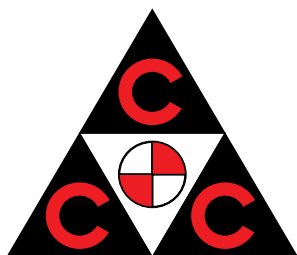




sustainability report



issued December

2014

sustainability



sustainability

CONTENTS



4 HOW TO NAVIGATE

6 MESSAGE FROM THE PRESIDENT

8 GROUP PROFILE

12 ENVIRONMENT

- | CO₂ Emissions + Energy Use
- | Water
- | Materials
- | Waste
- | Green Solutions

26 MEGA PROJECTS

- | UAE: Midfield Terminal Building (MTB)
- | JORDAN: As Samra Waste Water Treatment Plant

SOCIAL 34

- Health & Safety |
- Human Rights |
- Human Resources |

GOVERNANCE 56

- Foundation |
- Policies |
- Anti Corruption |
- Risk Management |

COMMUNITY 66

- Corporate Social Responsibility |
- BDF |
- Hassib Sabbagh Academy |

Our Commitment

ENVIRONMENT - SOCIAL - GOVERNANCE - COMMUNITY

Our commitment towards sustainable development is perceived as a process of making decisions that grasp the long-term benefit of the economy, ecology and equity of all involved communities.

We are committed to maintaining the entrepreneurial culture behind our success while fostering the values and behaviors required for ensuring our sustainable corporate future. As a responsible corporate citizen, we remain committed to create a better world in every country of operation and to ensure that any project we deliver affects positively the society and environment around us.

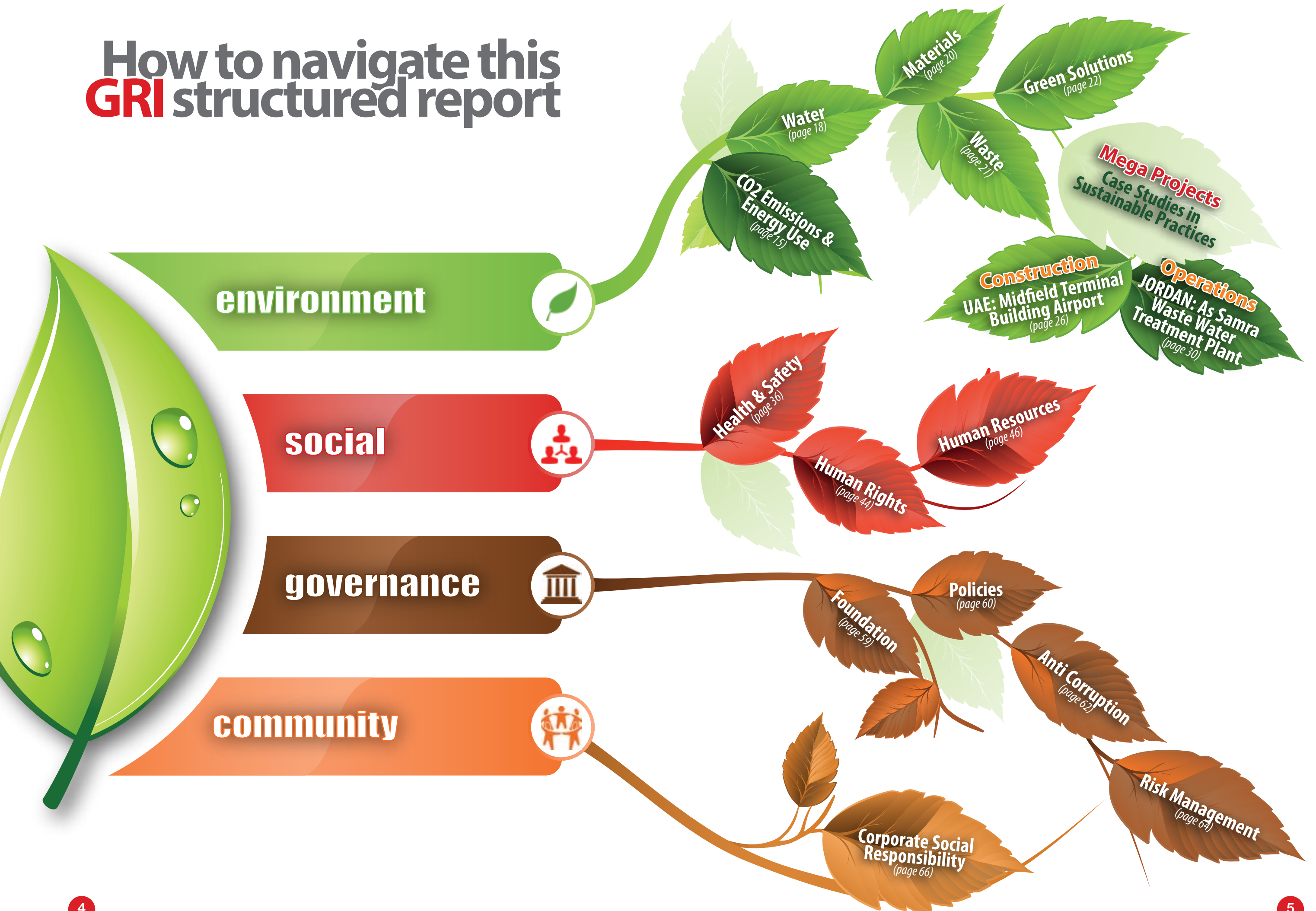
The measurements in this report reflect data collected for year 2013 and major component of year 2014.

The report has been compiled using the general guidelines specified by the Global Reporting Initiative (GRI).

This report was developed collectively and cooperatively involving and invoking a range of perspectives from the executive management, operational management and technical and commercial staff from a variety of levels, sites and countries.



How to navigate this **GRI** structured report





Samer S. Khoury

Message from the President Engineering & Construction

Dear *Stakeholders*,

I am very pleased to present to you CCC's second Sustainability Report covering activities to date.

As highlighted in our first report, our Sustainability efforts are fast becoming integral into our corporate vision and values webbed in with a unique culture of care towards our employees, the society and the environment.

We can proudly say that we have completed the inception cycle of Sustainability and now are firmly in the institutionalization stage where we have developed, embedded and implemented many of the Sustainability themes that are applicable to Contractors and captured many of the related KPI's in accordance with the GRI Guidelines.

As expected, the demand for Sustainability implementations has gained more prominence in our main domain of operations in the MENA region. The new Abu Dhabi Airport Midfield Terminal Building Airport Project stipulates regular monthly reporting on Sustainability with very stringent specifications on the Environmental, Economical & Social constraints. KSA Riyadh Metro a mega Design & Build project also will follow suit.

On our achievements of last year, we are very proud that:

- Our HSE record was quite impressive with very low Lost Time Accidents despite more than 346 million man hours logged, a result of the utmost and stringent attention to safety regulations.
- In instances where our projects have mega living accommodations for workforces of over 15,000 inhabitants, we have taken the initiative to implement many sustainability themes in all categories from saving energy, water, recycling wastewater and using solar PV power plants and solar heating equipment. We also endeavor to use the latest and most advanced plant, machinery and vehicles that consume lower fuel to minimize CO2 emissions.
- Great care for the Environment is taken through the usage of recycled materials, waste management and dust control. We have revised our induction programs for staff, labor, subcontractors and suppliers, to raise higher attention awareness to sustainability issues.

Being a multi-discipline international contractor operating in over 40 countries in 5 continents makes it more interesting and challenging to adapt to all the various cultures with sometimes different rules and regulations. CCC has for more than 60 years, successfully managed to cooperate with local communities, train, develop and recruit from them. In general, our CSR community is very well established and is extremely active and resourceful. This is evident from the feedback we receive from the local communities, our CSR programs rank high in being appreciated and recognized for their extensive care to support and promote human health, and welfare.



We also provide our employees with incentives and recognition certificates for those who embrace Sustainability in order to entrench this culture.

We closely follow global and regional trends through active memberships and participation in related forums of several international organizations like the World Economic Forum, the United Nations Global Compact, the European Network of Construction Companies for Research & Development (ENCORD), GBC Health, Disaster Resource Partnership and the Emirates Environmental Group.

We have set out practical KPI targets for the major themes. In particular, we aim to improve on CO2 emissions, introduce further measures to control wastage, encourage Green Building, renewable energy usage and governance.

We stand firmly committed to develop and safeguard Mother Earth and its inhabitants for the future generations.

Sincerely,

Samer S. Khoury

Group Profile

CCC manages a worldwide turnover of over US\$ 4 Billion, and employs 135,000 qualified personnel composed of more than 80 nationalities. The company is at present ranked 21st in the world and 5th in the Middle East by Engineering News Record (ENR) Magazine.

Every day around the globe, our dedicated employees work diligently to earn our worldwide leadership in construction. CCC Group, through its member companies, has established a strong market presence in the Middle East, Africa, CIS, Australia, Papua New Guinea, with related investments in Europe and the United States.

Our philosophy of long term sustainability in countries of operations is transmitted through the establishment of permanent offices and in-country area management who work together with local companies, governments & clients.

Each member of the CCC Group has its own professional management and distinct identity. The Group has been successful in the highly competitive construction industry by drawing on the unique experience, skills and knowledge of all the members of the Group. Through six decades, of growth, the substantial experience and the inter-Group support has firmly entrenched the CCC Group as a major competitor in the construction world.

at a Glance

CCC has become one of the leading contractors in the International construction field.

