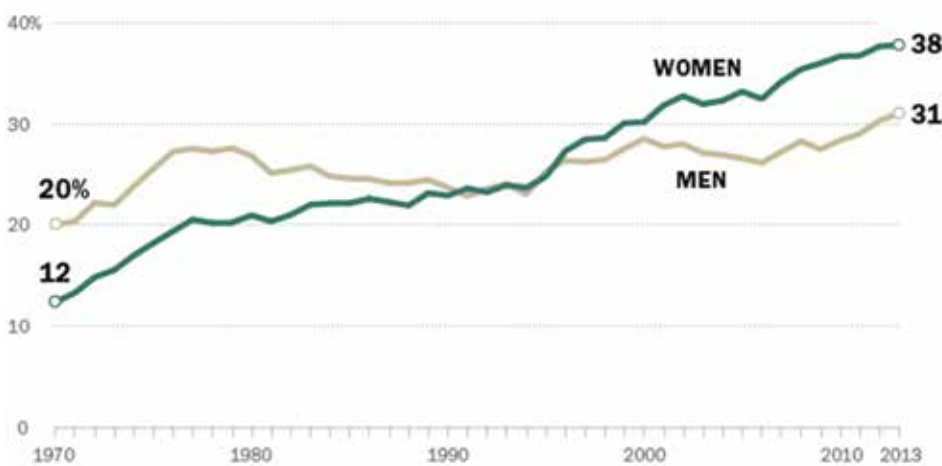
Men, make room and way ... they are here to grow and stay



Did You Know?

Today's young women are starting their careers better educated than their male counterparts.

Percent of 25-32 year-olds with a least a four-year college degree



Source: Pew Research Center tabulations of Current Population Survey data.

PEW RESEARCH CENTER

Source: Pew Research Center, Washington, D.C. (2013)

<http://www.pewsocialtrends.org/2013/12/11/10-findings-about-women-in-the-workplace/>

How Women are Represented in CCC

FEATURE

Years ago, mentioning 'women' and 'CCC' together especially in the engineering field would have been seen as contradictory terms. However, in the past few years there have been developments which led to the recruitment of more women professionals and to a rise in the awareness of their contributions to the company. Women have been active at CCC as administrative and secretarial staff whose work has been quite critical to CCC's expansion and sustainability throughout its history. There has been a steady increase in the number of women engineers, commercial professionals such as HR, accountants and so on joining the company. In countries where women have been active in the workplace (such as Greece, the UK, Egypt, Lebanon and the CIS countries) they also joined CCC as they did in other construction companies. The highest number of female engineers at CCC is in Egypt, where more than 40% of the group-wide female engineers is based (Figure 2).

Despite the limitations of recruiting women at CCC (especially at construction sites due to several issues such as cultural issues, mentality and material limitations) their increasing participation in offices signifies a positive trend. Even though the international construction market is being hit hard, projects are delayed, postponed or not acquired and international manpower trends have not changed much, one can observe that within CCC for the last three years, there is an increase of women in the commercial staff and engineering technician categories (Figure 1).

Moreover, this year women joined the "High Fliers" list of high potential employees trained to become managers. In Social Responsibility Committees (especially in Greece, Egypt and the CIS countries) and Sustainability Committees, women have been proactive and sometimes more active than men.

This trend can be attributed to several factors, among which is the presence of managers who are aware of women's contributions and advocate their participation, as well as the excellence of women in several fields which encouraged managers to change their preconceptions and to utilize their abilities. A third factor is the growing confidence of women in themselves and in their abilities and their need to share financial household responsibilities.

In order to continue this trend, there is a need by management to emphasize women's contributions (such as this issue of the Bulletin) and there is a need for policies that encourage this participation. These will eventually help to change stereotypes of women's roles and the

Figure 1

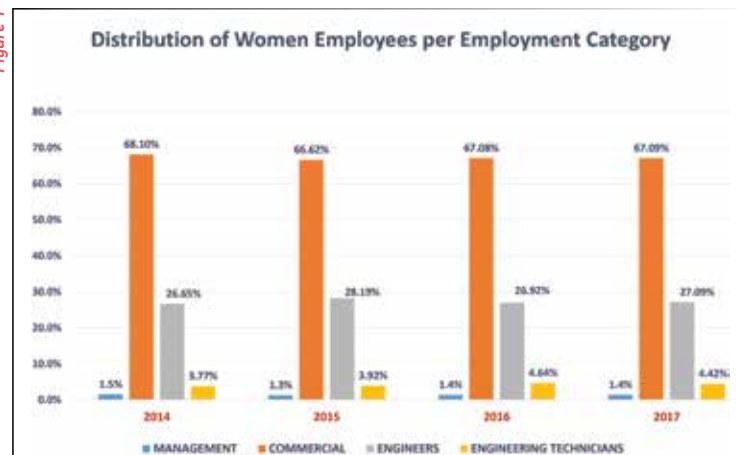


Figure 2

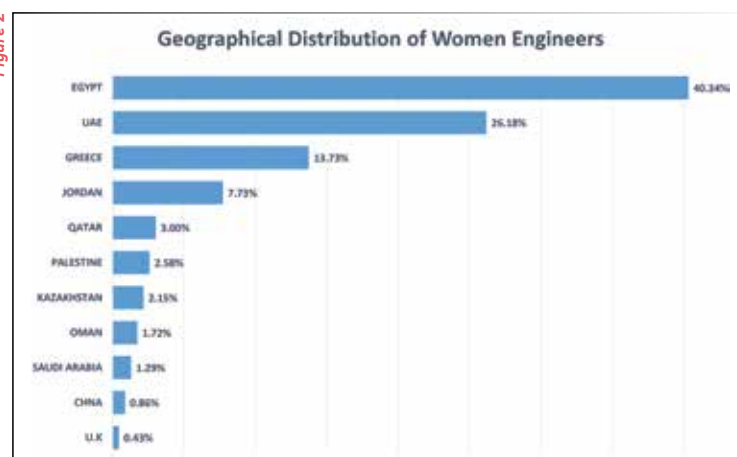
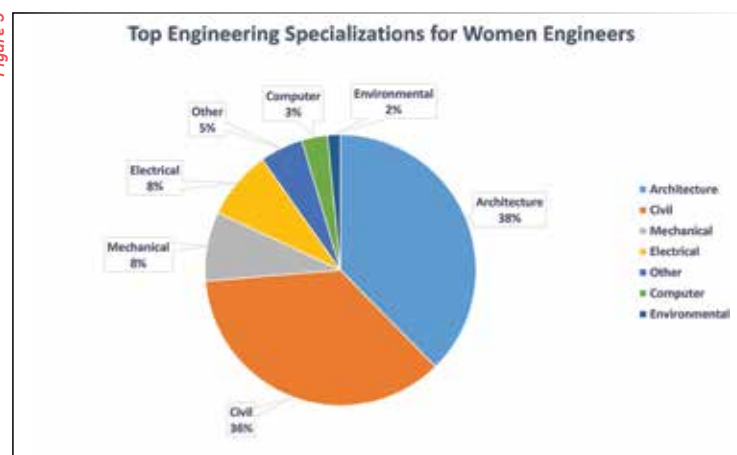


Figure 3



limitations they exert on their input. Women have advanced emotional intelligence and proven skills in multitasking and flexibility, they are also hardworking and strong team players. These abilities combined with their keenness for challenges, transform the dynamics of the workplace qualitatively and improve productivity as a whole.

Leading Business Women of the Middle East/North Africa (MENA) Region

“Personal and professional fulfillment, along with true empowerment, come from an individual accomplishing her goals and working with a clear focus of her purpose. Ultimately, women’s empowerment is about defining one’s place in the society”, explains Dalya Al Muthanna, when discussing the challenges she faced in her professional endeavours. Dalya Al Muthanna is the President and CEO of General Electric in the Gulf and, being the first Emirati to assume this post in 2014, she transcends both cultural boundaries and gender roles.



Dalya Al Muthanna
President & CEO at GE Gulf (UAE)

With a business degree from the American University in Dubai, Al Muthanna founded her own retail company in 2002 which she ran for five years before joining GE in 2008 on a training programme.

“Being an entrepreneur teaches you a lot of skills you need to differentiate yourself in the real world” discloses Al Muthanna, so it comes as no surprise that she managed to earn her promotion to GE’s Marketing Director for the Middle East in 2012, followed by President and CEO of GE Gulf in 2014. She was assigned to pushing the introduction of digital technology in the region and has played a pivotal role in the aviation business. 50% of Emirates Airlines’ engines are provided by GE, with 246 Emirates aircrafts utilizing GE technology and 150 more scheduled for 2019. But it doesn’t end there. Al Muthanna is overseeing various business areas in the region, from renewable energy to healthcare, and the Company has contributed to 50% of the power generation across the Gulf. A true success story, Al Muthanna suggests that women should use

their experience to educate other women and foster their involvement in fields that are usually led by men.



Rania Nashar
CEO at Samba Financial Group (KSA)

Of course, Al Muthanna is not the only accomplished woman in the Middle East. There are others who have excelled in their careers in largely male dominated industries, and have even made it to the Forbes Middle East list of the top 100 most powerful Arab women. As Rania Nashar, CEO of Samba Financial Group in Saudi Arabia, puts it, “currently there are a lot of wonderful females in [the Middle East]. They are talented, well educated, hard workers. They just want the opportunity to prove themselves”. After completing her education in Computer Science & Technology at King Saud University, Rania Nashar joined Samba Financial Group in 1997 and is now the first female CEO of a Saudi commercial bank. To get a general idea of some of the women who have made an incredible impact in the corporate world, this article will name a few of the hundreds worth mentioning.

To focus on the construction industry, two significant women are Ghosson Ghassan Al-Khaled and Randa El Assaad, among others. Al-Khaled is the Deputy CEO of ACICO Group, Kuwait. After completing her MBA at Thunderbird School of Global Management in Arizona, she began her career in the industrial division where her scope was aimed at operational issues such as factories, sales and customer demands. As her career developed, the nature of her work changed to focus on managing other COO’s, monitoring company growth and ensuring harmony among

Leading Business Women of the Middle East/North Africa (MENA) Region

FEATURE



Ghosson Ghassan Al-Khaled
Deputy CEO at ACICO (Kuwait)



Randa El Assaad
CEO at Arif & Bintook Consulting Architects and Engineers (UAE)

different divisions, especially as the company expanded. Al-Khaled emphasizes the importance of taking business opportunities, which was made evident as the organization, which started by manufacturing autoclaved aerated concrete with only one plant in Kuwait, has now grown into ACICO, a reputable manufacturing, construction and real estate development firm.

Al-Khaled's counterpart, Randa Al Assaad, CEO of Arif & Bintook Consulting Architects and Engineers, Dubai has also displayed her achievements by leading Arif & Bintook's expansion in the Middle East, North Africa and

South Asia. With a technical background, Al Assaad was appointed Chief Operating Officer in 2009 and, only two years later, became the organization's CEO. The firm boasts an annual project capital value of \$3 billion and oversees 35 to 40 construction sites in the UAE at any given time.



Nabilah Al-Tunisi
Chief Engineer at Saudi Aramco (KSA)

Equally remarkable are several women whose careers have flourished in the energy industry. Nabilah Al-Tunisi, Chief Engineer at Saudi Aramco, KSA, is nurturing the next generation of leaders in this sector. She is a graduate of Electrical Engineering, with a M.Sc. in Computer Science from universities in the U.S. and completed her MBA at Stanford University. She started her career at Saudi Aramco by developing software to simulate oil reservoirs and replacing manually operated valves with electrical ones. Her systems were linked to Aramco's strategic decision making and consequently she became more involved in business related issues. Al-Tunisi, who strongly believes that "the potential for innovation from using new technologies is truly unlimited", contributed largely to the establishment of Sadara Chemical Company, a joint venture between Saudi Aramco and Dow Chemical, which is the world's largest chemicals complex built in a single phase and has the capacity to produce more than 3 million tons of products per year. Currently, Al-Tunisi is helping to prepare a plan with Saudi Arabian Basic Industries Corporation, a giant chemical manufacturing company, to develop a crude oil-to-chemicals plant to produce plastics.

