COVERING 2018-2019 ACTIVITIES

AT THE FOREFRONT OF SUSTAINABLE DEVELOPMENT

SUSTAINABILITY REPORT

2020
CCC’s sustainability strategy is based on the pillars of sustainable development: Economy, Environment and Society. Guided by CCC’s distinctive culture the company manifests its long-term commitment on the basis of responsible growth and respect towards people and the environment.

In line with our sustainability strategy the report illustrates the progress we made in our economic, environmental and social aspects during 2019 and 2018. It also includes selected business updates up to the issuance date of the report.

This report has been prepared in accordance with the GRI Sustainability Reporting Standards: core option. We are advocates of the global sustainability agenda and support the realization of the Paris Climate Change Agreement and the United Nations Sustainable Development Goals.

As signatories to the United Nations Global Compact (UNGC), the report serves as our annual communication on progress on the implementation of the ten UNGC principles, in addition to highlighting our efforts to advance the United Nations’ Sustainable Development Goals (SDGs).
MESSAGE FROM CHAIRMAN

Dear Stakeholders,

This is CCC’s fifth Sustainability Report covering activities of the period 2018-2019.

These years will be remembered for the global challenges posed by the ever-changing nature of the construction industry coupled with the increasingly severe and unprecedented consequences of the COVID-19 pandemic. As CCC’s Sustainability Report was being prepared, the world began to respond to the coronavirus outbreak. The global spread of COVID-19 is putting extraordinary pressure on all of society and CCC mobilized efforts to help with the prevention and control of this global pandemic. CCC’s corporate response started at the beginning of 2020 and although typically outside the scope of this report, here is what we have done so far:

- For our clients: Many of our projects are strategic governmental jobs and CCC is steadily supporting clients and public authorities in completing these projects while strictly complying with official safety guidelines and applying robust measures to ensure everyone involved is protected.
- For our people: Remote work policies, walk-through disinfection units, rotating shifts, converting to virtual meetings and seizing all not essential travel are some measures that are being applied. We also curated digital resources to regularly share news, expert knowledge and insights on resiliency and wellness in support of our people during these difficult times.
- For communities and medical teams: For communities in Lebanon, CCC donated ventilators to support societies. For our people during these difficult times.
- For our clients: Many of our projects are strategic governmental jobs and CCC is steadily supporting clients and public authorities in completing these projects while strictly complying with official safety guidelines and applying robust measures to ensure everyone involved is protected.

In our previous report we presented how our sustainability objectives align with the United Nations Sustainable Development Goals, as a forward-looking road map that addresses global challenges. In this report we further demonstrate how CCC is responding to the UN’s 2030 Agenda and progressing corporate and project initiatives across the Goals.

During 2018 and 2019 we made significant progress in promoting sustainable development through a strategy of business growth which also includes a range of measures, on productivity, efficiency and innovation.

With a strong focus on sustainable construction, CCC has completed several Green Building projects in the MENA region —most of which are megaprojects— such as the City Centre Almaza in Egypt, Doha Metro stations in Qatar and the Palestinian Museum in Palestine. Developing green infrastructure delivers positive environmental and societal outcomes and also contributes billions directly to CCC’s revenue.

Another focus during these years was our “circular economy” approach to minimize waste on projects by optimizing the use of natural resources, such as water and wood and maximizing the reuse of plastic, concrete and other materials. As a result we managed to:

- Offset 2,772 metric tons of emissions
- Conserve 75.1 million gallons of water
- Recover, reuse, and recycle 51.4% of construction waste (annually)

In addressing the energy inefficiencies of the industry, we worked closely with our clients on energy reduction improvements and adopted low and zero carbon initiatives for our construction sites. Through these efforts, we reduced our carbon footprint by 9.5%, which is in line with the environmental targets we set.

It is also our CSR projects that enable us to remain engaging and valuable to society. CCC’s corporate volunteering program contributes to the socio-economic development of local communities injecting time and talents in many sectors including education, health and poverty reduction. In total, approximately 40,000 people have benefitted from CCC’s volunteering program.