CCC's diverse portfolio captures all aspects of the Engineering, Procurement and Construction (EPC) value chain, starting with Feasibility Studies, into Design, Procurement, Construction, Commissioning, Operations and Maintenance as well as Project Development (BOT, BOO,PPP) for:

Through market and geographical diversification, CCC offers, in addition to our core business a wide range of services and assistance in multiple market segments:

- Oil & Gas Projects
- Petrochemical Projects
- Pipelines
- Offshore Construction Works
- Environmental Projects
- Heavy Civil & Marine Works
- Buildings
- Roads & Infrastructures
- Power & Water Projects
- Dams, Harbors & Airports
- Oil & Gas Exploration
- Mining
- Real Estate Development
- Power Generation & Water
- Renewable Energy

CCC Key Facts



Over 130,000 personnel

Worldwide turnover of approximately US\$ 4 Billion



More than 40 countries worldwide

Tens of Major Clients worldwide



More than 15,000 Partners & Subcontractors

More than 16,000 pieces of equipment



projects per segment

Oil & Gas

Pearl GTL Project
Qatar



Heavy Civil

Princess Nora Bint Abdulrahman University for Women
Saudi Arabia



Pipelines

*Ambatovy Project
(Nickel Slurry & Tailings Pipeline)*
Madagascar



Buildings

The Dubai Mall
UAE



Offshore Construction Works

Al Shaheen Oil Field
Qatar



Dams, Harbors, Airports

*New Port at Al Duqm
(Maritime Works)*
Oman



environment

We are committed to creating an organizational culture emphasizing on environmental excellence, as an integral part of our operations and a value promoted throughout CCC.

Recognizing that our activities have an impact on the environment we aim to minimize or even eliminate the strain posed, by applying careful environmental management.

ENVIRONMENTAL **MANAGEMENT** SYSTEM (EMS)

CCC's Environmental Management System (EMS) is certified for ISO14001 standards, insuring our corporate dedication to environmental conservation according to international standards. It is utilized as a framework to grasp our environmental footprint, incorporate certification requirements and integrate pollution prevention strategies. All CCC projects operate in accordance with this EMS and are audited against all its requirements to ensure compliance.

ENVIRONMENTAL **POLICY** STATEMENT

CCC's Environmental Policy stipulates our environmental commitments with respect to our operations, including legal compliance, alleviating environmental impact and the efficient use of resources. The policy also demonstrates CCC's pledge to continually improve the applied EMS in order to overcome the environmental challenges associated with our operations.

ENVIRONMENTAL **MANAGEMENT** PROCEDURES

CCC's Environmental Procedures are applicable to all activities and locations throughout camp and work areas within the Projects. They outline the basic actions to be taken during construction activities to mitigate any environmental impact.

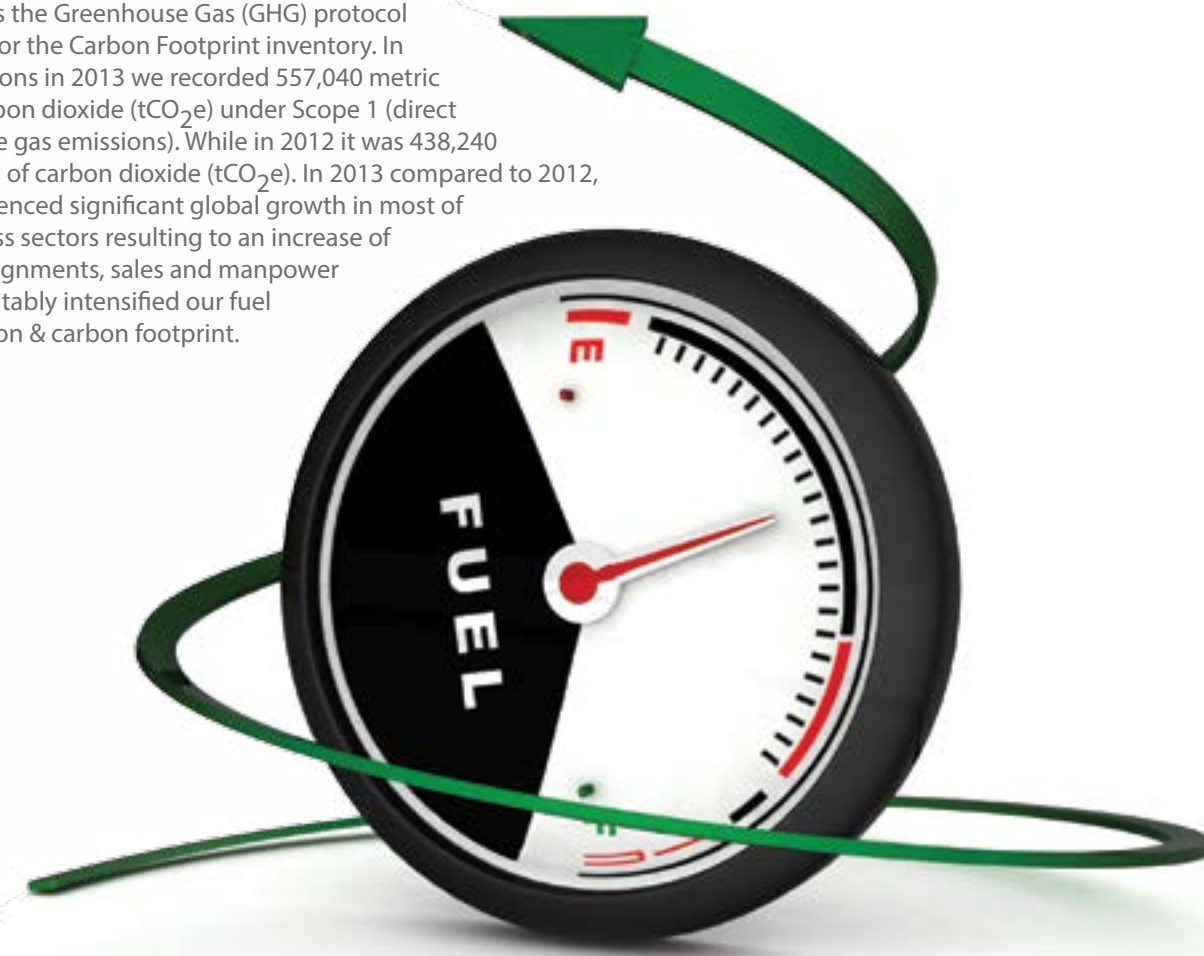
- *Environmental Management Plan* • *Waste Management Plan* • *Camp Sanitation and Hygiene*
- *Chemical Hazard Communication and Storage* • *Site Restoration and Reinstatement Summary*
- *Spill Management & Reporting Procedure* • *Wild Life Procedure* • *Erosion/Sediment Control Plan*
- *Dust Control Procedure*

environment

CO₂ EMISSIONS + ENERGY USE

In our industry, construction machinery, transportation of equipment and vehicles typically produce emissions. We acknowledge our responsibility and seek for advanced solutions to address carbon emissions issues throughout our operations. In 2012 we started measuring systematically our corporate fuel consumption & carbon emissions. The measurements boundaries of our fuel consumption and associated carbon footprint for 2013 cover all our project sites (for the first time also including JV -Joint Venture- share) as well as all owned/ leased vehicles and machinery.

CCC follows the Greenhouse Gas (GHG) protocol standards for the Carbon Footprint inventory. In our operations in 2013 we recorded 557,040 metric tons of carbon dioxide (tCO₂e) under Scope 1 (direct greenhouse gas emissions). While in 2012 it was 438,240 metric tons of carbon dioxide (tCO₂e). In 2013 compared to 2012, CCC experienced significant global growth in most of our business sectors resulting to an increase of project assignments, sales and manpower which inevitably intensified our fuel consumption & carbon footprint.



At the moment, we have completed two years of fuel consumption & carbon footprint calculations and are now in the process of evaluating the source of our emissions in order to determine in which areas our energy efficiency can be improved.

environment

working towards Fuel Economy

The importance of fuel economy for the successful operation of our construction sites is high on our agenda; simply said saving fuel means lower emissions for the environment and higher business profits. Therefore, in 2013 we continued to work on improving the sustainability of our fleet of vehicles by enhancing fuel efficiency, reducing emissions & environmental impact.

Understanding that fuel is a highly variable cost, and, while no operation can fully control the cost and the supply quality of fuel, we strive to have some control by adopting the following:

- *Selecting the right machine for the task –e.g. lowest hp engines, drag improvement gadgets, efficient systems design, and smart engine shutdown during prolonged idling.*
- *Introduction of add-on gadgets and systems to improve fuel consumptions and provide alternative energy.*
- *Proper plant monitoring of fuel consumption rate.*
- *Applying timely and proper preventive maintenance.*
- *Monitoring tires for wear, pressure, alignment, etc.*
- *Limiting and optimizing vehicle speeds and operational RPM.*
- *Optimizing job execution method statements by using smart tools.*
- *Monitoring & controlling individual and cumulative idle time by using Near-Real-Time data capturing systems.*
- *Improving operator efficiency, job knowledge and awareness.*
- *Establishing tools to predict the anticipated CO₂ footprint at early stages and monitor it along the work progress.*



fuel efficiency Improvement Plan

CCC Plant Department has this vision which is expected to be further developed and enriched throughout its implementation. The target is to reduce our impact on the environment and the communities we serve while completing the high quality projects we are renowned for.

Phase 1 Short Term

- Establish a consistent & conformed system to record actual fuel consumptions from all our locations on a monthly basis.
- Develop monitoring KPI's and use Business Intelligence tools to reflect:
 - The effect of fleet disposal and renewal on emission standards fleet population
 - Fleet utilization versus fuel consumption and CO₂ footprint
- Introduce the concept of expected CO₂ footprint during estimation studies. A virtual budget allocation will facilitate future evaluation and interpretation versus the actual data collected as credit or debit.
- Focus on energy-saving attributes during new equipment acquisitions. Priority given to low HP ratings, low emission options, exhaust treatment options and recyclable units/components.
- Reinvent our Fleet Management, by converging operational technologies and IT for the deployment of our in-house near-real-time control systems (iFalcon) and IBM Asset Management system (Maximo) to control timely maintenance, repairs, job cards and spare parts stocks and availability.
- Optimize job execution method statements by using interactive tools between simulation systems and real data monitoring (iFalcon).
- Capture through iFalcon the operational idle time, and other deviations and relate them to CO₂ emissions through Smart KPI's.

Phase 2 Medium Term

- Emphasize on Operator Training Schemes.
- Expand the data collection process to capture additional indicators.
- Introduce modular self-contained equipment mobile wash bay units, with waste water treatment and wash water recycling systems.