Leading Business Women of the Middle East/North Africa (MENA) Region



Intisaar Al Kindy
Exploration Director at Petroleum Development Oman (PDO)

Also exceptionally noteworthy is Intisaar Al Kindy who was a geology student in the U.S. and continued her graduate studies in petroleum geology in London. Al Kindy started working at Petroleum Development Oman (PDO) as a trainee in the exploration department until 2005 when she became the Exploration Department of the North Oman Oil Team. In 2007, she was selected by Shell to manage its Major Oil Shales Project in Jordan, where she successfully set the company up from scratch and, as a result, was appointed Shell Country Chair for Jordan in 2009, an extremely rare position to be held by a woman with the company anywhere worldwide. Two years later, Al Kindy returned to Muscat as

PDO Exploration Director. Not only was she the first Omani to hold that post in over 40 years, but also the first woman in that role. PDO has developed over 120 oil and gas fields and now produces more than 70% of the country's oil and almost all of its gas production. While Al Kindy's dedication to her career speaks for itself, she also manages to spend time with her family and she is one of only four women to have a seat on the Managing Committee of PDO. Al Kindy shares her conviction that "nobody comes to work aiming not to succeed; I want to see the company succeed. And people are always the key to success".

The list of prominent women in the MENA region does not end here. But among them all, there are blatant similarities that should not go unrecognized. They have all had to not only face the challenges of working in demanding industries with fierce competitors, but also to overcome the struggles of being professional women in a predominantly male oriented society. They are pioneers in the professional Arab world who have been compelled to surmount cultural boundaries with courage and determination. Al Kindy herself says "it took a while to bring about a culture of inclusiveness, but the reason why we made it this far is because people like me spoke up and said

"If you want me to go to the field, you need to provide me with an inclusive environment." These women have set an example for others worldwide and serve as a testimony that everyone's respective goals are ultimately achievable. In the words of Ghosson Al-Khaled, "Ambition goes beyond just passion; it includes motivation, grit, willpower and an internal drive to succeed."



Did You Know?

Employees who work with a female supervisor are on average 6% more engaged than those who work with a male manager. Women managers' higher engagement levels probably result in more engaged, higher-performing teams.

Source: Gallup (2015)

<http://news.gallup.com/businessjournal/183026/female-bosses-engaging-male-bosses.aspx>

FEMALE MANAGERS ARE BETTER AT ENGAGING THEIR EMPLOYEES THAN MALE MANAGERS

Employees who work for a female manager are more engaged, on average, than those who work for a male manager, according to a Gallup study of U.S. employees. Women who report to female managers have the highest engagement, while men who report to male managers have the lowest engagement.



GALLUP

Testimonials from CCC Female Employees

FEATURE

Vicky D. Kefalas

Head of Investments & Development Projects



When did you join CCC and what has been your career path?

I joined the CCC “family” in April 2012, over five years ago as Head of Investments & Development Projects.

My career path leading up to joining CCC was in various areas of finance from consulting for financial systems, to controlling and management accounts, to structured and project finance, representing shareholders’ interests in large-scale infrastructure projects as investors and developers. My last post prior to CCC was Manager of Project Finance for the ELLAKTOR Group’s concession company, Aktor Concessions, the largest Greek-based developer of concession projects with international presence.

What is your area of expertise? Can you tell us the story of prior successes and major responsibilities?

Although I have a broad background in finance, business and economics, my core expertise is in project finance, concession-type (Public Private Partnership, or ‘PPP’ for short) projects, in their entire ‘development cycle’ from market intelligence to partners and consortia, to bidding, to financial closure and the safeguarding of shareholder interests all along.

In my almost 25 years of working experience, I can recall many exciting but also difficult times.

Working for British Petroleum (BP) and heading

their Controlling & Management Accounts in Greece, I was part of a major global corporate transformation - in 1996, BP and Mobil announced their merger and, at the same time, there was a decision to outsource all of the accounting functions to Andersen Consulting. The merger was a very challenging time, not only work-wise as I had to lead a project to create historical information for comparison purposes (merging the accounts of BP & Mobil for the past year so we could have comparative data, a “baseline” that made sense when looking forward) but also from a personal and human resources perspective, as my department was one remaining with the new entity while others were being outsourced. This took a lot of care in handling, especially while also having to define the Service Level Agreement for the outsourced personnel.

Recalling another challenging period in my career is while being the Corporate Finance Department Head for Athens International Airport, a Hochtief-led B.O.T. project. This post marks my move to the world of concession projects. Looking back, I will never forget the day when the brand new airport opened and we all went there to see the first airplane, Olympic Airways from Montreal, land. Reaching that day in March 2001 made all the long hours and all the setbacks of working on a ‘greenfield’ airport project worthwhile!

I am equally proud to have been, through over a decade of work at Aktor, a leading proponent of major concession projects in Greece, in cooperation with international partners such as Hochtief and Vinci, projects which have been successfully financed and are in operation, such as motorways, car parks, bridges and waste treatment plants.

Outside of work, I have been a part of various committees and groups relevant to my expertise, such as the United Nations PPP Expert group working on transparency and legal standards and the European institutions (EIB, EU Commission) in expert member capacity. Also, I have been an invited speaker to the MBA students of the major business universities in Greece, the Athens University of Economics and Business and the University of Piraeus on PPPs and at various forums on infrastructure investment and financing topics.

What do you find of particular interest in your work? What are the challenges you face in your position and how do you deal with them?

Working in Investments & Development Projects for CCC involves different countries, projects in various sectors and different partners every time.

Testimonials from CCC Female Employees

Working on a bid for schools in Kuwait and then for an airport in Saudi Arabia, simply does not allow you to get bored. Yes, a lot of elements in what we do are similar and repetitive to an extent, such as looking at project risks and how to mitigate them, or negotiating terms with partners and external advisors, but the “story” of the project alone makes for a drastically different “backdrop”: although I am not a technical person by education, I learn so much from our construction team as well as from other project parties on so many of the “practical” elements of mobilizing for, building and operating different projects. This for me is exciting!

Of course there are many challenges in what we do; I will refer to two - shifting deadlines and dealing with many stakeholders of differing interests.

Our professional life revolves around deadlines which are arbitrarily set, and changed! by the various authorities which are tendering projects. Our work planning can be thrown off by these. For example, we can be waiting for months (even years!) for amendments or clarifications, or we suddenly have to work intensely and in compressed periods. Flexibility, multi-tasking and good cooperation (from within the department, from top management and from collaborating departments) are required to cope with the shifting “landscape” and workload.

Also, as the average investment project involves many external stakeholders with competing interests and different viewpoints - from the tendering authority and its advisors, to our partners and our external advisors, to the lending banks and their advisors - the interface and effective handling of all these parties along with the actual work and deliverables is a major challenge. It can be quite taxing on communication and a good test for one’s active listening, clarity in communication (written and oral), negotiation and diplomatic skills! It is not by chance that in PPP, one “P” stands for partnership - nothing works without facilitating ‘common ground’ while at the same protecting your company’s interests and achieving your objectives.

What are your thoughts on the issue of women and leadership taking into account your own career?

Leaders (men or women) should always be chosen on true ability to lead, especially in the dynamic times we live in. For me, a leader (male or female) should manage by example, drive for results, should be respected for his/her insights and contribution, and should display integrity, honesty and emotional intelligence.

Women can do all of these equally well as their male counterparts, given own will, drive and hard work, along with the opportunity and the development path in their career. CCC, as a company, must ensure that women are given their fair opportunity and support. The rest is up to each one of us to demonstrate through our contribution.

During the 25 years I have been working, I have encountered gender-bias, ranging from the simplest form, such as people assuming I am the secretary or assistant among a group of male colleagues, to more serious issues such as inequalities in opportunity and advancement prospects. Thankfully, these tend to be decreasing over my career years.

The fact remains though that, most of the time, I am the only woman in meetings here and abroad (admittedly not a lot of women are in investments and structured finance) and I still get emails addressed to a group of men and me starting with “Dear Gents”!

How do you see the current professional climate for women in CCC? Can you share some strategies that can help women achieve a more prominent role professionally?

CCC has a family and friendly culture for everyone, men and women alike. However, it is generally and globally the case that women encounter more difficulties in their careers as they normally have to balance home and work more than their male equivalents (maternity leaves, taking care of family emergencies and so on).

Bringing out women “high-flyers”, setting targets to move them through the talent pipeline from entry level to high potential to management, providing adequate training to help them achieve these targets, are some of the ways companies can create a more “inclusive culture” and support women to reach their full potential.

I would like to see more women in management positions in CCC and also on the Board. Obviously this progression should not be based merely on achieving or projecting “gender balance” but on pure merit and the ability of women to contribute at the higher levels of the company, as CCC navigates through the challenges of the coming years.

Testimonials from CCC Female Employees

Nada Elsolh
Senior Design Engineer (BIM)



When did you join CCC and what has been your career path?

I joined the CCC family, specifically, the Building Information Modeling (BIM) Palestine team in August 2011 after I finished my master's studies in renewable energy and energy efficiency in Germany. Before pursuing my master's, I was a teaching assistant in the Mechanical Engineering Department at Birzeit University, the university which I graduated from.

What is your area of expertise? In your opinion, what are the experiences and qualifications that add value to your current position and your team?

I have a bachelor's degree in mechanical engineering and a master's degree in renewable energy and energy efficiency. Currently I work as a BIM Engineer, with a very qualified team, under the supervision of our 'godfather' and instructor Moallem Issam El-Absi. Throughout my work experience, I have seen that adding value to any position can be done through many things such as being a keen problem solver, showing initiative, continually looking for improvements, keeping the technical skills up to date and improving communication skills. All of that displays a strong commitment to the team and to the business. When it comes to work, I feel that it's my family's business and I have to give the best I can and keep my performance high.

Is there any specific professional achievement you are particularly proud of?

My proudest accomplishment was when I was given the opportunity to conduct the BIM Training Course to graduate students from the different engineering departments at Birzeit University. I used my teaching skills in delivering the BIM concept to the students, theoretically and technically. I was so pleased to see some of those students, whom I trained, among us as employees.

I also experience a sense of achievement every time when we, the BIM Palestine team, work on a project and make a successful story from that project. So, the team's success is the greatest achievement for me.

What do you find of particular interest in your work? What are the challenges you might face in your position and how do you deal with them?

I really consider my work as interesting and challenging at the same time, interesting because I have the opportunity to work in a team environment. I always wanted to work with hard-working, professional and experienced people. I love contributing to the team effort, bringing out the best in myself and in my teammates for fulfilling our work goals and reaching top results. And about being challenging, every project itself is always a big challenge. We're always tied by a submission deadline and most of the time we are under pressure, so these challenges motivate me to utilize my experience and technical skills effectively to meet the project's goals.

As a woman based in the MENA region working in a sector which is considered to be male dominated, what is your experience and also your message about gender equality?

Well, it shouldn't be surprising that the number of women who work in construction is tiny compared to men. The overriding perception has been that construction is not a place for women because the jobs are too rough and outdoorsy. But thanks to our management believing in and supporting gender equality and giving opportunities, regardless of gender, to work in this sector and environment (whether it be in the office or on site).

Throughout the years, I learnt to stop comparing myself to others, particularly men. I think the most important thing is to focus on you, your team, your work product and how you conduct yourself at the office. Focusing on things that are within your control, while adapting to those around you, will improve the way you function within a business environment, and ultimately

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make you the champion of your career.

That is what will set you apart and help you excel in your career, regardless of whether it's in a male-dominated or female-dominated industry.

Mirna Khoury Automation Engineer



When did you join CCC and what has been your career path?

I joined CCC eight years ago, on 25 October 2009, as a document control engineer at the ASCS Project in Area Oman. I am a computer engineer graduate with a master's degree in engineering management, therefore I soon got interested in moving on to the ISD Department and started getting involved in automation topics: after two years I earned the title of automation engineer. I have filled that position throughout the ASCS, BWNP, AWP and MSQ Projects in Oman as well as covering geographic information systems (GIS), certification and handover and document control. And I am currently working at the Mall of Oman Project as automation engineer.

It is worth mentioning that throughout the past six years, I have also covered off-project assignments with Area ISD for various projects, as well as working part time with CCED as a GIS engineer between 2011 and 2013.

What is your area of expertise? In your opinion, what are your experiences and qualifications that add value to your current position and your team?