Safe working environments is always a top priority in CCC. Our “world class” HSE performance is driven by the multiple types of training, supervision and reporting systems we have in place. Notably, in 2019, millions of man-hours free from lost time injuries (LTIs) were achieved at CCC projects:

- Three projects accomplished more than 15 million man-hours
- Four projects achieved between 10-15 million man-hours
- Five projects accomplished reached between 5-10 million man-hours
- Seven projects completed between 3-5 million man-hours
- Five projects realized between 1-3 million man-hours

We deeply value the bright minds of the CCC family who dedicate their talent and passion to the success of our operations. We foster a diverse and engaging work environment with opportunities for development.

Our efforts continue to be recognized, for our sustainable construction practices we received the Green Contractor of the Year award at the Qatar Sustainability Awards 2020.

In our sustainability journey, we remain guided by our core values and we will continue raising the bar when it comes to reducing our environmental footprint and making a difference for future generations. Through this report we demonstrate how CCC’s genuine and credible commitment to sustainability, makes a difference to society, the environment and our bottom line.

Sincerely,

Samer S. Khoury

CONSOLIDATED CONTRACTORS GROUP S.A.L.
SUSTAINABILITY REPORT 2018-2019
CONSOLIDATED CONTRACTORS GROUP is a globally diversified company specializing in engineering and construction. Better known as Consolidated Contractors Company (CCC), it was founded in 1952 when the late Kamel Abdul-Rahman, the late Hasib Sabbagh and the late Said Khoury joined forces to create one of the first Arab construction companies. Today, it is the largest engineering and construction company in the Middle East and ranks among the top 20 international contractors.

Our core business is construction services across the engineering, procurement and construction (EPC) value chain. Our specialty is the construction of projects in the remotest locations across the globe. We carry out projects and activities in locations worldwide, from the Middle East crossing Africa and reaching Australia and Papua New Guinea.
INTRODUCTION

GROUP PROFILE

LANDMARK PROJECTS

ONGOING PROJECTS

BAKU-TVELI-CEYHAN PIPELINE, AZERBAIJAN

PEARL GTL, QATAR

APLNG PIPELINE, AUSTRALIA

THE DUBAI MALL, UAE

WADI DAQIQ AN DAM, OMAN

KHURSANIYAH GAS PLANT, SAUDI ARABIA

TENGEZ FUTURE GROWTH PROJECT (FGP), KAZAKHSTAN

NEW EL ALAMEIN CITY, EGYPT

ZIRAQ FACILITIES CAPACITY ENHANCEMENT, ZIRAQ ISLAND

RIYADH METRO PROJECT – LINES 1 & 2, SAUDI ARABIA

GABORONE-BOATLE ROAD, BOTSWANA

HAMAD INTERNATIONAL AIRPORT, QATAR

WADI DAYQAH DAMS, OMAN

TENGIZ, FUTURE GROWTH PROJECT (FGP), KAZAKHSTAN

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RIYADH METRO PROJECT – LINES 1 & 2, SAUDI ARABIA

GABORONE-BOATLE ROAD, BOTSWANA

HAMAD INTERNATIONAL AIRPORT, QATAR
KEY FACTS & FIGURES

(AS OF END 2019)

- **68** YEARS OF EXPERIENCE
- **1,300 +** COMPLETED PROJECTS
- **US$ 830 Million** VALUE OF EQUIPMENT
- **80+** NATIONALITIES
- **5+ US$ Billion** GLOBAL TURNOVER
- **226,748,122** TOTAL MAN-HOURS
- **100,000 +** PROJECT MANAGEMENT TRAINING HOURS
- **38** COUNTRIES OF OPERATION

SUSTAINABILITY SNAPSHOT

- **13** GREEN CERTIFIED PROJECTS DELIVERED OR COMPLETING
- **67.2%** CONSTRUCTION WASTE REUSED/RECYCLED
- **22%** OF ON-SITE WATER CONSUMPTION SOURCED FROM RECYCLED WATER
- **9.7%** REDUCTION OF CARBON FOOTPRINT
- **68** CSR & EMPLOYEE WELFARE PROJECTS
- **50** VOLUNTEERING ACTIVITIES
- **30,000 +** BENEFICIARIES
- **20** HSE TRAINING MAN HOURS PER EMPLOYEE
- **64** INDIVIDUAL TRAINING COURSES
- **22,945** PROJECT MANAGEMENT TRAINING HOURS