Phase 3 Long Term

- Initiate advanced automation in the fuel distribution process and control.
- Explore the usage of Dynamic Gas Blending Kits on Power house generators.
- Investigate breakthrough systems (EcoVolt).

environment

Recycling Effluent Water

Considering that most of our projects are in remote areas where sewage infrastructure is inadequate, setting up compact Sewage Treatment Plants (STP) has become vital. CCC utilizes Sewage Treatment Plants with MBR technology across numerous projects to reduce the impact on fresh water resources. The high quality effluent water produced is used instead for potable water for various tasks such as dust control, earthwork construction, irrigation of landscapes and toilet flushing.

In 2013 we continued collecting water data in order to grasp the total water use and the amount of water recycled and reused.

Water

Water is one of the world's most valuable resources, yet under constant threat due to climate change, explosive population growth and waste. CCC projects require large volumes of water for use in activities such as dust suppression, compaction of construction materials and staff facilities. Throughout our projects we develop water management plans and investigate opportunities for water to be more efficiently used, recycled and reused to reduce our consumption of fresh or potable water.



An approximated **1,460,000** cubic meter of potable water are saved by CCC each year

The projects highlighted below have demonstrated outstanding percentages of waste water recycled in 2013

Project Name	% of Effluent Water Recycled
Muscat International Airport (Oman)	60
Qatar Faculty of Islamic Studies (Qatar)	80
Sadara CHEM III Hydrogen Peroxide Unit (Saudi Arabia)	80

environment

Materials

The building and construction industry uses more raw materials per year than many other sectors, specifically 3 billion tons of raw materials at a global level, which equals to 40% of the total worldwide use.*

CCC recognizes its responsibility and strives to use raw materials sensibly and reduce material losses.

Examples of the various measures being applied across CCC to date, include:

- Promoting the use of materials which have a reduced impact on resource depletion.
- Increasing the use of environmentally compatible materials.
- Encouraging the careful sourcing and selection of building materials.
- Maximizing the use of recycled materials.
- Enhancing the adoption of “green” construction materials as early as in the design stage.

We focus our efforts on careful material selection and using more efficient ways of handling materials.

In 2013, our projects below reported that an encouraging percentage of the materials used are of recycled input.

Project Name	% of Constr. Materials used that are of recycled input
APLNG Pipelines (Australia)	10
Dukham Highway (Qatar)	10
Qatar Faculty of Islamic Studies (Qatar)	35
Sadara CHEM III Hydrogen Peroxide Unit (Saudi Arabia)	64.2
Galkynysh Gas Field Development (Turkmenistan)	27.5

** According to the U.S. Green Building Council (last updated in 2013)*

Waste

In 2012, we started collecting waste statistics across our projects & areas in order to capture the quantities of excavated waste and the related construction waste recycled. In 2013, we continued gathering these metrics and we are currently assessing our performance and structuring strategies for enhancing waste minimization.

CCC is constantly looking for ways to reduce its environmental footprint by adopting an environmentally sustainable approach to waste management.

Our efforts focus on:

- Minimizing the amount of materials sent to our waste streams.
- Maximizing the reuse of waste products.
- Managing waste responsibly where no other alternatives are available.

reduce

the ammount of waste we produce

reuce

resources or pass them to others to do so

recycle

by segregating materials which cannot be reused

recover

energy from materials which can't be recycled

dispose

resources only as a last resort

Construction & Demolition Waste Management

In 2013, we made further important steps towards environmentally sustainable waste management mainly by reusing the excess material from the construction and demolition activities, thus diverting millions of tons of waste from landfill.

The strategy followed by our project sites in order to meet our waste management objectives is demonstrated below:

A number of our projects have achieved notable results on reusing construction materials (mainly concrete, timber, steel, rebar, etc).

Project Name	% of Construction Materials Recycled
Multipurpose Hall at Lusail Sports Club (Qatar)	50
Nile Corniche Towers (Egypt)	50
Qatar Faculty of Islamic Studies (Qatar)	25
Galkynysh Gas Field Development (Turkmenistan)	25
Wasit Gas Development (Saudi Arabia)	40

environment

Green Solutions

We encourage & apply initiatives to enhance resource efficiency and mitigate environmental impact.

We value the environment in which we operate and strive to relentlessly protect it, therefore we apply measures to reduce our environmental impact.

Examples of putting Green Solutions into practice, addressing sustainable issues.

Applied Programs

- Solar water heating.
- PV systems to power large camps (more than 1,000 people).
- Recycled grey water used for irrigation, general cleaning & dust control.
- Gas-fired kitchen equipment instead of electrical powered.
- Recycling & Paper reduction.
- Covering large areas of camps with natural greenery.

CCC locations using Green Solutions

- Athens (Greece).
- Qusahwira Camp (UAE).
- Shah Camp (UAE).
- Muscat International Airport (Oman).
- Bab Habshan Development & Expansion of Bab Gas Compression (UAE).
- Dukhan Highway (Qatar).
- King Abdul Aziz International Airport (Saudi Arabia).
- Barzan Onshore Project Ras Lafan Port (Qatar).
- APLNG Pipelines (Australia).
- Abu Dhabi Plaza (Kazakhstan).
- Qatar Faculty of Islamic Studies (Qatar).
- Wasit Gas Development Project (Saudi Arabia).

Pilot Schemes

- LED lighting & Energy saving bulbs.
- Lighting control strategy based on occupancy sensors.
- Low flow rate sanitary fixtures, flushing valves and cisterns.
- Water-less urinals.
- Solar Assisted Air Conditioning.
- Hybrid Buses.
- Electric Pick Up Vehicles.
- Atmospheric Water Generator.
- Rain Water Capture.
- Re-commissioning MEP Systems including water and air balancing.



environment

Green Building

Built environment accounts for a large portion of the strain imposed on the planet, but CCC aims to be part of the solution. Buildings and infrastructure can be designed and built to reduce the impact on the environment. This is our target, to improve our record of Green Buildings & Construction, so we can contribute to reducing environmental impact by the very core of our business.

Our business strategy, is to provide clients with holistic Green Building solutions covering the entire life cycle of infrastructure projects and including resource-conserving use, environmentally friendly materials, technologies, and components, as well as energy management.

For CCC the future of the construction industry is inseparable from the global pursuit of sustainable development.

Developing Green Buildings

We are involved in the development of environmentally friendly, energy saving construction projects, aiming to fulfill the requirements of sustainable buildings, including our very own new CCC Headquarters in Oman. For these major projects where sustainability is a priority, modern systems for saving water/energy, optimal use of daylight and waste treatment are some examples of the environmental and resource-conserving measures applied.

Our projects below are setting benchmarks for their Green Design and Construction features:

Project	Project Phase	
	Design	Construction
Abu Dhabi Plaza (Kazakhstan)	Certified: LEED Silver (In-progress)	Target: LEED Certified (In-progress)
Abu Dhabi International Airport - Midfield Terminal Building - UAE	Certified: ESTIDAMA 3 Pearl	Target: ESTIDAMA Certified (In-progress)
Riyadh Metro (Saudi Arabia)	Target: LEED Certified (In-progress)	Target: LEED Certified (In-progress)
New CCC Oman Head Office (Oman)	Target: LEED Certified (In-progress)	Target: LEED Certified (In-progress)
CCC KIZAD logistic facility (UAE)	Certified: ESTIDAMA 1 Pearl	Target: ESTIDAMA Certified (In-progress)
Multipurpose Hall at Lusail Sports Club (Qatar)	Certified: GSAS 3 Star	Target: 3-Star GSAS Certified (In-progress)

Training

Our commitment to Green Building is also reflected by the extensive and updated educational programs offered to our employees. We conduct two main relevant seminars:

1. Sustainability - Green Buildings

In-house designed seminar familiarizing employees with the Green certifications & standards available to evaluate and classify how environmentally responsible a building is. (LEED, Qatar- GSAS, Abu Dhabi-Estidama, etc).

2. LEED Certification Exam Preparation

Professional courses for employees seeking LEED Accreditation.

We offer selected employees the opportunity to pursue LEED professional credential either as a LEED Green Associate or as LEED AP with a specialty.

Midfield Terminal Building (MTB)

The Midfield Terminal Building (MTB), currently under construction at Abu Dhabi International Airport is designed using advanced environmentally friendly practices. Responsible for the execution of this landmark project is a Joint Venture between TAV-CCC-Arabtec.

Consumption reduced
by 30%

Water

- Water Conservation Plan.
- Recycle and reuse water applications (irrigation, dust suppression, concrete curing).
- Onsite Sewage Treatment Plant (STP) with Membrane bioreactors (MBR) technology to treat daily 500 m³ of water from site activities.

More than 95% of all
produced waste was
diverted from landfill

Waste

- Construction & Demolition Waste Management Plan (CDWMP).
- Waste Management Resources (Strategic Partnerships, Waste Skips, Equipment).
- Waste Management Facilities (collection points, segregation areas).

An environmentally
sound approach all
around

Materials

- Construction materials of high recycled content, more than 20% (by cost).
- Around 70% of construction timber procured via certified sustainable means (FSC, PEFC).
- Reusing 20% of construction/maintenance timber on-site.

Abu Dhabi

Fuel Consumption
reduced by 27%
(savings per machine
hour)

Energy & Fuel Use

- Fuel Consumption Plan including construction fleet vehicles and third-parties transporting workers, materials & waste.
- Generators & Machinery selected based on performance or energy consumption rate.
- Energy consumption rates monitored throughout construction procedure.

High standard
workplace safety

Health & Safety

- Over 30,000 Million Man-Hours without Lost Time Injury (LTI) & 0 Occupational Illnesses.
- 108,493 Hours of Specialized HSE Training.
- 28,532 people (including site visitors) received HSE induction.

All individuals treated
with dignity and
respect

Human Rights

- Accommodation complies with high standards of labor welfare requirements.
- On-site resting & recreational facilities for workers.
- Supporting cultural sensitivities.
- Ongoing meetings with workers' representatives committees.

Positive community
interaction & local
economic benefits

Supporting the Local Economy

- Regional materials purchasing plan. More than 1,948,358 USD spent to purchase local materials.
- Engaging small/medium local subcontractors and suppliers.
- Rotational training schemes for local graduates.