I would say I am good around the topics of data management, business solutions, visual analytics and GIS. I like the fact that as an automation engineer, I can play a role in bringing the individual project departments into an effective integrated system.

Is there any specific professional achievement you are particularly proud of?

I would say that while working for CCC for the past eight years I have never limited myself to the jobs initially given to me, but on the contrary I realized my ability to multitask and thus enhance them. This was possible as I always had the support of my management and I was given many assignments and tasks of various departments of the projects, or for other external projects by Area ISD including assignments at remote projects inside Oman.

However, there are two specific achievements that I am most proud of. The first one is the GIS Integrated Model I prepared two years ago for the BWN and AWP projects. This was presented at CCC's 2016 Visioneering Conference in Beirut and got acknowledged by higher management. The second achievement which makes me extremely proud is being part of CCC's Innovation and R&D Committee of 2017 endorsed by Mr. Samer Khoury, and being a contributing part of the BIM Controls proposal that is currently being successfully implemented at MOO Project (also presented through Webinar and published on Fanous to all CCC 'family' members).

What do you find of particular interest in your work? What are the challenges you might face in your position and how do you deal with them?

What I find interesting in being part of the Automation Team in CCC is the knowledge one gets from the various topics we get involved with. To reach efficient integrated controls, the Automation Team usually gets familiar with all the project departments such as planning, engineering, quality control, cost control, document control, procurement and material control, quantity survey, administration and accounts all the way to construction, and this is quite overwhelming. Such knowledge acquired on the job makes one see the bigger picture and makes one able to play an effective role in project management and controls.

A challenge that could be mentioned here is resistance to change. Spreading new technologies and advanced methods of doing the job can sometimes be resisted in multiple cases as management and employees tend to like what they are used to: it is only when a new method has been proven effective or enforced that it gets adopted and implemented.

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Having said the above, this challenge becomes at the same time very interesting for my work, as teaching and sharing the acquired knowledge of CCC systems, and training CCC personnel for their implementation and benefits, becomes part of my job description and responsibility, which I greatly enjoy and perform in any given occasion.

As a woman based in the MENA region working in a sector which is considered to be male dominated, what is your experience and also what is your message about gender equality?

It's no secret that although women have historically faced greater barriers than men when it comes to fully participating in the economy, nowadays, worldwide, women are found in all occupations, industries and roles earlier restricted solely to men, and this applies to the environment in CCC as well.

Especially in the MENA region, the idea that workplaces favour men over women, due to the cultural perceptions of the role of women in this part of the world, is still strongly present and considered challenging but yet is fading slowly.

Personally speaking, I have been raised to accept the image of a woman with a helmet in a construction site and by that I mean to accept myself or any other female at any role she desires and of course is capable of. I'd rather look at it from the perspective of whether a person is competent and qualified to perform a task or a job, regardless of gender.

As a woman working for CCC in the Gulf region, I would say I have established myself now at my work, and I am grateful as this wouldn't have occurred if I had not been initially given the opportunity to work for CCC and if I did not have the support of my direct project management.

However, this has not been achieved without facing certain challenges.

Working with a majority of superiors, colleagues and subordinates from male-dominant cultural mentalities, is challenging.

Working in an industry and department which are both male-dominant, is challenging.

Proving myself 10 times more to get my opinion heard, or being denied a higher position or promotion because "careers are considered men focused", is challenging...

I think that women still have a long way to prove they deserve to be a part of every walk of occupational and professional life, even in CCC.

Nevertheless, it is worth mentioning that this region nowadays promotes women at the

workplace in different industries from banking and teaching all the way to construction, police and the army and is also starting to promote women in leadership positions, and that is quite promising.

The way I see it, women having gained educational knowledge or certain technical skills are managing to prove their capabilities at their workplaces by their persistence to succeed and overcome any challenges and by their added-value individual styles such as listening skills, collaborative approaches to problem solving, and the ability to multi-task, which indeed supplement the roles of their male counterparts and provide them more opportunities to excel.

Being part of the CCC family, I would love to see more women in leading and managerial positions. After all, CCC is a multinational company known for its diversified environment and, let's face it, 50 percent of the world still needs higher representation.

Rouba Khairallah Senior Insurance Officer



When did you join CCC and what has been your career path?

I joined the CCC group in September 2011 specifically the CIB team (the captive insurance broker owned by CCC) located in Athens.

After completing studies in finance and a summer internship in a Lebanese auditing firm, I was offered the opportunity to join the growing team of

Testimonials from CCC Female Employees

a leading insurance and reinsurance broker where I gained a vast experience in both facultative and treaty reinsurance. After a period of five years, and whilst continuing advanced insurance studies from the Chartered Insurance Institute of London, I left my country Lebanon to join one of the top ten Lloyd's brokers to help establish their office in the Dubai International Financial Center (DIFC).

In 2010, I took the decision to relocate to Greece and start a family after which I became part of the CCC family.

What is your area of expertise? Can you tell us the story of prior successes and major responsibilities?

For more than 14 years, I have been working in the ever growing insurance industry. From the early days, I was involved in placing the portfolios of major insurance companies of the Middle East and North Africa with the leading international underwriters. In addition to handling very complex oil and gas projects in the GCC, I had the opportunity to work on some "non-conventional" insurance products such as contingency insurance where I handled the insurance of major entertainment and sports events in the Middle East. Furthermore, I have undergone in-depth training with reinsurers in London and Paris where I had the opportunity to relocate for some time to work on special missions. Also, I have participated in major insurance conferences in the UK, Dubai, Beirut, Bahrain and so on and have represented my company in conferences for the African French speaking countries.

This previous experience has helped me to add value within the Insurance Department of CCC where I am handling the insurance requirements of the projects from the tendering stage until completion, in addition to other responsibilities such as working on new and innovative products and assisting in training and spreading insurance awareness within the Group.

How do you manage to achieve the ever-elusive work-life balance – were you ever tempted to focus only on your family?

Balancing a career and a family hasn't been an easy path but it is a choice we take in life and I must admit a tough one especially for ambitious women. I believe one should be determined and disciplined enough and learn how to focus on the important things. Organization and time management are certainly the keys to achieving this balance.

Family is for sure something sacred, and as a mother and a woman who always seeks perfection I will always have the feeling of

missing out on something or the obligation to give more. The drive to continue this journey should come from being valued and appreciated in whatever you are doing. Finally, this is the true reward for all the hard work.

What are your thoughts on the issue of women and leadership taking into account your own career?

As one theologian once said "Women are one half of the society which gives birth to the other half so it is as if they are the entire society".

I am happy to say that for an industry that has been traditionally male-dominated over the years, Insurance is shifting quite rapidly and appointments are increasingly being made on quality rather than gender. Women are now more eligible than ever before, they are well qualified academically, experienced and savvy.

The insurance industry has made a priority of attracting, retaining and developing the best talent and one of the finest examples is Lloyd's of London who appointed their first female CEO in 2013.

How do you see the current professional climate for women in CCC? Can you share some strategies that can help women achieve a more prominent role professionally?

We are very hopeful to see some progress in creating a gender equality environment in CCC and this very initiative in this issue of the Bulletin is proof of the management's commitment to this.

I believe there is a need for creating a work place where women do not have to feel guilty or pressured but motivated to take on leadership roles. Of course, this should be achieved with the help of their superiors through encouragement and involvement in all aspects of the job.

In addition, and this is a subject dear to my heart, women should feel comfortable enough to establish a family and to take their parental leave knowing that this would not have a negative impact on their career advancement within the company in the long run.

Testimonials from CCC Female Employees

Vasiliki Valogianni
Senior Project Engineer (BIM)

When did you join CCC and what has been your career path?

I first joined CCC Athens Office in 2014, by attending the BIM Department's training. In 2015 I was relocated to CCC Qatar as Senior Project Engineer, BIM, working on projects' As-Built phase implementing BIM and laser scan technology. Recently, I joined the MDP4 Project leading the BIM Team, utilizing BIM Technology for the startup of construction.

What is your area of expertise? In your opinion, what are your experiences and qualifications that add value to your current position and your team?

Architecture and interior design are my area of expertise, with experience in infrastructure projects, retail design and 3D design and BIM for construction, fabrication and printing. By working on large-scale projects as discipline coordinator you get familiar with working in a demanding work environment. You have a better understanding of a project's requirements, of distributing the team's tasks and monitoring the team's progress from the concept till handover and you learn to collaborate with different stakeholders and departments.

Working in the fabrication section you approach the construction analytically, get site experience and become familiar with the materials' specs and usage.

Finally, the 3D software experience gives the ability to adopt BIM knowledge and assist the team to become comfortable with the use of BIM but also to move towards challenging tasks by experimenting with new processes.

Is there any specific professional achievement you are particularly proud of?

I feel proud of any team I worked with. I strongly believe that a well-organized team that shares common ideas and concerns is a key to success and any professional achievement is the conclusion of the team's hard work and collaboration.

What do you find of particular interest in your work? What are the challenges you might face in your position and how do you deal with them?

Working in the construction field is interesting because it provides you the opportunity to encompass a diverse range of skills and interests and develops your creative and practical side. Being part of a big construction company gives you the sense of achievement by shaping the world around you. Moreover, the implementation of BIM technology brings a complete transformation in a construction project by helping you move from the design desks to physical reality.

The main challenges that you can face when leading a team in construction are the time limitations, the unpredictable nature of construction and the complexity of the interface between departments, and subcontractors.

Calculating the risk factors and the main possible constraints and maintaining a flexible work plan can help to overcome any problem. Moreover, analyzing the scope of work, setting the relation rules between departments and stakeholders, segmenting the work into tasks with predefined deadlines and following the task's progress using flexible time schedules are some of the means to deal with time limitations.

As a woman based in the MENA region working in a sector which is considered to be male-dominated, what is your experience and also your message about gender equality?

MENA is a region with highly demanding projects and difficult working hours for a woman, single or married, that has to equilibrate her professional path with her personal life. As a work field dominated by men, it can be especially hostile for a woman, but this factor is more of a challenge than a constraint. We live in a time when women are as equally skilled as men and work in highly demanding positions so I believe that any woman is a valuable member of each company and has to be treated as such.

Testimonials from CCC Female Employees

Rasha Nakhleh
Senior Financial Officer



When did you join CCC and what has been your career path?

After receiving my MBA in Finance, I worked in the US for consulting firms moving later to a corporate finance role in a large multinational. Using this background I was able to assimilate myself in the Finance and Treasury Department in CCC when joining in 2009.

What is your area of expertise? Can you tell us the story of prior successes and major responsibilities?

My area of expertise is budgeting, reporting and analysis. While working for The Coca Cola Company, I led a team to implement the Long Range Plan through a module that allows for scenario planning. The system proved beneficial and was successfully implemented in our business unit (Greece and Italy) serving as the base for future business plans.

How do you manage to achieve the ever-elusive work-life balance – are you tempted to focus only on your family?

Once you decide to follow the path for a career you try to find the combination that best suits you. As a new mother, I have achieved the ideal balance to have a rewarding job without having to sacrifice my family. This will change as my career progresses and my children grow but being adaptable is an achievement in itself.

What are your thoughts on the issue of women and leadership taking into account your own career?

My decision to pursue a career stems from the fact that women are increasingly being able to get management roles in the field of finance. Unfortunately they are still not making it to the top, but this is a matter of corporate culture in the financial institutions. Nevertheless, it is encouraging to know that the women and leadership issue is being addressed by many industries now.

How do you see the current professional climate for women in CCC? Can you share some strategies that can help women achieve a more prominent role professionally?

I have been fortunate that our Group Treasurer, Fouad Khoury, has given me the opportunities to represent his team in various meetings showing me his trust in my work. I say fortunate because being in the construction industry that works predominantly in the Middle East, the women's role is often undermined.

One strategy I would recommend is creating role models for women to look up to. It would mean selecting high-performing women, investing in them to advance to senior/executive level positions. This will inspire other women to strive for leadership roles. An article I recently read said 'If a woman looks up and does not see any women at the top, she wonders if she will make it....and will the sacrifices be worth it?'

The idea is to Get Women Involved: expose them to all roles and functions of the company and give them the opportunity to develop themselves.



Did You Know?

More women in decision-making roles improved the performance of firms that were heavily focused on innovation.