FINANCIAL HIGHLIGHTS

CCC GROUP REVENUE

- **2016**: $4,636
- **2017**: $5,691
- **2019**: $3,448

Revenue by Top Countries (2018-2019)

- USA: 32%
- Saudi Arabia: 14%
- Egypt: 9%
- Oman: 9%
- Kuwait: 7%
- Jordan: 5%
- GCC: 5%
- UAE: 4%
- India: 4%
- Other: 20%

Revenue by Segment (2018-2019)

- Buildings: 33%
- Heavy Civil: 31%
- Oil & Gas: 19%
- Pipelines: 10%
- Roads: 8%
- Water: 3%

GRI 201-1
CONSOLIDATED CONTRACTORS GROUP S.A.L.
SUSTAINABILITY REPORT 2018-2019

INTRODUCTION

CCC is on track with integrating sustainability across business activities. Our operational assessment allows us to identify and prioritize activities that address our direct environmental and social impacts and explore opportunities where we can make a meaningful difference.

We strive to align our strategy with the Sustainable Development Goals (SDGs), a call to action set by the United Nations General Assembly in 2015 to protect the planet and ensure that all people enjoy peace and prosperity. We aim to foster a culture of sustainability that promotes economic prosperity, environmental benefits, and social value all geared to increasing our positive impact on the world.

To define report content CCC considered company culture, mission and values as well as stakeholders’ interests. CCC’s stakeholders include clients, employees, shareholders/owners, business partners, governments, industry organizations, civil society and local communities. We listen closely to our stakeholders and aim to create and distribute value as appropriate to them. Our online platforms, feedback channels, everyday business activities and surveys are a few of the ways we engage with our stakeholders.

CCC’S LIST OF MATERIAL ASPECTS

<table>
<thead>
<tr>
<th>ASPECT</th>
<th>SIGNIFICANT IMPACTS IN RELATION TO THE SDG’S AND UNGC PRINCIPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Performance</td>
<td>■ Reduce carbon/water footprint through efficiency measures</td>
</tr>
<tr>
<td>Market Presence</td>
<td>■ Source sustainable materials</td>
</tr>
<tr>
<td>Anti-corruption</td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>■ Provide safe and healthy workplaces for employees</td>
</tr>
<tr>
<td>Water</td>
<td>■ Create opportunities for employee training and development</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>■ Drive the socioeconomic development of local communities</td>
</tr>
<tr>
<td>Emissions</td>
<td>■ Promote community engagement</td>
</tr>
<tr>
<td>Effluents and Waste</td>
<td></td>
</tr>
<tr>
<td>Compliance</td>
<td></td>
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<tr>
<td>Supplier Environmental Assessment</td>
<td></td>
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<tr>
<td>Employment</td>
<td></td>
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<tr>
<td>Labor/Management Relations</td>
<td></td>
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<tr>
<td>Occupational Health and Safety</td>
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<tr>
<td>Diversity and Equal Opportunity</td>
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<tr>
<td>Training and Education</td>
<td></td>
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<tr>
<td>Supplier Assessment for Labor Practices</td>
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<tr>
<td>Investment</td>
<td></td>
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<tr>
<td>Supplier Human Rights Assessment</td>
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<tr>
<td>Local Communities</td>
<td></td>
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<tr>
<td>Supplier Assessment for Impacts on Society</td>
<td></td>
</tr>
</tbody>
</table>

CCC’S LIST OF MATERIAL ASPECTS

ECONOMIC DEVELOPMENT
- Facilitate sustainable economic growth
- Conduct business ethically and adhere to the highest governance standards

ENVIRONMENTAL PROTECTION
- Reduce carbon/water footprint through efficiency measures
- Source sustainable materials

SOCIAL DEVELOPMENT
- Provide safe and healthy workplaces for employees
- Create opportunities for employee training and development
- Drive the socioeconomic development of local communities
- Promote community engagement

SUSTAINABILITY FOCUS AREA

This Sustainability Report covers CCC’s activities that have been identified as being significant to our business and stakeholders. We report on how we manage these material aspects and focus mainly on the years 2018 and 2019.

FOCUS & TARGETS

SUSTAINABILITY STRATEGY & CONTRIBUTIONS TO THE UN SDGS
## STRATEGIC FRAMEWORK

Our sustainability strategy represents areas where we believe we can best contribute to a more sustainable future.