Key Sustainability Points

“CLIENT TESTIMONIAL”

The Midfield Terminal Building

by Christine Eid (Sustainability Manager at Abu Dhabi Airports - ADAC)



“We cherish our environment because it is an integral part of our country, our history and our heritage. On land and in the sea, our forefathers lived and survived in this environment. They were able to do so because they recognized the need to conserve it, to take from it only what they needed to live and to preserve it for succeeding generations”

the late *Sheikh Zayed bin Sultan Al Nahyan* founder of the United Arab Emirates

MTB is currently the highest sustainability rated airport terminal in the GCC, and the largest singular building ever to be rated globally.

ADAC has delivered tangible improvements through its environmental and sustainability performance; the Midfield Terminal Building (MTB) achieved 3 Pearl Design rating for Estidama, the program managed by the Urban Planning Council (UPC) to promote sustainability and enhance livability in the Emirate aligned to Abu Dhabi Vision 2030.

Sustainable Construction Practices & Achievements

The MTB development program involves major construction activities. To minimize the adverse impacts of construction, TAV-CCC-Arabtec Joint Venture (TCA JV), as the General Contractor for the MTB construction program, is required to comply with certain very stringent Sustainability and Environmental Construction Specifications, that in many cases go beyond the regulatory authority standards as set by the Environmental Agency of Abu Dhabi (EAD) and Estidama;

Key priorities of the MTB Construction Program related to Sustainability:

Waste Management

A major environmental construction challenge has been to meet the required 75% (as a minimum) diversion rate of waste from landfills. By developing a robust Construction Waste Management Plan, and deploying over 100 employees on site to manage the sortation, segregation and collection of waste from site, TCA JV has to date achieved maintaining the rate of 97% diversion from landfill.

Sustainability and Environmental Training Program

ADAC made it a requirement for the MTB General Contractor to design and implement a Sustainability Training Program tailored to suit the scale of the MTB Construction Program. The program developed by TCA JV has been extended to train not only workers and direct staff employed by TCA JV, but also all sub-contractors and suppliers involved in the project. To date 38,015 people have been trained under the MTB Sustainability and Environmental Training program.

Human Health & Welfare

The requirement set by ADAC is for all worker's camp facilities to comply -as a minimum standard- with Abu Dhabi Cabinet Decision no. (13) of 2009. A directive issued to protect workers' rights and improve their accommodation standards. By setting this minimum standard, high quality conditions have been ensured covering not only accommodation, but also personal hygiene areas, transportation, provision of religious services, healthcare and recreational activities. Additionally, formal protocols have been established to facilitate communication with site residents and other stakeholders, such as the Workers' Representative Committee and the Workers' Social & Welfare Program.

Despite the fact that this regulation is not effectively enforced, TCA JV have worked actively and diligently to provide workers with accommodation facilities that exceed the minimum requirements; this is monitored and demonstrated through regular inspections and maintenance records.

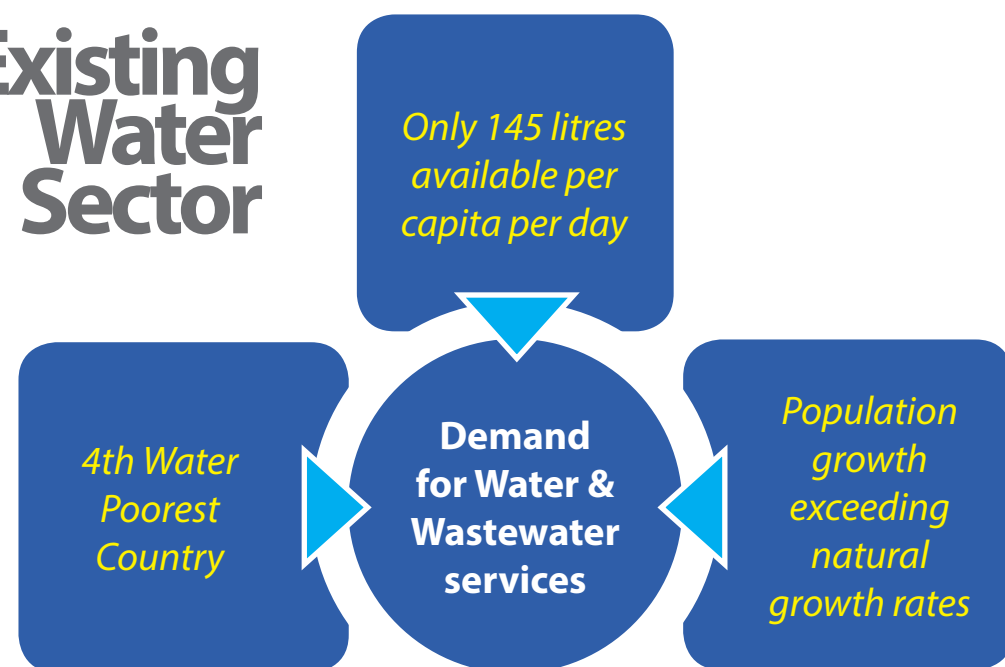
So far, 90% of TCA JV on-site workers are housed in camps exceeding the accommodation standards.

As Samra Wastewater Treatment Plant

This is a 25 year Built Operate and Transfer (BOT) contract for a wastewater treatment plant.

Current capacity is 267,000 m³/day and expanding to reach 367,000 m³/day. The plant treats the waste water equivalent to 3.5 million inhabitants of Amman and surrounding areas. The treated wastewater produced complies with international effluent standards and is used for agricultural purposes. The US Agency for International Development (USAID) and the US Millennium Challenge Corporation (MCC) are the international donors supporting this project. CCC has taken a major role in this project together with its French partner Degrémont.

Existing Water Sector



Key Points

- The largest WWTP in the Middle East.
- Up to 95% Energy-Self-Sufficient.
- 4,000 farms or 10,000 hectares are irrigated with the high quality water produced.
- Treated wastewater represents around 10% of country's total water supply.

Jordan

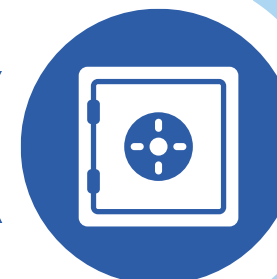
Sustainable Development in Practice

Social



- Gap bridged between water supply and demand.
- Protects Public Health.
- Sponsors transferring expertise in engineering, construction, financing, O&M.
- Highest standards of Quality & Occupational Health & Safety.
- Focus on women's employment opportunities.

Economic



- Economic sustainable growth.
- Country development promoted.
- Employment opportunities:
 - ↳ 180 permanent local employees
 - ↳ Up to 2,500 employees during construction phases

Environmental



- Fresh Water is freed up for other more important uses.
- 153,000 kWh of Green Energy produced per day.
- Reduction of Carbon Footprint: 300,000 tons of CO₂ per year.
- High quality water produced complies with international effluent standards.
- Positive impact on the local ecosystem; the return of certain bird species

As Samra Wastewater Treatment Plant

The Samra is the biggest Jordanian energy producer using biogas (9MW capacity) as well as the largest hydraulic energy producer with its Pelton & Francis turbines (4 MW capacity). The Biogas Generators & Hydraulic turbines allow for the potential recovery of 95% of the electricity consumed by the plant. Some 153,000 kWh of green energy are produced per day, this is the equivalent to the consumption of 50,000 inhabitants.

Jordan

A Green Project
maximizing renewable energy



Sustainability of BOT Concept

A major benefit of the BOT scheme is the long term involvement of the project sponsors. Their commitment for 25 years brings the assurance of a durable quality of construction followed by best O&M practices and the establishment of a sound and long lasting relationship with the local community and the project stakeholders.

A Thorough Environmental & Social Impact Assessment

The project was subject to an extensive Environmental and Social Impact Assessment (ESIA) covering health, safety and environment as well as socio-economics matters. The ESIA addressed both the construction and operation periods and investigated the impact of the project on the environment, the economy and the population. Mitigation measures were identified and imposed where necessary in order to reduce possible adverse impacts. During this assessment, the project was presented and explained to the local community in public disclosures and workshops. The project team has the obligation to report on environmental and social matters on a monthly basis.

social





Health & Safety

At CCC the health and safety of our employees always comes first.

This is one of CCC's core values and a fundamental part of our ability to successfully conduct our business globally. It is our moral, social and commercial obligation to safeguard the health and safety of our employees.

As an ISO 14001 and OHSAS 18001 certified company with the highest level of commitment to HSE, CCC is adamant about creating a safe workplace.

We strive to accomplish this by forging a work culture that focuses on shared accountability, leadership and effective risk management.

We also believe that good safety performance is a result of both individual and group effort. Everyone can influence a safer outcome by behaving in a way that shows we care for each other.

The CCC HSE (Health, Safety & Environment) Group function is fully committed to the prevention of all incidents, injuries, and occupational illnesses to its employees, contractors and stakeholders. In 2013, it continued to provide unlimited support to the different disciplines within CCC. In driving the safety culture the HSE Group: integrates all CCC projects (highly diversified geographically and across industries), develops best-practice systems, investigates in detail procedures followed, produces regular transparent reports and introduces dynamic safety measures.

Striving to continually improve safety within CCC, the HSE Group is planning to set up Health & Safety Committees in partnership with the projects management to come up with updated, relevant and coherent procedures.