Source: Research by Columbia University and the University of Maryland on the Standard & Poor's (S&P) 1,500 corporations over a 15-year period (2012)

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1088182

A GCC-Specific Insight on Gender Balance by the Pearl Initiative

FEATURE



The Pearl Initiative is the leading independent, non-profit organisation working to improve corporate accountability and transparency in the Gulf Region. The activities of the Pearl Initiative are supported by a wide range of partner companies from

across the Gulf Region. Developed in cooperation with the United Nations Office for Partnerships, the organisation was launched in September 2010 at the United Nations Headquarters in New York. The Pearl Initiative also has a strategic partnership with the United Nations Global Compact to collaborate on programmes in the Gulf Region.

www.pearlinitiative.org.

We thank the authors of the following article: Carla Koffel, Executive Director; Wassim Said, Senior Programme Manager and Lamia Adi, Programme Assistant for their kind contribution to the Feature Section of the current CCC Bulletin.

Why is the Pearl Initiative focusing on women's participation in the workforce? How does it go about pushing the agenda forward?

The Pearl Initiative is working towards good governance in the region's Private Sector, and with a strong conviction that diversity in business leadership is an integral part. The bottom-line business case for greater levels of board diversity is increasingly well-researched and understood. Good corporate governance encompasses a rigorous system spanning all aspects of accountability and good business practices and it is also very much about the people within those systems. It is about building a competitive, high-performance organisation in which the culture cultivates the best strategic decisions. This means having the right mix of experience, skills and perspectives on the leadership team, including a gender balance. It is one of the facts of modern business: a more diverse organisation is also a more creative one.

Research has proven that a more diverse organisation is also better governed, more competitive and more profitable. That is why efforts geared towards better understanding and further improving the extent to which women participate in the workforce are important. The Pearl Initiative is pleased to take part in contributing to these efforts in the Gulf Region by means of publishing new research on the factors leading to the current levels of engagement of women in the economy and by providing recommendations for better female engagement in the workforce.

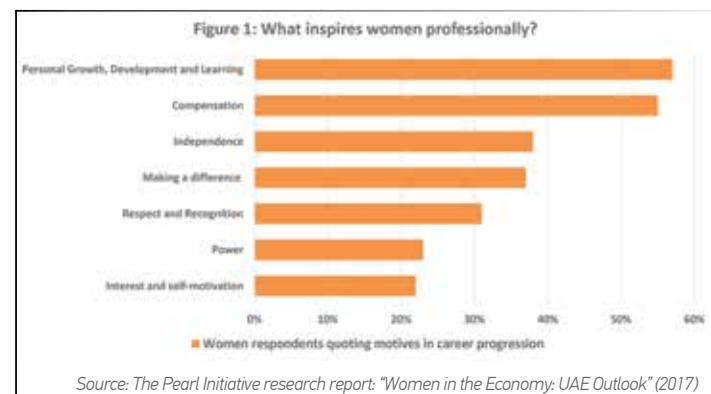
Is the gender dialogue advancing in the GCC? What are the challenges and positive signals?

The trend has been positive over the last decade regarding the increasing participation and senior representation growth. The challenge is no longer primarily about attracting diverse talent - instead, the GCC's main task lies in retaining and ensuring that there is constant potential for growth within organisations. Interestingly, many of the social and cultural barriers of the past have been extensively overcome.

Throughout our research, we have found that organisations that have established dialogue with their female employees to understand their needs and motives (Figure 1) have been most successful in retaining and developing women. To address the structural and social challenges of female participation and engagement in the workforce, our recommendations are that a strong "tone from the top" is crucial when implementing gender diversity initiatives. Once the tone is set, senior management can take the lead in addressing conscious and unconscious bias and develop holistic programmes and initiatives that aim to support and train women in their professional roles.

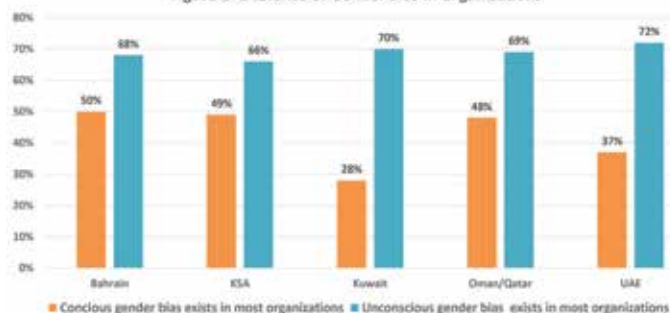
What do your research findings suggest?

Findings from our latest research report "Women in the Economy: UAE Outlook" that focused on four sectors, Energy and Environment, Finance and Investment, ICT and STEM and Healthcare, suggest that although women are increasingly joining the workforce and holding senior positions, they are mostly heads of functions and not heads of businesses. Reasons behind this vary from sector to sector but ultimately, conscious and unconscious biases have played a big role in the current state of play for women in the workforce. A glass ceiling exists, with women stating that companies in the region display conscious or unconscious bias, which in some cases has impacted their professional advancement (Figures 2 and 3).



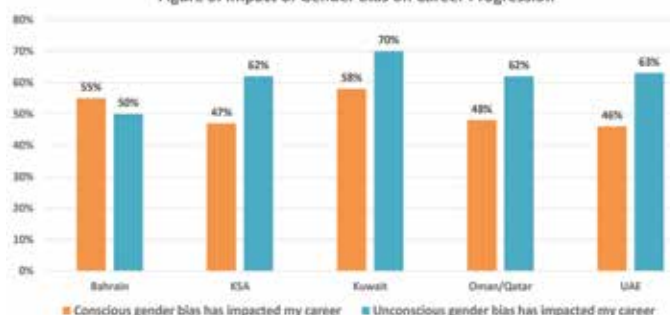
A GCC-Specific Insight on Gender Balance by the Pearl Initiative

Figure 2: Existence of Gender Bias in Organizations



Source: The Pearl Initiative Research report: "Women's Careers in the GCC – The CEO Agenda" (2015)

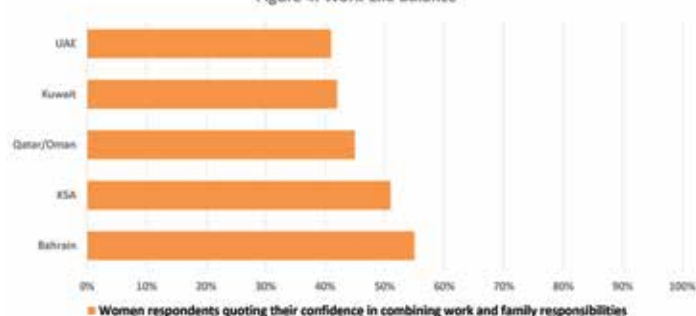
Figure 3: Impact of Gender Bias on Career Progression



Across all sectors, gender-based biases and stereotypes were viewed as barriers for women engaging in the workforce. Apart from the Finance and Investment Sector, survey respondents across all sectors perceived demanding work hours and conditions as one of the challenges to women's career advancement. This is consistent with our finding in our 2015 report "Women's Careers in the GCC – The CEO Agenda" where more than half the respondents found it difficult to strike a work-life balance (Figure 4).

Furthermore, in the Finance and Investment and ICT and STEM Sectors, the lack of policies supporting women's advancement was highlighted as a key element hindering women from progressing in their careers. While in the Energy and Environment Sector the lack of technical knowledge and skills were among the top three challenges women face.

Figure 4: Work-Life Balance



Source: The Pearl Initiative Research report: "Women's Careers in the GCC – The CEO Agenda" (2015)

When asked about what organisations could do to address the obstacles to women's engagement in the workforce, 74% viewed that flexibility for work and life balance were essential. Second to that, active consideration of women in recruitment policies and succession planning, followed by policies that nurture a company culture that supports women in the workforce.

Is the private sector fully convinced on the importance of promoting women? What measures are being applied and are they paying off?

The private sector in the Gulf Region is an essential partner in the women's economic empowerment movement, with many examples of business leaders setting the tone and championing corporate wide initiatives. Based on our research, 90% of respondents in the UAE agree that their organisation's work culture supports female employees. When asked about factors that encourage women's career progression, 71% reported that a supportive organisational culture has the greatest impact followed by leadership commitment. Therefore, the most successful initiatives follow a holistic approach to addressing gender diversity with strong leadership commitment and effective policies in place, such as flexible working hours, to retain and develop women in the organisation (Figure 5). The most effective measures that have been applied and proved to be working were those pertinent to work-life balance enablers.



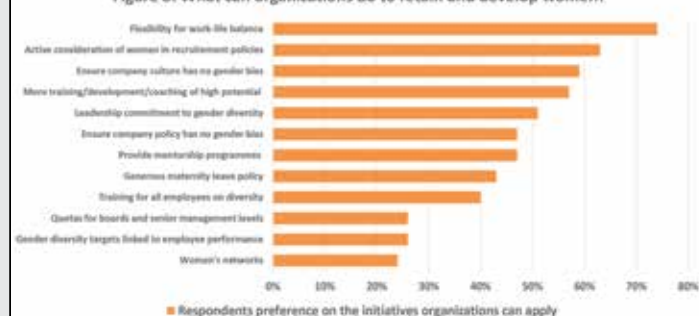
Did You Know?

Teams that included women were more successful at logical analysis, coordination, planning and problem solving.

Source: MIT and Carnegie Mellon researchers (2010)

<http://science.sciencemag.org/content/330/6004/686>

Figure 5: What can organizations do to retain and develop women?



Source: The Pearl Initiative Research report: "Women in the Economy: UAE Outlook" (2017)

The Role of Men in Promoting Inclusivity & Equality in the Workforce

FEATURE

The Role of Men in Promoting Gender Inclusivity and Equality In The Workforce

An open letter on the circumstances of our female colleagues, addressed to the men in our organization:

Recently I came across the organization chart of our company's most senior governing bodies. It includes our most talented and hardworking professionals whose dedication and drive brought our company to the lofty heights of the global construction industry's most successful players.

On closer inspection it becomes apparent that the chart does not include a single woman in the most prominent positions of our company.

What is the reason for the lack of women in governing positions in our company?

It is true that in the fields of engineering, construction and science the percentages of female presence in the boards of businesses and research institutes compare very poorly with those of their male counterparts, around the globe. The harsh, unforgiving conditions and the remoteness of many of our construction sites result in them being far from the first occupational choice for most women. In the geographical context of our main activities however, a significant component of the issue is cultural.

In most Arab countries men hold a strong patriarchal role in the family. A man is expected to be the breadwinner and feels shame if he is incapable of providing for his wife and children. In my native Greece, where gender roles remain quite traditional, these same feelings of anxiety are strongly echoed from men who have not been able to take care of their family amidst a prolonged crisis, and are by no means alien to the Greek society.

In the not too distant history of the Middle East, North Africa and the Mediterranean locale, most women were far from strangers to hard work as the harsh living conditions required the toil of every single family member. As the quality of life gradually improved, men took pride in earning enough to render the work of women unnecessary, in a move that stemmed from strong feelings of care towards the pains and members of their family. "A woman is a delicate flower! Why should she be exposed to the pains and seedy dealings of work?" as a colleague memorably put it to me. At the same time, the nuclear family increasingly replaced the previously dominant arrangement of the extended family which strongly supported childcare, and the combination of the two factors found women at home raising the children, helping with their education and managing the house.

What is at stake if we continue along this path without empowering women?

Continuing the analogy with the Greek society, I am reminded of the often overprotecting parenting of Greek parents. Older generations, having suffered unforgiving circumstances and material deprivation, vowed to offer to their children a quality of life they were not lucky enough to enjoy. But the well-meaning plan often backfired, when the children that grew up sheltered from life's demands became adults unprepared to deal with the frequently punitive reality that awaited them. In the same spirit we have to ask ourselves: is this what we truly want for the gifted women in our families, our company and our societies? To ultimately render them unable to rise to the challenges that our highly uncertain times may have in store for them? Or, and maybe more appropriately, offer them the opportunity to reach their full potential?

But is this what women truly want?

It seems that the latter option is also what increasingly women expect for themselves. In recent relevant surveys in the MENA region, younger women showed a consistent desire for greater gender equality and expected to have the same rights to work outside the home as their husbands.