<table>
<thead>
<tr>
<th>FOCUS / SDG</th>
<th>TARGET</th>
<th>ACTION PLAN</th>
<th>HIGHLIGHTS OF CCC CONTRIBUTIONS (2018-2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECONOMIC DEVELOPMENT</strong></td>
<td>Facilitate sustainable economic growth</td>
<td>Maintain a robust and enduring business • Expand business through further market and geographical diversification • Target sustainable infrastructure projects</td>
<td>Completed 10 major infrastructure projects • Identified target markets and regions for expansion and undertaking deep analysis • Completed 30 project tenders and procedures with solid sustainability requirements</td>
</tr>
<tr>
<td></td>
<td>Conduct business ethically and adhere to the highest governance standards</td>
<td>Advocate corporate transparency and accountability • Educate our employees on Ethics and Anti-Corruption</td>
<td>Participated in initiatives and events on good corporate governance (Pearl Initiative Business Pledge, Partnering Against Corruption Initiative (PACI) Meeting) • Widespread Ethics and Anti-Corruption training system including: online training, face-to-face in-person training, induction training, and workshops in Ethics and Compliance</td>
</tr>
<tr>
<td></td>
<td>Reduce environmental footprint (compared to our 2012 baseline performance)</td>
<td>Reduce 50% of water consumption • Reduce 15% of CO₂ emission (Energy &amp; Fuel) • Reduce Construction waste to less than 30 Kg/m² • Reduce 50% of Construction waste disposal • Reduce 25% of Wastewater discharge • Zero plastic usage strategy</td>
<td>Continued screening supply chain partners for sustainability criteria (25% in 2018, 32% in 2019) • Overall regional materials purchased in 2018 was 63% and in 2019 was 52% • Certain projects procured more than 80% certified wood</td>
</tr>
<tr>
<td></td>
<td>Source sustainable materials</td>
<td>Integrate social, ethical, and environmental performance factors into process of selecting suppliers &amp; subcontractors • Use 50% of regional Construction materials • Use 20% of recycled content Construction materials • Use 50% of Certified Wood • Promote a Culture of Innovation</td>
<td>Significant lessons learned acquired • CCC’s HSE Group conducted regular corporate HSE audits, cold eye reviews, site visits and daily coordination with every project individually • HSE Group provided numerous in-house training courses, on average 20 HSE training hours per employee were completed</td>
</tr>
<tr>
<td></td>
<td>Provide safe and healthy workplaces for our employees</td>
<td>Zero Fatalities • Increase HSE Training</td>
<td>• Developed CCC Human Rights Policy • Conducted 63 individual training programs on project management and leadership skills • Supported women through CCC Women’s Empowerment Initiative • Conducted employee satisfaction survey</td>
</tr>
<tr>
<td></td>
<td>Promote a culture of diversity and inclusion</td>
<td>Providing a safe, fair, and empowering work environment • Create opportunities for employee training and development • Enabling the inclusion of CCC employees through policies and affirmative action</td>
<td>• Delivered infrastructure projects that support economic and social development • Reached high percentage of locally based staff and business partners • Enabled entrepreneurs through Innovation initiatives and alliances • 120 CSR projects and volunteering activities conducted</td>
</tr>
<tr>
<td></td>
<td>Drive the socioeconomic development of local communities and promote community engagement</td>
<td>Generate local employment opportunities • Support local businesses through our supply chain • Engage with our communities</td>
<td>•</td>
</tr>
</tbody>
</table>
CONSOLIDATED CONTRACTORS GROUP S.A.L.
SUSTAINABILITY REPORT 2018-2019

INTRODUCTION

GROUP PROFILE

CASE STUDY

JEBEL ALI CAMP

For the design and built process of two new buildings at CCC’s Jabel Ali camp (UAE) the Sustainability Construction Guideline was applied.

SUSTAINABILITY CONSTRUCTION GUIDELINE

An initiative launched to improve the environmental performance of operations. Drawing from CCC’s experience in Green Building projects, this checklist includes more than 200 criteria, which reduce the negative environmental impacts of operations, minimize operating costs through energy and water efficiency and reduced material consumption and also improve the health, and wellbeing of employees.

HOW?