We constantly underline that: "HSE is Everybody's Business"

social

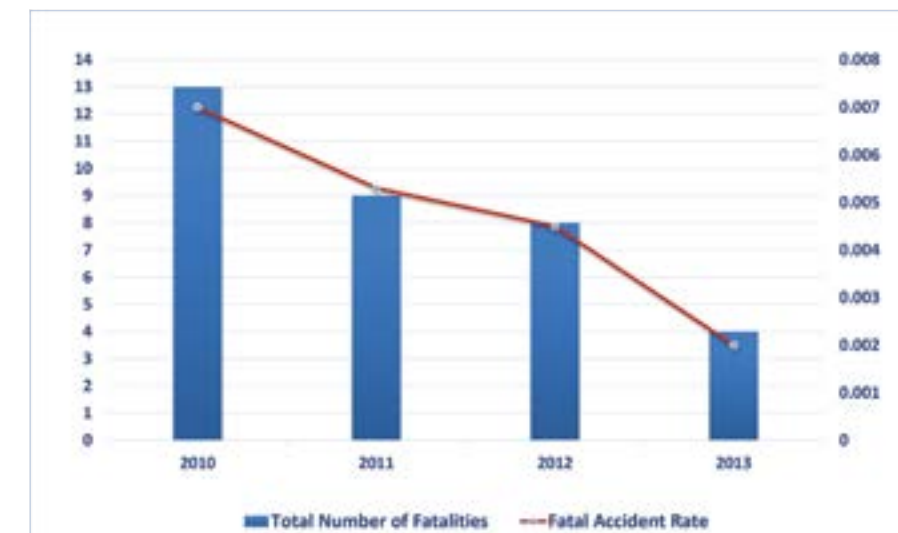
2013

Health & Safety

In 2013, we took further decisive steps towards improving our occupational safety performance. Compared to previous years we have achieved positive results across key safety measurements.

Work-related Fatalities

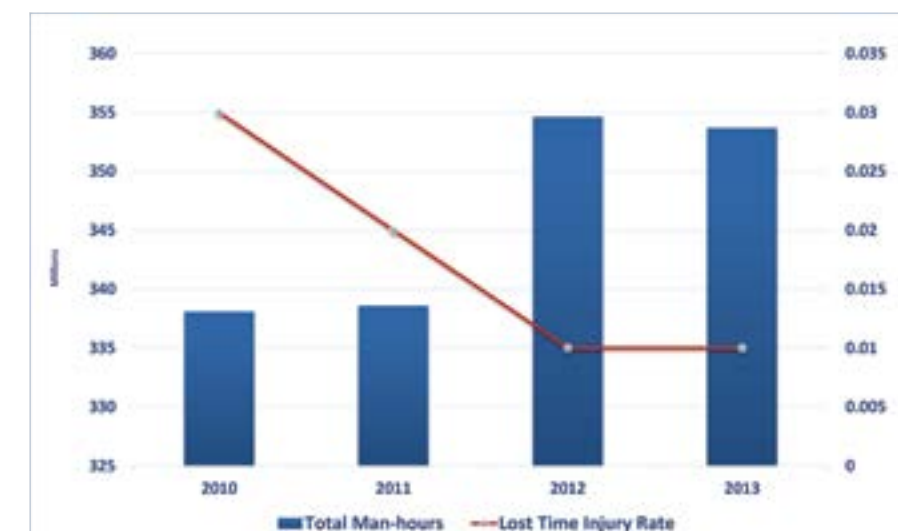
In 2013, a major reduction in the number of work related fatalities took place due to the increased attention to safety regulations.



Lost Time Injuries

Only 21 lost time injuries with 346 million total man hours.

Compared to our 2013 Lost Time Injury Frequency Rate of 0.01 injuries per 200,000, this represents an 67% improvement from that recorded in past years.



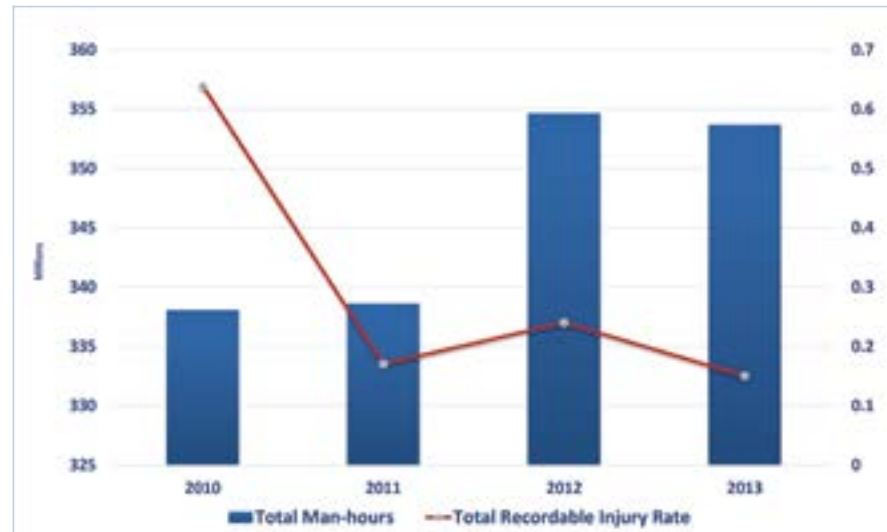
Occupational Safety Performance

2013

Occupational Safety Performance

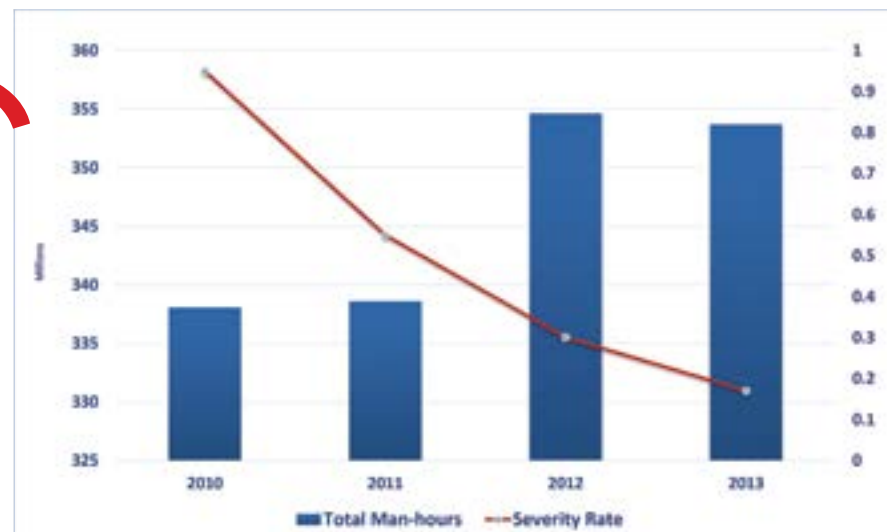
Total Recordable Incidents

The Total Recordable Incident Rate (TRIR) of 0.15 incidents per 200,000 man-hours suggests almost an 77 % improvement compared previous years.



Severity Rate

A Severity Rate (SR) of 0.17 indicates an 82 % improvement from that reported in the past (SR of 0.95).

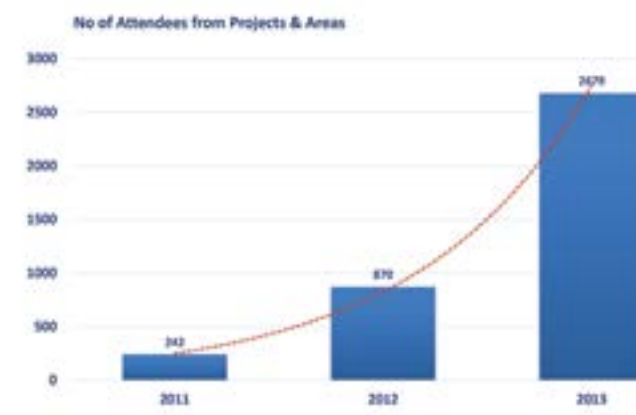
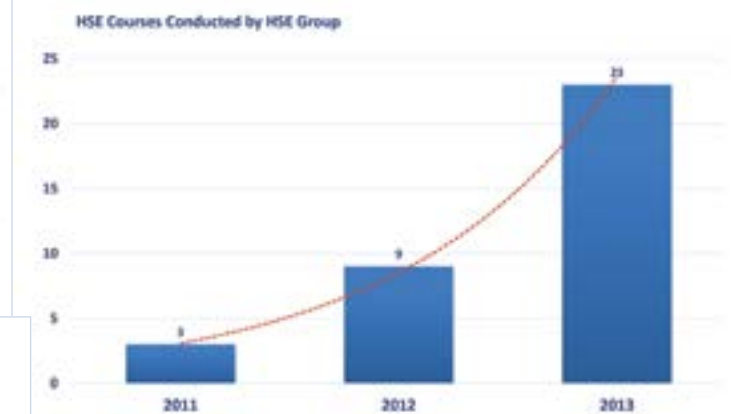


HSE Training and Development

Health & Safety

We place Health & Safety Training at the center of our attention. Through our training programs we strive to enhance the capability of our workers at all levels, to execute their tasks in a safe, reliable, responsible and efficient manner.

2013 was a year of noticeable improvement in the level of HSE training. The graphs below demonstrate the increase in related aspects, namely: HSE courses conducted, attendees and total training man hours.