Are these developments threatening to our identity?

For many years we have based our male identity on the role of the financial provider. During the current climate of severe economic challenges, we are under enormous pressure to succeed financially. Advancements in gender equality in the workplace need not threaten our self-identity or change the balance of our private lives. Women are not out to replace our role but to offer help as we, who respect and admire them, very well know they can.

How can we help?

When women that are qualified and willing to lead a demanding career appear during our recruitment enquiries or make their presence felt with their professionalism in our Head, Area and Site offices, it would only be fair to consider their hiring or their professional advancement respectively, on a par with their male counterparts.

Instinctively we perceive women's participation in the workforce, the presence of women on boards of directors, and equality of remuneration between male and female employees to be good indicators for asserting if a company is encouraging gender equality.

On top of those, the Global Reporting Initiative, which is gaining momentum with being the de facto Sustainability reporting guideline, introduces Training and Performance & Career Development Reviews as critical indicators that can test the gender practices a company has in place.

We have been leading innovation (advanced BIM, Cognitive Buildings, IoT, Big Data) or having been quick with adopting the latest technological (special materials, modularization) and managerial (Lean Construction) advances in our industry. We have successfully picked up the urgent messages for displaying responsibility with our environmental footprint. These swift actions will ensure that we stay ahead of the competition while construction's playing field is rapidly transformed.

The rest of the world increasingly opens up new possibilities for women to rise to the highest peaks of power, influence and professional achievement.

Amplified demands for gender equality in the work environment may be another of these rapid transformations we need to take notice of, before we find ourselves awkwardly isolated.

I am confident that putting inclusivity and equality high on our gender agenda will allow different and complementary business narratives to unfold, and in line with the international experience, add significant value to our business endeavours.



Did You Know?

Companies with higher female participation at board level or in top management generate higher market returns and superior profits.

Sources: Credit Suisse Research Institute Reports: The CS Gender 3000-The Reward for Change (2016), The CS Gender 3000- Women in Senior Management

<http://publications.credit-suisse.com/index.cfm/publikationen-shop/research-institute/cs-gender-3000/>

<http://publications.credit-suisse.com/index.cfm/publikationen-shop/research-institute/the-cs-gender-3000-women-in-senior-management-2/>



Greece

AREA NEWS

'Success far exceeding expectations' would fully describe the conclusion of the 2nd EU Arab World Summit. This event was held on 9-10 November 2017 at the Athens Concert Hall (Megaron) with a view to analyzing the current situation and showcasing the opportunities for cooperation between the EU and the Arab world. Like last year, it was co-organized by the Al-Iktissad Wal-Aamal Group and the Delphi Economic Forum with Consolidated Contractors Company (CCC) as its Strategic Sponsor, upon an initiative created by CCC's founders and continued by the Executive Vice Chairman, Tawfic Khoury.

The two-day event was held under the auspices of H.E. the President of the Hellenic Republic, Prokopis Pavlopoulos, endorsed by the Greek government and the Greek Prime Minister, Alexis Tsipras, who also made the opening speech of the summit. Moreover, this year the summit was held under the high patronage of the European Parliament and in cooperation with the Arab League and the Union of Arab Chambers.

The opening ceremony commenced with a welcome speech by the Chairman of the Al-Iktissad Wal-Aamal Group, Tawfic Khoury, in the presence of CCC's President, Engineering & Construction, among senior CCC staff who attended the event.

The 2nd EU Arab World Summit was attended by more than 800 people from 30 different countries, with almost 100 distinguished speakers and many high-ranking representatives of the political and business community from all over Europe and the Arab world. It brought together European and Arab government and business leaders including heads of state, prime ministers and ministers as well as European commissioners. Among the high-level speakers: the President of the Republic of Cyprus, Nicos Anastasiades, the Prime Minister of Malta, Dr. Joseph Muscat, the Vice-President of the European Commission and the Energy Commissioner, Maros Sefcovic, the Minister of Industry and Foreign Trade of Egypt, Tarek Kabil, the Minister of Economy of the United Arab Emirates, Sultan bin Saeed Al Mansouri, the Minister of State for Investment Affairs of Jordan and Head of the Jordan Investment Commission (JIC) Muhannad Shehadeh, the Greek Alternate Foreign Minister, George Katrougalos, the State Minister for Foreign Affairs of Qatar, Soltan bin Saad Al-Muraikhi, the Representative of the President of Palestine, H.E. Mahmoud Abbas, Dr. Nabeel Shaath and others.

"Greece can become the springboard for upgrading EU Arab cooperation" was the key message conveyed by Prime Minister Alexis Tsipras during his opening speech. Furthermore, he noted that the EU can only strengthen its role if it cooperates with the Arab world to ensure peace and stability

2nd EU Arab World Summit "Towards a Solid Alliance"



Prime Minister of Greece, Mr. Alexis Tsipras with Mr. Tawfic Khoury



2nd EU Arab World Summit “Towards a Solid Alliance”

in Syria, Iraq, Libya and Yemen. The importance of developing collaborations among the peripheral forces in the Mediterranean region was stressed by the President of the Republic of Cyprus, Nicos Anastasiades, a view also embraced by the Prime Minister of Malta, Joseph Muscat, in his address. Many speakers, including Energy Commissioner Maros Sefcovic, stressed the need for “clean” energy, while emphasis was also placed on the key role of EU Arab cooperation for the security in the region. The representative of the Palestinian Authority called on the countries to recognize the Palestinian State based on the borders of 1967 and West Jerusalem as capital of the State of Palestine. The prospects mapped out by the 2nd EU Arab Summit regarding stability in the region, beyond the apparent implications of economic and commercial cooperation, were at the epicenter of the remarks delivered by European Commissioner

for Migration, Home Affairs and Citizenship, Dimitris Avramopoulos, while the Governor of the Bank of Greece, Yannis Stournaras, spoke about the ongoing efforts for reform and fiscal adjustment, which have begun to bear fruit, and the challenges – “a legacy of the crisis” – that remain to be dealt with.

Further issues addressed by the summit panels included: the economy, featuring Greek Minister of Economy and development, Dimitris Papadimitriou as speaker; tourism, featuring Greek Minister of Tourism, Mrs. Elena Kountoura as speaker and infrastructure and its important role in Greece’s economic recovery, featuring Alternate Minister for Infrastructure, Transport & Networks, Christos Spirtzis as speaker. Moreover, business opportunities and development of investments, education, regional security, shipping and above all, the future of the century-long relationship between Greece and the countries of the Arab world were all subjects for discussion.

Furthermore, many B2B meetings took place during the two days of the summit, mostly focused on potential business relationships.

It is worth mentioning that during the second day, an M.O.U (Memorandum of Understanding) was signed between the Palestinian Greek Friendship and Cooperation Association (PGFCA) and the Athens Chamber of Commerce and Industry (ACCI), in the presence of the Founder and Honorary President of PGFCA, Suheil Sabbagh, who signed this significant agreement.

The importance and the acknowledgment of the summit as a high-level institution was also mentioned a few days after its conclusion in the official press release of the Trilateral Summit between Cyprus, Egypt and Greece which was held in Nicosia on 21 November 2017. The President of the Republic of Cyprus, Nicos Anastasiades, the President of the Arab Republic of Egypt, Abdel Fattah al-Sisi and the Prime Minister of the Hellenic Republic, Alexis Tsipras, officially welcomed the initiative of the 2nd EU Arab World Summit “Towards a Solid Alliance”.

In conclusion, it was an absolutely successful and fruitful summit, a fact acknowledged by both the European and the Arab sides and confirmed by the local and international media including TV networks, print and web media which widely covered it. The excellence of the organization, the high-level of participants and the significant results emanating from the 2nd EU Arab World Summit were frequently remarked upon by the hundreds of participants who look forward to the next EU Arab World Summit.



Suheil Sabbagh, Konstantinos Michalos





Kuwait

Visit to Kuwait

AREA NEWS



Samer Khoury, President Engineering & Construction and Nazih Abdul Kader, EVPO visited Kuwait on 17 October 2017 and met with the project management teams from the Clean Fuels Project in Mina Abdullah and Lower Fars Project in the North Field.

Their visit commenced with a tour of the CFP Refinery construction site followed by a review session with the project team at the site offices in Mina Abdullah. Samer Khoury and Nazih Abdul Kader then proceeded to the Kuwait Area Office in Ahmadi for a session on the status of the LFP Project. This was followed by a lunch held in the Kuwait Area office tastefully catered by CCC's Riyadh Palace Camp and concluded with a brief speech from Mr. Khoury on the outlook of the company and potential prospects in Kuwait.

Workshops on Contractual Matters and Claims

Qatar

The Qatar Area initiated in 2017 periodic workshops, addressed to the projects' management teams, to discuss a certain topic during each workshop. The first workshop was held on 30 March 2017, pertaining to contractual and legal matters related to the construction industry. The guest speaker who had generously offered to dedicate his valuable time and knowledge was John Coghlan, a partner in the international law firm DWF (Middle East) LLP's Construction & Infrastructure Group, who has vast experience both as a contractor and a lawyer, and is particularly knowledgeable about Qatari laws pertaining to the construction industry, which was evident in his answers to the often complicated questions addressed to him.

The second workshop was held on 20 May 2017, the topic of which was delays in projects, critical and non-critical delay events, concurrency, baselines, monthly programme reports, documents pertaining to delay claims, cause and effect, delay analysis methods, variations, record keeping, evaluation of claims and other related topics. The guest speaker was the consulting firm Driver Trett's Qatar Country Manager, Stefan Panourgias, who has provided meticulous and high-quality assistance to CCC on a number of matters for the Qatar Area. The guest speaker provided recommendations on best practices to be applied by the projects, so that by the time an external consultant becomes involved, the best possible records would be available, which would render the probability of success in the claim higher and simultaneously lessen the time (and cost) to be incurred for the external consultants.

The third workshop was held on 28 September 2017, the subject of which was "Disruption in

Construction Projects". The guest speaker was the Associate Director of Driver Trett, Ronan Kelly, in the presence of Driver Trett's Stefan Panourgias who provided input on some of the matters discussed. Mr. Kelly explained the different causes for disruption, explained the differences between productivity and efficiency, what needs to be documented, how to prepare claims, in addition to a vast number of other related matters. In the last part of the workshop, CCC's Qatar Area General Manager Oussama El Jerbi led a discussion about the actual practices applied by the projects concerning delay and disruption events, the records being kept and the actions taken. Suggestions were made for improving the procedures in such occurrences.

All the workshops met with the satisfaction of the participants, most of whom requested to have further similar workshops on relevant topics, since the participants not only benefited from the information and insights provided by the guest-speakers and the questions addressed to them, but also because the participants benefited from the interaction between the management of the different projects on the topics discussed, as the hectic nature of the projects make it rare that the management assemble together to benefit from the experiences of each other. In addition, the relatively newer members of the managerial positions benefited from the insights of the more experienced ones.

The first workshop was attended by about 25 attendants, while the 2nd and 3rd workshops were attended by around 40 to 50 participants.

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Palestine

Visit to the BIM Center

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Mr. Khoury visited the BIM Center of Palestine on Sunday, 18 October 2017. During his visit, he met with the BIM team and attended presentations regarding some of BIM's latest projects.

The BIM team welcomed Mr. Khoury and gave him an overview of the center. Mr. Khoury also met with the spooling team and reviewed their work progress.

Mr. Khoury acknowledged the achievements and the continued success of the BIM Center of Palestine and he expressed his conviction that the BIM future will continue to thrive.

The BIM's management stated: "We are delighted that Mr. Khoury has been able to visit us and has taken the time to learn about our work. His presence has been genuine and supportive to the BIM family".



C C C

Visit to Jazan Projects

Saudi Arabia



AREA NEWS



On 25 October 2017 Samer Khoury (President, Engineering & Construction) and Nazih Abdel Kader (Executive Vice President, Operations) visited the Jazan projects area. Jazan is located in the south-west region of the kingdom of Saudi Arabia. Jazan is an upcoming major economic city and is expected to become the largest economy in the Middle East. When the economic city is completed, it is estimated to create 500,000 new jobs.

Jazan Economic City focuses on four key areas: heavy industry, secondary industry, human capital and lifestyle. The city plans to provide an environment for key industries, technology exchanges, commerce and trade, employment opportunities, education, training and housing.