- High efficient HVAC systems
- Solar water heater system
- Efficient led light fixtures
- Motion sensors for corridor lights

EDUCATION AND AWARENESS

CCC’s promotes greater sustainability consciousness among employees and citizens. Our approach includes:

- Sustainability Webinars: More than 300 CCC employees from our professional ranks have attended a webinar conducted by experts from leading companies.
- Green Building Expertise: A sponsored program for employees pursuing a professional Green Building certificate such as LEED, PQP and GSAS, WELL.

ENVIRONMENTAL ENGINEERING STUDENTS VISIT CCC’S LEED PROJECT SITE

Students from the American University of Sharjah participated in an interactive program designed by CCC to enhance their understanding in real construction practices and green building. The visit to CCC’s City Centre Zahia project allowed students to learn about the LEED project certification process and specifically how this project uses fewer natural resources and benefits the community.

CASE STUDY

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CONSOLIDATED CONTRACTORS GROUP S.A.L.
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CASE STUDY

FACT SHEETS

CCC develops a set of factsheets that cover topics relevant to construction including energy, water, waste, materials, and others. Each factsheet presents important patterns of use, impacts and sustainable solutions. They are designed to inform mainly CCC project staff and are updated annually.

GREEN BUILDING PROJECTS AND INFRASTRUCTURE COORDINATION

CCC is managing numerous green building and infrastructure projects such as the Abu Dhabi International Airport Midfield Terminal Building and the Riyadh Metro. CCC’s green projects are built according to high ecological standards (such as LEED, GSAS and ESTIMADA) to ensure minimal environmental impact, efficient operational systems and increased profits. For more information about CCC’s Green Building experience and case studies go to page 44.
SUSTAINABILITY ACTIVITIES HIGHLIGHTS

2018 2019

SUSTAINABILITY COMPETITION (SCOPE 2019)

Following the success of CCC’s first internal sustainability competition, a second cycle was conducted to further encourage the implementation of effective sustainable practices. CCC teams submitted their sustainability success stories under specific themes such as energy and water efficiency, renewable energy and waste management. For more information about CCC’s latest Sustainability Competition go to page 45.

AWARDS

CCC was awarded the Green Contractor of the Year award at the Qatar Sustainability Awards 2020, in recognition of applying high environmental considerations while conducting construction activities. The award was received by Oussama El Jerbi, Managing Director Qatar, Bassel Kanj, Environmental Manager and Saji Khoury, Business Development Manager. They all expressed their delight for winning this award that reflects CCC’s commitment to the environment and green building.

CCC won the MENA Green Building Award - Training Initiative of the Year, 2018 for internally and externally promoting an advanced understanding of sustainability issues relevant to the construction industry. The award was received by Samir Thabet, Sustainability Coordination Manger and Issa Janho, Project Manager-Controls.

CCC was the winner of the IPLOCA Environmental Award 2018 in recognition of realizing significant achievements in minimizing environmental impacts. Specifically, for developing the Off-Grid Portable Power Cabin, a 100% solar powered mobile cabin that can be used as part of site establishment activities to power communication and mobile equipment for offices and camps. The award was received by a team of CCC executives.

COMMUNICATING SUSTAINABILITY

Apart from our sustainability reports and corporate website, CCC actively communicates its commitment to sustainability through the media (traditional and online). Engaging content on CCC’s sustainability programs and achievements is published to raise awareness about our efforts across core internal and external audiences (employees, clients, peers, NGO’s, communities).
STAKEHOLDER ENGAGEMENT

CCC consistently seeks out opportunities to interact with stakeholders on topics of mutual concern. Through CCC’s strategic partnerships we engage with external stakeholders and receive constructive feedback that helps us enhance our sustainability approach.

CASE STUDY

THE PEARL INITIATIVE COLLABORATION

“The Pearl Initiative was founded in 2010 to promote the implementation of greater transparency, accountability and overall improved corporate governance practices in the Gulf Region’s Private Sector. CCC are a founding member and we are honored to have their continued support and active involvement with the Pearl Initiative’s programs and activities. They contribute significantly to our mission and vision and are a great example of the Private Sector doing its part to encourage the adoption of best practice corporate governance standards. Having collaborated on multiple facets, CCC has especially supported the Pearl Initiative on its Business Pledge program held as part of its Student Engagement Initiatives.