Health & Safety

HSE Group Improvements



HSE Group Activities

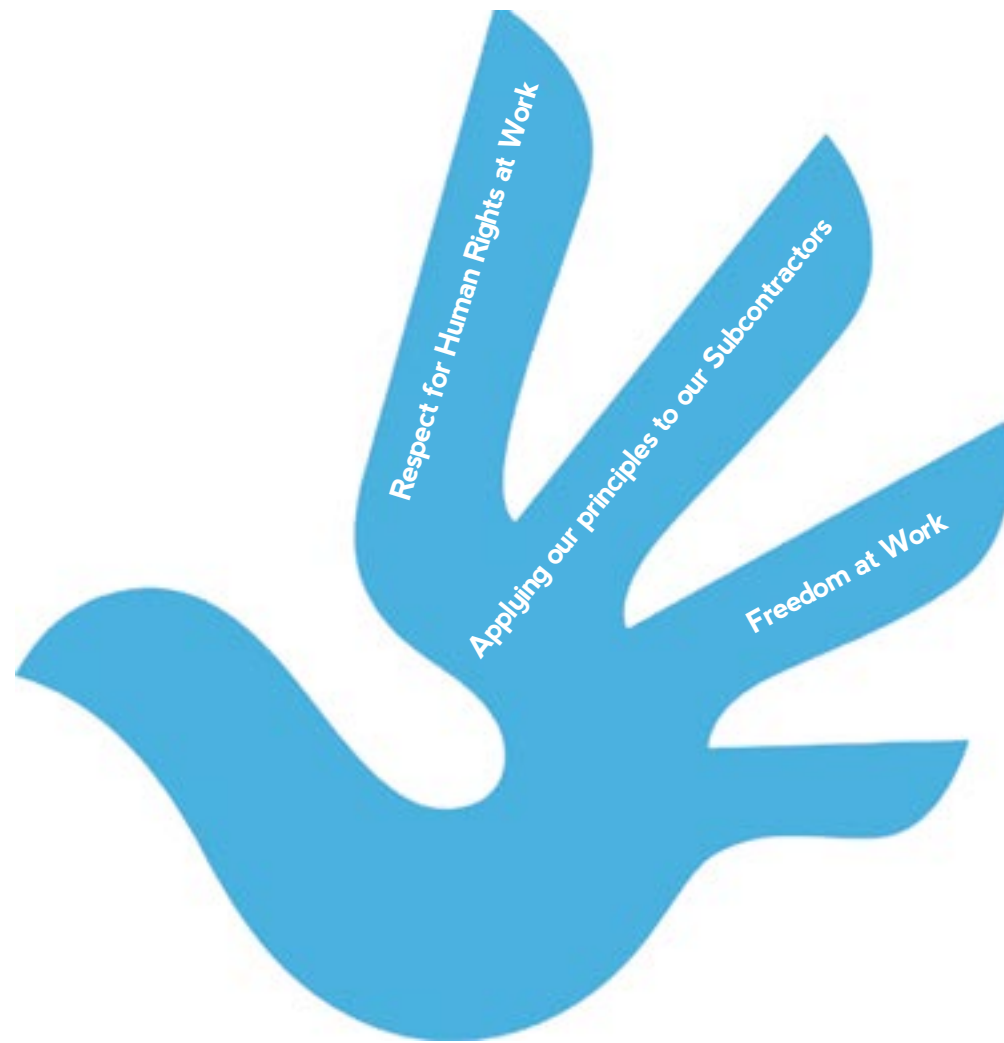
- Developed HSE Group Mission Statement.
- Completed BVQI (Bureau Veritas) recertification process.
- “Way forward” plan developed & implementation is ongoing.
- OSHA 10 & 30 hour courses provided in-house.
- Established an HSE GUD (Graduates under Development) committee.

CCC MUSSAFFAH OFFICE UAE Complex Safety

- Prepared Safety Procedure.
- Prepared Emergency Response Procedure.
- Prepared Environmental Protection Plan & Procedures.
- Assigned Floor Wardens and provided Floor Warden Training.
- Fabricated and Placed Outdoor Smoking Shelters.
- Provided First Aid training for appropriate number of personnel.
- Evaluated fire alarm and protection system.
- Established Safety Committee.



- Introduced monthly HSE Newsletter (HSE Insight).
- Introduced “Captain No Zone Safety” Comics.
- Introduced CCC HSE Training Program Brochure.
- Introduced HSE Training Facilities and Manning Matrix.
- Cooperation with CCC Training Department to introduce safety courses.



Human Rights

Human rights are fundamental to society; the increasing demand for international corporate accountability calls for businesses to demonstrate their respect for human rights. CCC strives to respect human rights throughout the 40 countries of operation. In our perspective, maintaining an underlining respect for human rights helps us retain our license to operate.

Highlights of CCC's commitment towards the protection of internationally proclaimed human rights:

- Supporting the United Nation's Global Compact principles.
- Following CCC's Group wide: "Core Values-Guiding Principles and Code of Practice".
- Applying strict occupational safety, health & environment policies & directives.
- Establishing Welfare Committees & Grievance Mechanisms (mainly for project sites).
- Encouraging a healthy work-life balance.
- Promoting training and skills development for employees.
- Organizing Human rights awareness training programs (as part of the "CCC Culture & Values" training).
- Abiding with regional labor standards and prevailing laws (as a minimum).
- Integrating human rights concerns into business decision making procedures.
- Valuing diversity and equal employment opportunities



Human Rights & Our Business Partners

We subcontract certain of our operations to third party contactors, and we seek that our business partners meet the same high standards as we set ourselves. We expect our suppliers and subcontractors to obey all applicable laws and regulations related to health, safety, environment, prohibition of child and forced labor as well as the payment of wages in accordance with local regulations. We are committed to take necessary corrective measures when our requirements related to the respect of human rights are not fulfilled.



social

Human Resources

HR and the Three Pillars of Sustainability Social, Economic and Environmental

The path to viable sustainability needs persistent and meticulous processes in order to become an integral part of an organization and its employees' behaviors and way of thinking. It requires continuous engagement from staff at all levels and the cultivation of a broad notion of sustainability in business practices. CCC is committed to sustainable development and all employees recognize the benefits for the business. The HR department plays a major role in the three pillars of sustainability (the social, economic and environmental), instilling to all staff these notions and ensuring their perpetual propagation and continuation.

Based on the above, the company's HR department on the one hand conducts staff training courses (for both local and expatriate staff) in order to develop and enhance their skills and on the other, gives these trained persons a trade for life. As such, this contributes to the social aspect of sustainability as it provides an unskilled employee with a trade which can be capitalized on.

The satisfaction of the above pillar leads the skilled employees to an improved financial status due to their newly acquired know-how. This will help them to improve their standard of living as they afford to improve their quality of life, their health care, education of their children and overall well-being.

Through training propagation and career enhancement of staff, these employees will have better prospects of employment within and outside CCC, due to their improved skills/trades they have acquired.

With regards to the environmental pillar, the HR department covers various related topics in its training curricula for staff. The pinnacle of environmental training introduced in CCC is the Green Buildings, LEED and GSAS seminar which incorporates environmental aspects in a variety of sectors such as HSE, engineering, estimations, etc. The course introduces the U.S. Green Building Council - LEED Standards (Leadership in Energy & Environmental Design), Qatar GSAS & Abu Dhabi's Estidama, etc... These programs aim to raise awareness and create an environmentally conscious and responsible culture across the entire company.

As will be mentioned below, CCC Human Resources and Training Department contributes to CCC's overall sustainability strategy through the social, economic and environmental aspects that are intrinsically linked to its scope of work and services. This contribution takes place on the national level; company level; and the individual level as explained below.



Human Resources

National Level In-Country Value & Local Content

In every country we operate in, we strive to add value to local communities as part of our core values as we feel that giving back to these communities will enhance and reciprocate our ideals.

We ensure to enhance the country's local content through focusing on training local personnel in various areas.

CCC contributes to the local social welfare of the communities where it executes its projects, by assessing the needs of these locales and working with key personnel to satisfy them. For instance, the company contributes to local schools, roads, hospitals, etc. either through voluntary work or

by financing some of these development plans that help to facilitate the company's operations as well.

CCC projects acquire materials and consumables from local markets; by this the company creates job opportunities for the local manpower. Subsequently, this improves the social welfare and boosts the economy of the locality and the GDP of the country as a whole. These actions not only adhere to the social aspects of sustainability but to the economic notions as well.

As a company we try our best to go beyond what is stipulated contractually, but adopt our philosophy of sustainable development. We ensure that we consistently give a high percentage of work to the local work force, not only to satisfy the countries labour laws, but to stay true to our ethos of encouraging and improving these communities. We enrich the communities we operate in, and we can demonstrate countless examples of value being added.

Individual Level Real Life Story, Ahmad's Story



I used to work in a restaurant and played football, and because I was good at it, I pursued a career in football. However, during exercises, my knee was injured and I had to have an operation and do physiotherapy for a long time. Unfortunately after this, I could no longer play this sport. As a result, and because I had no other profession to help myself and my family, we all went through very difficult times.

While visiting a relative, he advised me to start a vocational training course with CCC. As he explained; CCC is an international and a great company who appreciates good tradesmen. So I enquired about the Company and heard the same comments from other relatives. Thus I applied to CCC and took a welding course in which thankfully I was one of the outstanding trainees. CCC then sent me to Kazakhstan where I felt appreciated and earned considerable income. This improved my quality and standard of life. Eventually I managed to buy a piece of land and a car back home. On completion of my assignment in Kazakhstan I returned back to my country. I worked freelance for a local Firm with a good income. I am now pursuing lifelong learning interests and currently studying English to keep improving and excel in other areas.

I have a brother who because of the high cost of studying at the University had to abandon this. He then started the same training course that I did and also excellent at it. Consequently, he joined the same firm as mine and passed the welding test. He's now managed to get a good job with a large company that earns him a good salary. All this happened to my family because of CCC's policy and I would really like to thank CCC for all its efforts.

Human Resources

Company Level Continuity and Employee Retention (Years of Service KPI)

It is no secret that one of CCC's greatest strengths is the leadership's commitment to retaining its employees both through times of prosperity as well as in times of economic and political adversity, on an international level.

This underlying principle of continuity runs through all echelons of the company, and it is demonstrated by the high number of employees that have stayed with the company for more than 20 years, and in many cases for their entire lives. This 'career for life' reflects the essence of sustainability: To fulfil the needs of today, without compromising our needs and

permanence into the future. In other words, at CCC, as with our projects and commitments, we very much have a long term mind set when looking to the needs of our employees.

In HR we are key in communicating this sense of career continuity in terms of employee engagement and retention (two key elements that are intrinsically reliant on each other), as well as making sure that our efforts align the individual competencies, collaborative strategies, and organizational capabilities required to support our operations.

Employee engagement is essential to long term success, and we achieve it through leadership development, training and developing employees' strengths and talent management. Employees are seeking not only a paycheck, but more importantly a purpose – which CCC is consistently able to provide.

CCC continuously propagates the notion of staff investment, in the sense that growth comes from within the company. The High Fliers Program launched in 2011 aims at delivering exactly that; the next generation of leaders.

This scheme aims to address points such as:

- Focus on identifying employees with a strong potential to assume higher level roles;
- Assess the depth and capability of current talent pool;
- Use external sources to provide world class assessment and executive development programs; and Provide necessary individual and tailor made coaching, mentoring, development and support.

Stringent evaluations of the program are also undertaken predominantly through the below assessments:

- Leadership Style;
- Organizational Climate; and Emotional Intelligence (EI) 360 degree Surveys.