Saudi Aramco's new Jazan Refinery and Terminal Project is expected to support the future developments of Jazan Economic City. The additional refined products from the new facility will satisfy the growth in domestic demand within the Kingdom of Saudi Arabia.

The refinery will be capable of processing Arabian crude oils to manufacture approximately 75,000 bpd of gasoline, 100,000-160,000 bpd of ultra-low-sulfur diesel (10 parts per million) and 160,000-220,000 bpd of fuel oil depending on the crude mix processed. It is envisioned that the proposed refinery will ultimately be integrated with a future nearby world scale power and water facility.

The marine terminal will have the capability of receiving very large crude carriers for the supply of crude to the refinery and will have berths to support product exports from the refinery.

The refinery is connected to a terminal and a 3.7 gigawatts integrated gasification combined cycle power plant (IGCC) which is currently under construction. An air separation unit will supply

nitrogen and oxygen to the refinery and to the IGCC.

The refinery is split into several units, including amine re-generation, hydrocracker products and will include liquefied petroleum gas, sulfur, asphalt, benzene, paraxylene, hydrotreater, naphtha, aromatics units, utilities and tank farms.

CCC is currently working on three projects in Jazan:

- Jazan Refinery Marine Terminal Utilities Project, with Hitachi as main contractor - EPC #13.
- Jazan Refinery North & South Tank Farm Facilities, A Package with Petrofac –EPC#4/5.
- Jazan Sulfur Recovery Unit & Soot Ash Removal Unit, with Saipem.

The manpower currently working in these three projects amounts to 21,000 individuals, including 2,600 of Saudi nationality.

During his visit, Mr. Khoury had dinner with the staff during which he took the time to give a short encouraging speech. He said

"We are still and will remain in good condition in the market, we are shortly expecting to be awarded projects globally."

Mr. Khoury emphasized the importance of giving chances to young hardworking upcoming engineers, maintaining good manpower, releasing unqualified staff and for the older staff to retire gracefully.

On the second day of his visit Mr. Khoury conducted several meetings with each project manager focusing on project cost, combining resources, progress, milestones, quality, increased productivity and most importantly maintaining good relations with Aramco staff and EPC contractors.



Palestine

Global Palestine, Connected Gaza

AREA NEWS

Introduction

Gaza is not only a part of Palestine geographically or in terms of political boundaries, it is profoundly rooted in the heart of the Palestinian nation and its people; emotionally, socially and economically.

Palestine faces a set of severe longstanding challenges that hinder economic and social development, negatively affecting both its current population and the generations to come. In Gaza, problems are particularly acute. A stagnant economy; high unemployment; major deficiencies in the provision of housing, energy and water infrastructure; demographic imbalances; profound internal and regional inequalities and environmental degradation are just some of the most pressing.

A Palestinian Private Sector Initiative

A sense of responsibility towards the dire humanitarian situation in Gaza is what motivated a group of Palestinian private sector representatives, led by Consolidated Contractors Company (CCC), to support and fund a neutral and professional study called "Global Palestine, Connected Gaza" or "Gaza Vision 2050". The study offers proposals for immediate and future solutions to the problems that the Gaza Strip faces with special emphasis on energy, water and physical space.

Responding to a sense of collective responsibility, the following entities contributed towards funding the study:

- Consolidated Contractors Company (CCC).
- The Palestine Investment Fund (PIF).
- The Bank of Palestine (BoP).
- Palestine Real Estate Investment Company (PRICO), and
- The Paltel Group Foundation.



In his speech during the vision official launch, Samer Khoury said:

"We are here today because Gaza deserves our undivided attention, because it deserves to regain hope and life now and not later, because we do feel the needs of the ordinary person in Gaza; the need to solve pressing problems with immediate solutions. We are hopeful that this vision will be a source of inspiration to the relevant stakeholders in order to gear spatial & urban planning in Gaza in a manner that contributes to economic sustainability for Gaza and social dignity for the people, providing a real lever for the economy so that Gaza can be at par with its peers in the region and the globe. This vision converts the spatial constraints into opportunities and builds on the innate resources of Gaza's youthful makeup and resiliency."



Samer Khoury with private sector representatives at the Gaza Spatial Vision launch

Turning Challenges into Opportunities: Building on Gaza's Assets

Gaza is strategically located at the heart of the Levantine corridor (Eastern Mediterranean), with enormous potential to leverage its truly unique assets, including a rich cultural and trading history, a beautiful coastal setting and an entrepreneurial, skilled and resilient population.

The vision philosophy realizes Gaza's potential by approaching challenges as opportunities. For example, high population density, usually referred to as one of Gaza's most daunting issues, creates the critical mass necessary for successful economic and urban development, as well as allowing more efficient infrastructure and service provision.

This positive and forward looking thinking can change the perception of Gaza and redefine its role to serve as 'Palestine's Gateway to the World'.

Gaza Spatial Vision

The Planner

The Global Palestine, Connected Gaza study was prepared by AECOM, a world-leading spatial and urban planning firm in conjunction with The Portland Trust who provided the economic context of the vision. The work was carried out in close coordination with a wide range of local and international stakeholders in Gaza and the West Bank.

Vision Elements

The Spatial Vision proposes an integrated approach to four key elements:

- Urban development.
- Transportation.
- Energy and water.
- Environment and open spaces.

These, in turn, provide an overarching framework for the implementation of catalytic projects.

The plan recognizes Gaza's pressing priorities in terms of reconstruction and provision of housing, energy, water and basic economic needs, and proposes a long term plan, up to the year 2050, as part of a holistic vision for Palestine.

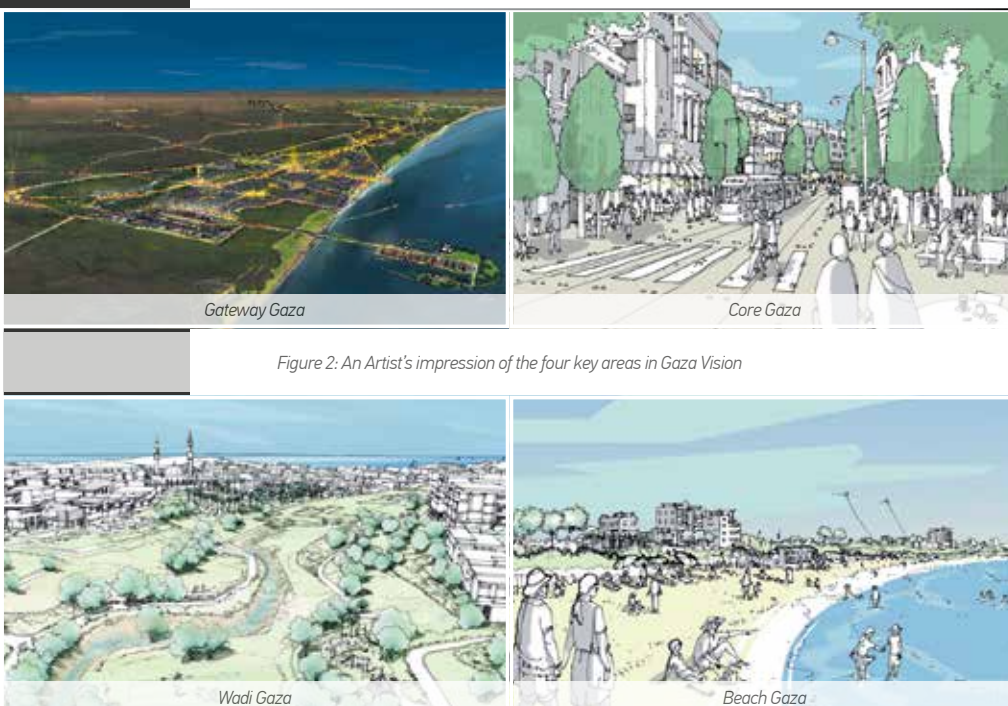


Figure 2: An Artist's impression of the four key areas in Gaza Vision

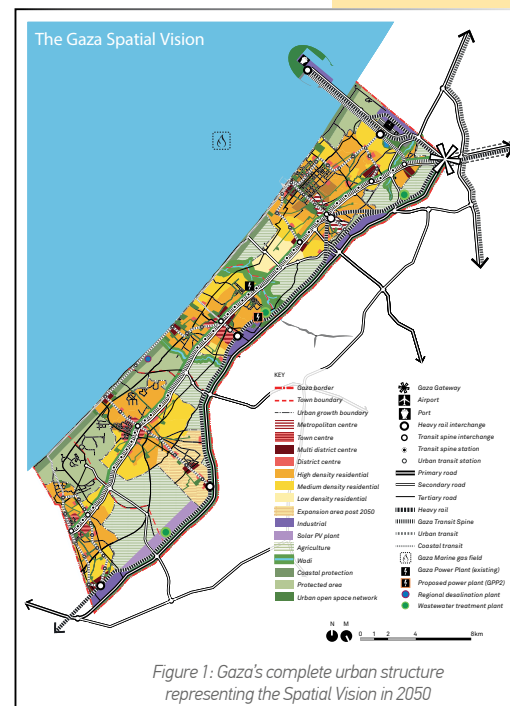


Figure 1: Gaza's complete urban structure representing the Spatial Vision in 2050

Global Palestine, Connected Gaza

Vision Assumptions

The vision recognizes current challenges and urgent needs, most notably in relation to reconstruction, water and energy, housing, environmental degradation and socioeconomic stagnation.

The work acknowledges political and security conditions in the definition of its immediate and short-term principles. However, considering that the status quo is unsustainable, Global Palestine, Connected Gaza assumes that the multilayered system of restrictions hindering development in Palestine, and in Gaza in particular, will be progressively lifted.

Specifically, Global Palestine, Connected Gaza assumes Gaza as open, connected to the West Bank and equipped with a modern economy specialized around trade and exchange, functioning as part of an independent Palestinian State.

Catalytic Projects

Global Palestine, Connected Gaza proposes over 70 catalytic projects, intended to help deliver the Spatial Vision across different timescales. The projects, ranging from major infrastructure developments to softer community driven undertakings, anticipate engagement from both private and public sector entities as well as from the international community.

Moreover, the initiative highlights concrete investment opportunities in catalytic projects in the medium term in which the private sector can play key roles to realize important elements of the vision.

To give structure and help establish hierarchy and priority, the proposed projects have been organized into the following three categories:

- Foundation projects.
- Integrated projects.
- Local projects (location and non-location specific).

Additionally, the envisaged delivery period and leading party for each project is highlighted.



Foundation Projects: Power Plants, Desalination, Light Rail Transit System

Integrated Projects: Sea Port, Airport, Gateway

Local Projects: Housing, Community Programmes, Arts and Heritage Conservation, Development of Town Centres

From Vision to Implementation

The Gaza Vision initiative is being prepared with profound faith and clear intent to realize it on the ground. The private sector led by CCC is committed to seeing the vision become a reality, for Gaza and for Palestine.

To that effect, the following course of action and activities are taken and are ongoing:

- Recruiting Global Palestine, Connected Gaza Vision champions Dr. Samih Al Abid and Emad Elian stationed in Ramallah and Gaza, respectively. The champions' experience, skills and knowledge are pooled to oversee the project's coordination on the ground.
- Developing a communication strategy and communication plan to highlight the vision's potential to local and international stakeholders.
- Preparing a comprehensive information kit for the coordinators to promote the vision during their engagement with stakeholders.
- Establishing back-office and steering and executive committees to provide advice and guidance as well as to facilitate the coordinators' mission on the ground.

Global Palestine, Connected Gaza

AREA NEWS

- Building strategic partnerships with reputable and active international organizations in Palestine such as the United Nations Development Program (UNDP). This partnership serves to provide a framework of cooperation to facilitate the implementation of the Gaza Vision.
- Conducting a series of intensive and serious meetings, workshops and lectures in Gaza to build higher visibility of the vision and gain acceptance for the plan.
- Producing and distributing newsletters featuring main activities in the project and progress achieved.
- Participating in international conferences and forums aiming at highlighting the Vision's potential to a wide range of audiences.
- Developing proposals for a number of quick-win projects mainly in the energy and water sectors and consolidating partnership with associated organizations on the ground.
- Lining up and coordinating the Gaza Vision project proposals with related projects proposed and funded by international aid organizations working in Palestine.
- Approaching the private sector and highlighting potential investment opportunities in Gaza Vision which could be in their interest.
- Conducting a consultancy study for institutional implementation framework to deliver and achieve Gaza Vision.
- Opening dialogues with international financing institutes e.g. the World Bank and other partners to support facilitating private sector investment in the Gaza Strip.
- Developing projects proposals in areas of water supply and renewable energy and targeting key municipalities for implementation.
- Conducting feasibility studies and developing business plans for projects in the water and energy sectors, which could be of interest to the private sector to participate in.