This is an ongoing program with a fresh intake each year, to ensure that the creation of a leadership pipeline will deliver the highest caliber of leaders capable of meeting future challenges of our business demands and our increasing diversity, complexity and size.

Company Level Programs High Fliers



social



CCC's Project Management Training Scheme

CCC is recognized by the Project Management Institute (PMI), the world's largest project management member association, as a Registered Education Provider (R.E.P.). We have proudly renewed our approval cycle until 2017.

CCC's PMI training key facts:

- Over 5,300 employees trained.
- More than 95,000+ contact hours/PDUs issued.
- Over 80 Project Management Professional (PMP) certifications gained to date.
- Delivered in more than 10 countries.
- Over 50 unique programs on project management, civil, mechanical, safety, accounting, value engineering, etc.

Human Resources KPI's

Based on the company's commitment to sustainability which emanates from its core values and family culture, a set of KPIs have been set in order to quantitatively measure the performance of operations for an identified roadway to sustainability. The KPIs also cover the social, economic and environmental aspects of HR.

Currently the below KPIs are used

Percentage of CCC Training offered to CCC employees (This has economic and social effects)

The graph shows the increase in this number through the years (the sample starts from 2010). The target is to keep the ratio 10-11% of the staff being trained yearly or improve on it.

Training on CCC Core Values and Human Rights (this has social effects)

As a consequence of the above, the training on CCC Core Values and Human Rights also increased since it constitutes part of all CCC training seminars. The target is for this is to continue to form 10% of the Training hours.

Talent Attractiveness/Employee Attractiveness (this has social and economic effects)

The number of new applicants during 2013 was 36,304. This will be used as a base for comparison for the coming years and an increase in the number of applicants will show company attractiveness.

Number of CCC employees attending Green Buildings Courses and with LEED Certificates (this has social, environmental and economic effects)

CCC is encouraging its employees to attend the Green Buildings and LEED course offered in-house and to get LEED certified. In 2013, more than 300 employees participated in face to face Green Building training classes, and 21 attendees continued towards acquiring a USGBC certificate.





Employee

Across six continents, CCC's 135,000 employees carry out all types of multidiscipline Civil, Mechanical & Electrical construction services. CCC's commitment to sustainable growth is directly linked to its employees' wellbeing, health & safety and continuous development. Therefore, we hold the responsibility to safeguard the unique family culture of CCC which encompasses these employee focused values. For these reasons, we place a high priority on the continual and sincere communication with our global workforce.

Since 2007 we conduct annual Employee Satisfaction Surveys to grasp our employees' satisfaction. As part of our efforts to improve employee satisfaction, at the beginning of 2013 a major internal scheme was launched to advance

the process the Employee Satisfaction Survey was conducted until now. An Employee Satisfaction Committee was established with the objective to simplify the questionnaire and increase participation levels.

During June 2013, following extensive research and constructive discussions, the Employee Satisfaction committee had finished developing and reviewing the new employee satisfaction questionnaire. In the New Employee Satisfaction Questionnaire we deleted few questions, added several and amended some. The main goal was to increase the value of the survey tool by gaining a strategic insight over employees' overall satisfaction with CCC, their jobs, training and other aspects of their workplace experience.

By the end of June 2013, the survey was electronically sent across the whole group to employees with an email account and 73% successfully completed it.

Satisfaction

The outcome of the analysis led to clear results showing organizational strengths & areas for improvement.

The scale of the collected response was beyond any statistical sampling requirement and the inferred results were treated as facts. The wealth of collected data allowed us to conduct many sorts of analysis covering simple linear regressions, multiple regressions, exploratory factors analysis along with structural equation modeling. During the evaluation, simpler norms (KPIs) developed by the HAY group, were adopted to complement these techniques and produce easy-on-the-eye executive reports.

We gained honest feedback on how employees feel about their positions, upper management and the company as a whole. Matters were revealed and depending on their nature, urgency and feasibility Top Management decided upon the most effective means to improve these items.

Already by the end of 2013 CCC took positive measures related to **Employee Wellbeing and Work-Life Balance**.



governance

governance

Foundation

The CCC Core Values-Guiding Principles and Code of Practice set the cornerstone of our universal approach towards ethics, integrity and compliance. Throughout all our operations, projects, branches and associate companies the CCC Principles and Values are applied. Our Code of Conduct requires compliance with all applicable laws, support towards human rights and prohibition of all forms of corruption (including extortion and bribery).

We work hard to strengthen the culture of compliance within CCC by delivering training programs across our operations. Through these we underline to all CCC employees the key rules of conduct applicable to us and elaborate the responsibility they have towards complying with the law and internal company regulations. We expect all of our employees to comply with our principles.

governance



Policies

Our corporate policies are key to our ongoing growth and success. They help us deliver the project excellence we are renowned for and at the same time demonstrate our commitment towards sustainable development, maintaining solid relationships with stakeholders and generally being good neighbors.

A list of our corporate management procedures further reinforced in 2013:

- *Environmental Policy.*
- *Health Safety & Environment.*
- *Ethics & Anti-Corruption program.*
- *Training & Personnel Qualifications.*
- *Employment Policy.*
- *Corrective and Preventive Actions.*
- *Risk Management.*

governance

Anti-Corruption

CCC operates in certain countries, where the risks associated with corruption and bribery are deemed high. It is our duty to keep away from these practices of local corruption when tendering work to local suppliers or bidding for government contracts. Our corporate approach against anti-corruption is straightforward and in full compliance with our Ethics and Anti-Corruption program.

CCC is committed to conduct its business ethically and to fight corruption at all levels

We pledge our support in the battle against corruption through our commitment towards the below:

- United Nations Convention against Corruption.
- UN Global Compact Principle 10.
- World Economic Forum - Partnering Against Corruption Initiative (PACI) Principles.
- Transparency International-Business principles for Countering Bribery.
- Pearl Initiative (Founding Partner).

CCC does not tolerate, bribery, corruption or any unethical behavior. To ensure this we have in place a strict internal Anti-Corruption Policy which has been rolled out across all areas of operations including the key decision-making personnel at all sites. CCC's "Ethics & Anti-Corruption Program" (EACP) covers all aspects related to the subject including commitments, declarations and whistle blowing procedures. Employees suspected of being involved in corruption are investigated by a set up taskforce which gathers information from all parties concerned, studies the case and takes action when needed. When found guilty, legal actions are taken against the violators including dismissal from their post. If evidence is not sufficient for legal action, employees are put under probation and surveillance until light can be shed on the incident.

In 2013 we initiated the "Ethics & Anti-Corruption" workshop to offer our employees practical guidance for recognizing and responding appropriately to corrupt activities. These training programs delivered across key commercial and governance areas of CCC, directly address the subject of corruption and how to fight it.

governance

Risk Management

Taking risks within the Engineering & Construction industry is an inherent part of doing business. All of our projects are complex undertakings that have to be completed against challenging requirements and constraints, thereby requiring constant risk assessment and analysis to ensure that we meet our obligations. We operate in many remote and sometimes risky locations, requiring that we follow a structured and uniform approach for addressing our business risks, across all our value chain activities.

CCC believes that integrated risk management is a must to ensure sustainability for all of our stakeholders

With expanding operations and increasingly complex projects stretching across new geographical areas, CCC has recently embarked on enhancing our risk management framework. Our dedicated effort has resulted in a standardized structured approach to cover risk assessment and analysis of all our projects and corporate activities. At the project level, we prioritize risks based on likelihood and impact ratings that are measured relative to project objectives; including schedule, cost, and quality. At the Group corporate level, we follow a similar risk rating approach, but look at the overall impact relative to our corporate goals; including strategic, financial, operational, and compliance objectives.

To simplify our risk prioritization and mitigation approach, we sort our corporate risks into external, internal and strategic risks. Within internal risks, we mainly look into our internal processes: HR, preventing corruption and other operational processes at the corporate level. For external risks, we look at a multitude of competitive risks, and continuously evaluate changing market dynamics. Within this category we also consider all traditional risks, such as political, economic and other environmental risks that may impact our operations.

We conduct regular risk workshops involving senior staff and project directors, and our findings and recommendations are reported to the Board of Directors for action approvals.

Our risk toolkit includes our own iRisk software which was extended to cover enterprise-wide and corporate risks, currently being tracked under our CiRisk toolkit. These toolkits ensure consistency of tracking and reporting, and allow us to conduct both qualitative and quantitative risk analysis.



community



Corporate Social Responsibility

We aim to invest in programs that we believe can make a positive impact in the places where we operate.

Social commitment plays a key role in our Corporate Responsibility activities. Through our Corporate Social Responsibility programs we aim to foster sustainable development. From Athens to Cairo and Saudi Arabia to Tanzania, our CSR scheme highlights CCC's social responsibility, environmental awareness and local engagement.

Around the world, we undertake many actions, programs and partnerships that positively affect our stakeholders under four main domains:

- *Supporting Local Communities.*
- *Environmental Responsibility.*
- *Education.*
- *In house programs for CCC employees.*

community

Corporate Social Responsibility 2013 Highlights

Supporting Local Communities

From the beginning CCC has followed the belief of giving back. Our employees also share this belief and dedicate their time and resources to solve problems in their respective communities.



Greece

- Completed several food drives to support groups affected by the economic crisis in Greece
- Delivered clothing to senior citizens
- Donated office furniture & equipment supplies to special schools
- Upgraded the heating system of a children shelter managed by the largest NGO protecting children's rights in Greece ("The Smile of the Child")
- Launched the CSR food basket to intensify food donations & increase employee involvement



Tanzania

Tunduma Ikana Road Project (TIRP)

- Provided local schools with books
- Organized events & gift drives for orphanages
- Donated playground equipment

Egypt

Completed a Computer Donation Initiative

Several computers were donated to the Community Library of "Alwan wa Awtar - Arts for Development", an NGO in Cairo helping children and youth from marginalized communities.



Algeria

- Handed backpacks filled with school supplies to disadvantaged children
- Participated in fund-raising dinner to secure funds for physically disabled children



community

Corporate Social Responsibility 2013 Highlights

Environmental Responsibility

CCC actively supports the notion of environmental stewardship through initiatives which promote environmental protection and increase environmental awareness. With such initiatives we aim to create sustainable environmental value.

Athens, Greece 4th Reforestation Campaign

1,000 trees planted.



Australia

Australian Biosecurity Award for APLNG project

The Environment Management Team from Australia Pacific LNG received this award, in recognition of the applied environmental management.



Abu Dhabi, UAE

Protection of Al Wathba Wetlands Bio-Diversity

CCC volunteers participated in a terrestrial baseline survey of Al Wathba Wetland, one of Abu Dhabi's protected wetland reserves. Al Wathba is home to approximately 250 species of birds including the Greatest Flamingo, as well as several species of reptiles and small mammals. CCC volunteers who took part in the surveying team formed by the Environmental Authority of Abu Dhabi (EAD), are now considered Environmental Ambassadors to EAD in appreciation of the assistance they provided.



community

Corporate Social Responsibility

2013 Highlights

Education

Preparing tomorrow's workforce to meet future challenges is key to building successful and lasting relationships with the local communities and to our success as a company. We consider it our responsibility to promote the education and personal development of the new generation.



Egypt Education Support

CCC's CSR team in Egypt led an initiative to help more students go to school in rural South Egypt and especially those from Edfu, Aswan. The joint efforts of Egyptian NGO "Nour Ala Nour, CCC Area office Egypt and local CSR team secured the financing to support the annual school cost of 200 children.



Job Fairs & Career Days

We regularly participate in such functions, to create interest among students in engineering careers, discuss with them, organize training seminars, conduct interviews and select potential graduate candidates for future recruitment. Hundreds of students benefit.

UAE Innovation Camp at Zayed University

Three lady engineers from CCC's Civil Engineering Department (EPSO) in UAE, volunteered to participate in a self-empowering educational program organized by INJAZ. The objective was to provide students with unique, hands-on and exciting learning experiences. The participants (students, professors and public/private sector volunteers) jointly engaged in exercises, games, and challenges focusing on teambuilding, problem solving and creativity.



community

Corporate Social Responsibility 2013 Highlights

In House / CCC Employees

Greece

CCC does not exist only to make profit, but also to improve the livelihood of its employees and their families. This is how we safeguard the unique CCC Family culture.



Olive Oil Production Process

A hands-on experience was arranged, to promote traditional culture. Participants had the opportunity to get back in touch with nature and participate in every stage of the traditional oil harvest.



Earth Centre

Raising environmental awareness, this program was organized to educate participants on modern environmental issues and help them explore applicable solutions for their day-to-day activities.

Race for the Cure

For the fifth year, CCC was one of the main sponsors of the event "Greece-Race for the Cure 2013" which raises funds for research and awareness about breast cancer - the most prevalent cancer in the world today with about 1.3 million people diagnosed annually.



community

Corporate Social Responsibility 2013 Highlights

In House / CCC Employees

Egypt

Personal Development Sessions

Aiming to enhance employees' capabilities and help them balance their work, life and career objectives, the Egypt CSR team introduced internal personal development sessions, starting with an enlightening session on Anger Management.

World Health Awareness Days

To promote health awareness and the benefits of a healthy lifestyle among their fellow employees CSR Egypt created a useful tool kit, inspired by the World Health Days Calendar of the World Health Organization (WHO). This practical guide includes background information highlighting today's major public health challenges such as Malaria, TB, Hepatitis etc. as well as tips and advice to create a healthier world.

Employees' Family Day 2013

To uplift employees' morale and remind them what the CCC family and culture are all about, CSR Egypt team held a Family Day Event bringing together CCC employees from Cairo offices and the projects in a social event including sports, games, swimming and generous meals.



community

Corporate Social Responsibility

Bethlehem Development Foundation



Hassib Sabbagh Academy



Long before the modern business coined the term CSR - Corporate Social Responsibility, CCC was practicing such beliefs by virtue of the fact that the founders felt strongly about sharing their wealth and success.

Their vision and dedication to make a contribution to the world became evident by CCC's respected name throughout the world. The Bethlehem Development Initiative in Palestine and the Hasib Sabbagh Academy in Jordan, are the most recent examples of putting these principles into practice.



community

Corporate Social Responsibility

Bethlehem Development Foundation Palestine



Bethlehem in Palestine, is a city outstanding universal value and spiritual importance. Home to one of the most sacred Christian sites in the world, the Church of the Nativity built in 4th century AD marks the beginning of Christianity. The church and the Star Road to it, have been a pilgrim destination for the past 1700 and recognized by UNESCO as world heritage sites. Unfortunately, at the same time Bethlehem is a site of sensitive relations and tension which at times has simmered over into violence. As a result, Bethlehem's current state is that of a depressing provincial town where most efforts to boost tourism have been unsuccessful, unemployment is increasing and the overall local economy is considered fragile.

The late Mr. Said Khoury CCC's Co-founder and Chairman Emeritus, renowned for his business acumen and his passionate support of the Palestinian cause, was saddened by the progressively worsened state of the Church of the Nativity, upon his visit to Bethlehem in 2012. Water was leaking from the rooftop, threatening to cause serious damage to mosaics and other priceless items in the church. The disappointing condition of this a major Christian site triggered a heartfelt personal undertaking for Mr. Said Khoury who has been involved in almost every initiative developed to support Palestine.

He decided to found the Bethlehem Development Foundation (BDF) together with a group of Palestinian philanthropists. This non-profit organization has launched the Bethlehem Development Initiative (BDI), a multi-million dollar plan to revitalize the old city.

Vision

Transform Bethlehem into a vibrant international spiritual destination, by providing an infrastructure which will promote sustainable economy and improve the quality of life for residents.

Strategic Objectives

- Bethlehem to be restored as a lively spiritual center true to its unique significance.
- Bethlehem to compare favorably with other Holy cities worldwide.
- Bethlehem to be the epicenter for the practice, experience, accumulation and dispersion of the nature of everlasting peace for visitors from around the world (irrespective of their spiritual background)

Master Plan

In line with the BDI vision and strategic objectives a sustainable Master Plan has been created. It strategically addresses the different areas of Bethlehem's development, incorporating elements of economics, heritage, society, spirituality, infrastructure and the built environment.

It aims to accomplish the below targets:

1. Emphasizing on and revitalizing the Arc of Spirituality linking Bethlehem, Beit Jala, and Beit Sahour
2. Enhance Bethlehem as a spiritual center of Christianity
3. Develop Basic Infrastructure including Energy, Water & Waste
4. Enhance quality of living through improved Education, Safety, and Hygiene
5. Support community development through economic initiatives
6. Advance culture & tourism in the urban district
7. Establish connectivity and accessibility through a Transportation Master Plan
8. Improve the public realm and preserve heritage



During 2012-2013 the efforts begun with the restoration works at the Church of Nativity which involved a major renovation of the roof while preserving a large portion of the ancient structure. Then, under the coordination of CCC Palestine, the revitalization of Manger Square took place including repairing damages, painting and cleaning the surrounding area. Once Manger Square -the tourist center of Bethlehem receiving around 15,000 tourists

annually- was revamped, preparations to celebrate Christmas were made including decorations, events and caroling all under the auspices of CCC Palestine. Also, strong relationships were secured with international organizations such as: European Parliament, UNESCO, USAID and Arab Monetary Fund and Welfare Association, aspiring to support BDI's mission.

community

Corporate Social Responsibility

Hasib Sabbagh Academy Jordan

The late Mr. Hasib Sabbah CCC's Co-founder, transformed his life from a Palestinian refugee to a unique and prominent citizen of the world. He rose to industrial fame and fortune while remaining a consistent peace activist and instinctive philanthropist. A great supporter of the Palestinian cause, who worked to help build peace in the region. As a philanthropist and a devoted proponent of education, Mr. Sabbagh made numerous meaningful contributions.

The Hasib Sabbagh Regional Academy in Jordan symbolizes Mr. Sabbagh's ongoing devotion to educating future generations.



Building Reconstruction

Extensive works related to the renovation, development and upgrade of the existing structure on the university campus.

Occupational Health & Safety Program Development

The high-quality course is designed to promote the recognition, avoidance, and prevention of safety and health hazards in the workplace. The curriculum is based on international standards and developed by the Red Rocks Community College and the Rocky Mountain Education Center (RMEC), both in Colorado and the latter being an OSHA (Occupational Safety & Health Administration) certified training institute. The curriculum development process involved firstly, identifying the existing HSE standards applied in the Middle East construction industry and then aligning these procedures with relevant international standards such as OSHA, NFPA, BSC.

For the recruitment of the program's instructors a meticulous procedure was followed. A professional development pathway was created to prepare the instructor candidates suitably. It involved field exercises for the candidates to gain the awareness of HSE procedures and assess job task hazards as well as design and communicate safety management plans. After this, any necessary development of their IT or English language skills took place, to be concluded with the completion of a focused course "Train the Trainers" conducted by the RMEC instructors. Curriculum and "Train the Trainers" course is funded by a grant by the Higher Education for Development (HED) and USAID of Washington, D.C. Curriculum.

As a result a first-class HSE educational program has been developed, setting the benchmark for formal HSE education in the Middle East.

CCC in cooperation with Al-Balqa' Applied University (Amman, Jordan) are developing the "Hasib Sabbagh Regional Academy for Health, Safety & Environmental Studies", where the entire district's professional HSE Officers will be graduating from. The Academy's notable impact, focuses on job creation in the Arab world and promotes the vision of workplace safety.



green AWARDS 2014

COMMENDING EXCELLENCE IN SUSTAINABILITY



NGO-Best Green Initiative of the Year
Consolidated Contractors Company

With pride we announce our first award.
3 November 2014 | Jumierah Beach Hotel | Dubai

dedicated to

excellence | clients | green | safety | employees | communities

Hi! My name is **Sustaino** and I am your sustainability guru.

I remind you of everyone's mission:

“To be a leader in sustainability in the engineering and construction business.

We build on our heritage of family values and impeccable construction record to continue to deliver sustainable value for our shareholders, clients, employees, suppliers, subcontractors, communities and for future generations”.