New America Foundation Lecture: Nafez Hussein presenting the Gaza Vision

Looking Forward

The affiliation of the Palestinian private sector led by CCC renewed their commitment to work together and focus efforts to realize the Gaza Vision initiative and change the difficult reality in Gaza and pave the way for a brighter future for Palestine. Equally, all levels of Palestinian government, national and international stakeholders, and the international community are collectively invited to work with us and support our efforts to achieve the Gaza Vision and turn it into reality.



UAE

Abu Dhabi International Petroleum Exhibition & Conference 2017

AREA NEWS

CCC successfully exhibited its oil and gas capabilities during the group's participation in ADIPEC 2017. From 13-16 November 2017 CCC's stand figured prominently at the largest oil and gas fair in the Middle East region (Hall 4, Booth 4132).

ADIPEC attracted energy ministers, global CEOs and leading decision makers during the four days of business discussions and knowledge exchange.

The aesthetically built CCC stand with the very apt theme of the CCC-image, spread over 70m2 showcased vibrant CCC projects and capabilities in striking colours and designs. The stand was well equipped with well-lit meeting spaces that allowed the CCC team to network with participating delegates from around the world.

The CCC stand and showcase this year presented our company's achievements across the years and across many sectors, spotlighting several of our flagship projects, including ongoing projects, and our involvement in renewable energy.

CCC's senior management team at ADIPEC met with our most important clients and partners, to name a few: TechnipFM; TR, L & T, Chiyoda, Petrofac, OCCIDENTAL and JGC.

This exhibition attracted over 10,000 delegates and there were over 60 conference sessions, dealing with the most recent interesting developments in the global oil and gas industry.



CCC

Celebration at Water Mega Reservoir Project, Qatar



On 15 November 2017 the WMR-C Project celebrated 20 million man-hours achieved without a Lost Time Injury (LTI).

The ceremony was attended by the client's representatives (KAHRAMAA, Energoprojekt the PMC and ARCADIS the consultant) as well as the project management team. During the ceremony 78 employees were awarded certificates and gifts for their contribution towards the achievement. KAHRAMAA also presented a certificate to CCC/TCCC JV Project Director Ziad Kamel recognising this achievement.

At the end of the ceremony a group photo was taken of the awardees, the management and client representatives. And the cake was cut!



HEALTH, SAFETY & ENVIRONMENT



Safety Milestone Celebration at MDP4 Project, Qatar

HEALTH, SAFETY & ENVIRONMENT

On the 3 December 2017 the MDP4 Project celebrated the achievement of 5 million man-hours without a Lost Time Injury (LTI). During the ceremony that was attended by the client's representatives and the project management team, more than 60 employees were awarded with certificates and gifts. The Project Director, Ihab Al Sharif, thanked the awardees for their safe work and said

"Our aim is to complete the project on time, to the quality specifications but most importantly safely. We want all of you to go back home to your families at the end of the project safely".

The Project Manager of TIME Qatar, Jean Paul Arcidiacono, who also attended the ceremony thanked the awardees for their contribution to the safety milestone and emphasised that safety is a core value on the project appreciating the efforts of the TCC/CCC joint venture.

The awards were divided into several categories: Best individual safe practices; safe drivers; safest supervisors, foremen and charge hands; safest workers and best reports of hazards.

At the end of the ceremony a group photo was taken with the management and a cake was cut for the occasion.



C C C

Safety Achievement at Upgrade Project, Das Island



On 28 November 2017 New CCB and HMI Upgrade Project Team DAS Island/Abu Dhabi-UAE celebrated the achievement of two million Safe Man hours without Lost Time Incident.

The activities during the celebration included the distribution of souvenir T-Shirts and a short programme where a brief history and timeline of the construction of the New Central Control

Building was presented by CCC Project Manager Mohammad Shannak.

This was followed by the distribution of safety awards. The celebration ended with group pictures of the CCC project team and workforce, together with ADNOC LNG Operations, HSE, PMT & PMC and with the Honeywell site management.

HEALTH, SAFETY & ENVIRONMENT



Safety Award Presentation by CCC Project Manager, Mohammad Shannak



CCC, Honeywell and LNG Team Inside Control Room Building



CCC Project Team with ADNOC LNG Management



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

Christmas Factory



The Athens CSR Committee organized for CCC employees and their children a visit to the Christmas Factory in Athens. The children were able to meet Santa in his house, to explore the sweet and toy factory and enjoy carousel rides. The big attractions of the year were the ice-skating rink and the Magic School where the families had the chance to be entertained for a whole day.

Greek and Arabic Classes

Continuing the Athens CSR Committee's efforts to promote inter-cultural relations between communities, Greek and Arabic language classes are consistently organized for CCC employees and their families and are now running for the seventh year in a row.

Race for the Cure

The Hellenic Association of Women with Breast Cancer "Alma Zois" in collaboration with the Susan G. Komen for the Cure Association organized the ninth Greek Race for the Cure on Sunday, 1 October. A vast assembly of more



than 36,000 men, women and children of all ages gathered this year, driven by the message for prevention and early diagnosis of breast cancer. CCC was there once again. We are proud to be among the very few organizations that have been supporting this continuously since 2008. Our enthusiastic participants ran or walked two beautiful routes to support the women currently struggling to overcome the disease, to celebrate the survivors but also to honour those that are no longer with us.

KAZAKHSTAN

New Year's Party for Children



The CCEP Atyrau Camp organized a New Year's party for the children of CCEP employees (implemented by the Atyrau IT Team).

All CCEP employees' children as well as parents and guests were invited on 25 December 2017. The programme included games, dancing and gifts (special New Year's packages) for all the children. They were also served with cake and drinks and a special programme with Santa Claus and his animators was put on for them.

Special wishes were extended by Yousef El Rifai, Mohammad Saadat and Tlek Nigmatov.

At the end of the programme all children received gifts from Santa Claus. The children and their parents were very happy and enjoyed the party.

SAUDI ARABIA

Community Cleanup Campaign





Environmental sustainability helps prevent global warming and climate change. One example for sustainability is simply through cleaning. Cleanliness in the environment contributes a lot to maintaining clean and green surroundings.

On 22 November 2017, as part of CCC's Corporate Social Responsibility efforts, the JRUP EPC13 Project initiated an environmental awareness campaign in the form of a community cleanup drive along the corniche road and seaside at Baysh City, Jazan. This campaign was led by Abdallah Attari, Methqal Alqallab and Ameen Al-Aid in cooperation with our client Hitachi and Saudi Aramco with 160 volunteers comprising JRUP employees, workers and staff of different nationalities, including local staff.

JRUP EPC13 - Blood Donation Drive at Al-Darb Blood Bank



In continuation of our CSR agenda, we would like to thank the JRUP Camp staff who responded to the call and took the time to donate blood during the CCC Blood Drive. The event took place in celebration of the 87th anniversary of the Saudi Arabian National Day. You never know when blood will be needed and this is why having a ready blood supply is so vital for our community.

Blood donations are needed every day and we need to encourage all CCC employees to continue or start donating blood for future eventualities.

Derham Asser, Dr. Hisham Atieh and Methqal Alqallab led the event by bringing awareness to our community with the of 40 Camp team member blood donors. The event was held under

the patronage of the Governor of Al-Darb on 27 September 2017 at Al-Darb Blood Bank. The occasion was reported by the local media.

UAE

Recycled Garden



The recycled garden initiative was established on 12 December 2017 by Dana Mahboobeh.

She came up with a creative way of reusing the waste generated by the Al Zahia City Center Project located in Sharjah by providing an area for social and recreational activities where the employees can enjoy the nice weather and take a break from work stress.

This initiative fulfills an environmental, economic, social and health purpose. A brief description of the initiative is as follows:

- The chairs were made from chemical drums.
- The waste bin was made from chemical drums.
- The washing basin was made from chemical drums (wastewater being reused for watering the plants).
- The table was made from a cable tray.
- The planters were made from tyres.

Much appreciation goes to PMV staff for their support and time for making this initiative come to life.

Volunteers of the Quarter



As we all know, volunteers are the heart of any community. We are so fortunate to have so many individuals who take time out of their busy schedules, to help their neighbours and their community. As a small token of our appreciation, at least once per quarter volunteers are recognized as Volunteers of the Quarter.

For this quarter two CCC Oman employees, **Wafa Salaam Obaid Al-Qadhi** and **Aisha Maskari** are nominated.



OMAN

Aisha Maskari



Wafa Salaam Obaid Al-Qadhi



Aisha joined CCC Oman in 2005 and is working in the Logistics Department, while **Wafa** joined CCC Oman in 2008 and is working in the Public Relations Department. They have something in common: their willingness to serve and improve their community, besides their love for charity work.

They started in 2014 with the idea of having a Labour Union for CCC Omani workers and they worked hard, as volunteers, to achieve this target as they succeeded to register the union in 2015 with 400 members in one year.

Both Wafa and Aisha are in the CCC Oman Labour Union administration and both have been recognized and honoured by the General Federation of Oman Trade Unions.

During this year 2017, Aisha and Wafa have been very active especially before and during the holy month of Ramadan. They initiated the donation campaign from the company employees: initially it was just for providing support for the families in need by giving them the required food basics for the month of Ramadan, in which they succeeded to support 200 families.

As the employees' donations were beyond expectations and were more than required for the families' support, Wafa and Aisha started to think to expand their charity work to another direction and they managed to give support for the following:

- Submit support to the Oman Cancer Association (Dar Al Hanan).
- Submit support to the seniors' home at Rustaq.
- Donation to the Oman Association for the Hearing Impaired.

Wafa and Aisha even managed to extend their volunteer activities to include arranging sports events for the CCC Oman female employees. They also arranged the celebration for the company female employees on the occasion of Oman Women's Day on 17 October.

On 31 October both Aisha and Wafa were the first to participate in the Oman Cancer Association 14th Walkathon.

School Renovations in Almaza, Cairo



Not far from the location of Majid El Futtain City Center Almaza Development Project (CCA) lies an extremely underprivileged and highly populated area of 4.5km². There are two local very poorly maintained government schools which rely mainly on donations and local non-governmental organizations (NGOs) to keep their doors open for the children of that area.

The CCA Project Joint Venture (consisting of CCC, Hassan Allam Construction & CCC/Hassan Allam Technologies) along with the client (Majid El Futtain) pooled efforts to improve educational conditions for the children as part of our CSR contribution to the local community.

With the support and follow up of the Egyptian NGO Maaref, the project team visited the schools a few times to assess the required renovations and contributions that could be made to make the school a better place for the children, the teachers and the parents.

The CCA team selected the El Moataz Bi Allah Elementary School due to the high degree of deterioration and the need for immediate support. The contributions made were as follows:

- The payment of school fees for 450 children who were unable to pay (being orphans or of divorced parents).
- The supply of new school desks that can accommodate 600 students.
- The replacement of 100 damaged aluminum windows ensuring that all school windows are fully functional before the start of the winter season.
- The installation of lighting fixtures for all the school classrooms and public areas.





The Greek Charity “Friends of the Child”

CORPORATE SOCIAL RESPONSIBILITY

The following is the transcript of a recent questions and answers session with Yianna Panagiotidou, President of the Association “Friends of the Child”.

What is the “Friends of the Child” Association?

The charitable association “Friends of the Child” was founded in 1987 in Athens with the aim of protecting and supporting children from families that face severe problems (financial, social or health related) so that they can grow up with dignity and create a more promising future - for themselves and for society. Over the past 30 years, we have been able to offer valuable help to more than 13,600 children and 5,692 families, giving them the opportunity to face the future with optimism. Through multifaceted support (psychological, moral and material), families are supported and empowered to better cope with their needs, especially regarding their responsibility towards the proper development and education of their children.

“Friends of the Child” is a non-profit organization that operates without state subsidies. Our programmes are implemented by highly specialized staff with experience, long-term focus and great sensitivity for children and their needs, the ultimate goal being to provide the conditions that will allow them to attain a better future. We make every effort to ensure that our association should represent a home, a family, a great warm hug.

Please tell us something about the nursery operated by the “Friends of the Child” association.

There are not enough words to stress the value of proper childhood education that begins at an early age. Therefore, the “Friends of the Child” Association created a place where children can learn to love learning and receive the care they have been deprived of. These children are experiencing serious developmental difficulties



because they come from a family environment with serious financial and social problems.

At the nursery children have the opportunity to spend several hours of the day in an organized, safe and calm environment doing creative activities, under the guidance of specialized teachers who use specific methods and a variety of educational activities tailored to the children’s needs and limitations. We provide speech therapy, music therapy and psycho-pedagogical programmes focused on emotional and cognitive difficulties. In addition, we offer breakfast, lunch and an afternoon snack to cover in full the children’s daily dietary needs. Also, daily personal care is ensured with bathing and clean clothes. We closely monitor the children’s physical and mental development with regular pediatric follow-ups, vaccinations, and dental check-ups. Additionally, we aim to offer a variety of recreational programmes to positively affect children’s cognitive skills. Finally, a psychologist supports our work by empowering



The Greek Charity “Friends of the Child”



parents and educating them in managing serious issues affecting their children’s development.

It is noteworthy that since 2007, our nursery has provided substantial support to more than 320 children.

How has CCC’s contribution made a difference?

CCC has been supporting the “Friends of the Child” nursery since 2013. Initially the support began with the provision of food supplies and household items necessary for the daily preparation of the children’s meals, a substantial contribution that enabled us to help children with serious nutritional needs.

As of 2015 CCC has been backing the nursery’s educational and recreational programme which



includes visits to theatres and museums as well as outdoor activities. In addition, the transportation to and from the nursery is also covered to facilitate each activity. The objective of the educational and recreational programme is to strengthen the children’s mental and emotional capacities. Delivering stimuli through these diverse programmes offers them the chance to enrich their imagination and contributes to their normal development. Such experiences are important for the children, who would otherwise have little or no opportunity to engage in such activities due to their problematic family environment.

What are the Association’s future plans?

The children cared for by the “Friends of the Child” Association usually grow up without a well-defined family background. Their parents are financially and mentally devastated and often neglect their upbringing and care. Effectively the children grow up without proper parental supervision and as a result they do not manage to make use of their full potential minimizing their chances of personal development and social inclusion. The children usually experience family neglect, drop out of school prematurely and are likely to be socially isolated and marginalized as youngsters and teenagers.

In order to prevent this development, our association’s aspiration is to extend the significant work conducted at our nursery for children who complete their term there. For this reason we are planning to create a youth centre where we will carry on offering youngsters the necessary resources for their cognitive, emotional and physical development. Through this centre we will provide children guidance with their schooling and offer them additional educational benefits such as remedial courses, speech and/or occupational therapy, special education, a library and so on. At the same time, we will support parents and children with counseling to ensure that the children’s education is not impacted by major family problems. The objective is for children to complete their school years and be in a position to claim the future they deserve.

The underlying purpose is to embrace children during the critical tender ages and prevent them from being trapped in harmful conditions that will accompany them throughout their life.

Omani Women's Day



Oman's women's day is celebrated annually on 17 October.

The last forty years or so have seen the role of women in the workplace go through leaps and bounds as perceptions change for the better.

Women in Oman are no longer held to household confinement but are now presented with greater freedoms to choose their own destiny.

Women can now pursue careers in top administrative positions. In fact, the women of Oman have experienced a tremendous amount of growth in practically all sectors of society. However, this was not always the case. Pre-1970, women in Oman were historically excluded from society in the sense that their main role was to support their husband and bear his children.

In the year 2000, an estimated 17% of women made up the Omani workforce. In 2011, that percentage increased to 30%. However, this is not to disparage any Omani women who choose to work at home. Choice is the important factor in this scenario. That is, having the choice to do so or not.

Omani Women's Day is observed with many grand events and award ceremonies that give praise and highlight the great achievements of Oman's women.

Omani Women's Day celebrates the achievements of the nation's women whilst also acknowledging the obstacles and challenges that have been thrown their way over the years. The day also serves as a reminder of the nation's progression as a whole.

Since CCC's first projects in Oman in 1971 the company has always been aware of its role in developing Omani society, including giving Omani women the opportunity to work in the company, wherever possible. Currently, CCC Oman employs 33 Omani women in various departments and projects.



This year, CCC Oman in cooperation with the CCC Labour Union celebrated this day by making an entertainment and sports event for the Omani women working in the company at one of the prestigious women clubs in Muscat. During that event they enjoyed the sports event and they were honoured for their continuous achievement in the company. The event was under the care of Tayba Al Huseiniah from the General Federation of Oman Trade Unions.



Oman Cancer Association 14th Annual Walkathon



When it comes to our health, prevention is much better than cure. Several diseases and injuries are preventable and can be managed much better if identified earlier on.

It is common for people only to go to the doctor when they are feeling unwell. A regular check-up with your doctor helps to assess your overall health and to identify your risk factors for disease. By knowing what's normal for you early on, you'll be able to detect any serious changes later.

An estimated two-thirds of all cancers are preventable. Information and education are key to cancer prevention, early detection and to sound decision making about treatment options.

Normally when we hear the "C" word "cancer", it is something that we do not like to talk about as it affects the lives of so many people; however, it is so important that we do talk and raise awareness. If we do not talk about it, how are we going to fight cancer?

The proportion of cancers caused by inherited faulty genes is small. Experts estimate that only about two or three in every hundred cancer cases are linked to inherited gene faults. It is estimated that four out of ten cancers can be prevented by making simple lifestyle changes.

Early diagnosis relies on people being aware of their risk for any type of cancer and communicating with their doctor about different screening options and how often the required tests should be done.

Accordingly, due to our belief in the importance of the awareness to prevent cancer and in line with our President's wellness initiative to improve employees' health, a group of employees from CCC Oman participated in the

Oman Cancer Association (OCA) 14th Annual Walkathon.

The gathering for the event started in the early afternoon on Tuesday 31 October 2017 at the event location, Al Qurum Natural Park.

Inside the Park everything was ready to start this wonderful day. Participants were from different nationalities, men, women and children forming groups and representing different institutes and companies.

Volunteers were everywhere organizing the event and guiding the participants, while others were forming awareness groups to educate the participants about breast cancer and cancer in general, even the mobile mammogram unite was at the location ready for any lady who wanted to know about this test as an early warning for any possible breast cancer.

All participants gathered at the stage to listen to speeches from the organizers, where they thanked everybody for joining them in this walkathon and what it means to support the Oman Cancer Association (OCA) and their ambitious programmes.

After the speeches the walkathon began and we went around the lake and back to the stage where everybody enjoyed some performances of cultural dances and singing and at the end there was a raffle draw.

As for the CCC Oman team, they enjoyed the event and they were looking forward to repeating it next year with a bigger team and more involvement in the event.



Football Tournament at the ATD Project



The CSR Committee at Dualization of Adam-Thumrait Project (ATD Oman) recently organized a football tournament for the project's employees with the full support of the project management. The main aim of the event was to create and motivate a competitive and sporting spirit as well as to boost the morale of the employees at the ATD Project.

The tournament started on 4 November 2017 and included the participation of six teams. It was a very exciting, challenging and amazing tournament.

The two teams that made it to the final game and played on 15 November 2017 were "Almot'a" and "The Eagles". The match was very interesting, tense and full of excitement and fun. Afterwards, the project management presented the champions and runners-up with trophies and medals as follows:

- Champions: ALMOT'A
 - Runners-Up: THE EAGLES
 - 3rd Place: AMIGOS
 - Best Player: Nasser Abdullah Al Hashmi
 - Top Goal Scorer: Fahad Abdullah Al Hashmi
 - Top Fair Player: Mazin Said Rashid Al Kalbani.
- (The Top Fair Player Award or Medal is given to players as recognition of exemplary behaviour that promotes the spirit of fair play.)

Finally, we thank all personnel who contributed to the success of the tournament as well as the CCC ATD project management for providing the facilities including the trophies and medals. We also would like to congratulate the winning teams and all those who participated and played in this tournament, and all our team members for their support.



Jazan Region Football Tournament



As a part of 2017 Wellness Initiative we recently organized an inter-project football tournament at the camp football ground.

A total of ten teams participated from different CCC projects in Jazan region (JRUF, JRUP, JSRU and SARU). After a month-long series of league matches, the final match was played between JSRU and JRUP. Both teams put up a good fight, the matching ending in a draw with a penalty goal deciding the outcome of the match: JSRU won the trophy 3-2. The event finished with flying colours thanks to the great support of management and the organizing committee.

A huge number of camp residents witnessed and enjoyed the magnificent moment. During a thanksgiving address, the organizing committee expressed appreciation for all the cooperation and support of management which made this event successful.



As management representatives, camp manager Khoder Hodroj and Engineer Ziad Abu Sharar attended the event and handed over trophies to the winning team, the runner-up team, the best player of the match and the best player of the tournament and gave medals to both team members and the tournament organizing committee.

During the award ceremony, the camp manager showed his appreciation for the efforts of the tournament organizers and repeated his commitment to promote wellness activities in the workers' camp and stated that such activities will be always supported.



Christmas Party



On Friday, 22 December 2017 in Athens the traditional Christmas year-end event was celebrated among CCC's executives and Athens office staff.

The video of the event has been broadcast live on our website "<http://live.ccc.net>" for all CCC staff around the world.

The event started with a short speech from Mr. Samir Sabbagh (Manager of Business Development and Director) wishing everyone happy holidays and a happy New Year. He also expressed the importance of encouraging and promoting young people. Having a range of ages in the work place brings diversity and encourages mutual learning between the colleagues of different ages and a balance of experience and fresh ideas.

Mr. Tawfic Khoury (Executive Vice Chairman) complimented the efforts of CCC employees during the year 2017. He highlighted the importance of efficiency in the construction industry related to productivity and proficiency. Mr. Tawfic Khoury also noted his optimism for the upcoming year, in acquiring Engineering, Procurement and Construction (EPC) projects on a much larger scale.

Mr. Suheil Sabbagh (President Group Human Resources) emphasized the importance of increasing productivity to the benefit of the CCC group. Additionally, he stated that the success of a team is dependent on every team member working towards the common goal, by quoting the famous proverb "United we stand, divided we fall".

Mr. Samer Khoury (President Engineering and Construction) stated his expectations for the year 2018, expressing his confidence regarding CCC's future by empowering and employing young people that have an inbuilt optimism, ability to anticipate, and adapt to change. CCC is expanding its horizons to new areas and new locations that provide new job opportunities. Several new pilot projects and initiatives will be launched during the year 2018, bringing innovation, insight, and experience for the benefit of everyone.

In conclusion, Ms. Lila Aggelopoulou (Sustainability Coordinator) raised the subject of opening opportunities and advancement prospects for women in CCC.







Engagements and Marriages

Mohammad Shawahneh (BIM, Palestine) is delighted to announce his marriage to Dr. Nour Alwattan. The wedding took place on 14 October 2017 in Palestine.

Faheem Shadid (BIM Department, Abu Dhabi) is pleased to announce his engagement to Reham Abu Taqa. They got engaged on 6 January 2018 in Tulkarm, Palestine.



Baby Boys

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

Prem Chand (IGD-E Project, Abu Dhabi) and Arornima are pleased to announce the birth of their baby boy named **Ishank**. He was born on 1 December 2017 in Lucknow, Uttar Pradesh, India.



Baby Girls

Ali Shaib (IT Section, Algeria Area Office) and his wife Ghida Yaghi are pleased to announce the birth of their first baby girl, **Haya**. She was born on 10 October 2017 in Beirut. Their little princess has brought love and pride to all the family.

Habib Hajjaji (JSPP, Qatar) and his wife Randa ben Zbiba are pleased to announce the birth of their third child, named **Malak**. She was born in Qatar on 13 November 2017. The family and friends are delighted with the new arrival.



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*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.*