The Business Pledge is an initiative that was launched at the United Nations Global Compact Regional Forum, issuing a call to senior business leaders in the Gulf Region to promote and create tangible initiatives that promote ethical, responsible and sustainable business conduct. Over the past two years, CCC have engaged on the Business Pledge to highlight the initiatives that are in place within CCC and to demonstrate the ways they promote good governance and sustainability while also educating the next generation of business leaders. To date CCC have engaged with over fifty university students across the Gulf Region. Looking forward, the Pearl Initiative hopes to continue to work closely with CCC in strengthening our commitment and mutual interest to promoting transparency, accountability and sustainable growth across the Gulf Region.”

Yasmine Omari, Executive Director, Pearl Initiative

SUPPLY CHAIN SUSTAINABILITY

For CCC to successfully manage sustainability impacts including economic, environmental, social and governance issues it is necessary to ensure that our suppliers and subcontractors are following suit.

We aim to further enhance sustainability and transparency in our supply chain and procurement processes. We target 30% of our suppliers and subcontractors to be screened against our environmental impact and social values.

During 2018-19, CCC continued screening suppliers and subcontractors for their compliance with business conduct principles and topics related to sustainability impacts including environmental practices, safety, labor practices and human rights. We focus on screening supply chain partners with a heightened risk in human rights implications, to make sure that our trading partners meet CCC’s standards with regards to safeguarding human rights.

% of new suppliers and subcontractors screened using sustainable criteria

- 24% in 2016
- 30% in 2017
- 25% in 2018
- 32% in 2019

Target: 30%
INTRODUCTION

GROUP PROFILE

As part of CCC’s Innovation & Startup Inclusion program, we have been aggressively assessing the integration of emerging technologies into our fields of operations to source innovation, improve practices and pave the way for new lines in the business. As participants in the World Economic Forum “Shaping the Future of Construction” project, we have identified along with other partners the futuristic scenarios of the construction industry for the years to come. Rapid urbanization, resource scarcity, severe climate change & depleted natural resources are among the main drivers for the industry to implement a green reboot and reduce carbon emissions.

CONCRETE 3D PRINTING

The first livable 3D printed house prototype in Saudi Arabia stands as a striking example of our drive for early adoption of sustainable methods away from conventional construction. Our hands-on experience in the technology has built our expertise in the field and hence our ongoing efforts with a Lebanese startup in coordination with Academic institutions to come up with a localized eco-friendly concrete mix currently under testing.

SMART TEMPERATURE CONTROL SYSTEMS

Reducing CO₂ emissions from cooling/heating systems is a major contributor to improving our carbon footprint. Currently in advanced assessment phases, we are in the process of piloting a solution for smart water heating in coordination with a European startup. If proven worthy, this might turn into a huge opportunity for easy scaling across our camps and buildings to cover AC systems by simply optimizing the heating and/or cooling of empty rooms.

POST COVID-19 ERA

COVID-19 pandemic has instigated an acceleration in innovation across the supply chain putting the highest priority on improving the health & safety of the workforce and the working environment.

Our portfolio startup Wakecap who work on labor-monitoring solutions reengineered their product offering and are currently experimenting to automate contact proximity tracing, social distancing on sites and eliminating the need of touch-based devices/queuing/waiting lines on entry and exit.

Another startup from our portfolio, Immensa Additive Manufacturing have stepped up to respond by offering 3D printed face shields, masks and protective equipment.
ADAM - THUMRAIT HIGHWAY (ATD), OMAN

The Adam - Thumrait highway is a major road project and a key part of Oman’s national network of roads.

CCC carried out the conversion to a four-lane dual roadway from the existing 715km-long single carriageway between the towns of Adam and Thumrait. CCC also built several intermittent grade-separated interchanges, cross-drainage structures, camel crossings and rest/service areas and weigh stations at intermittent locations.

The upgrading of this highway system is critical to Oman, improving transportation between the southern and northern parts of the country. This enhanced connectivity creates opportunities for tourism, growth and jobs clearly benefitting the national economy and its citizens. Following the completion of this project, the link between Oman’s capital city of Muscat and the southern city of Salalah will be fully dualised along its 1,000km+ length.

In every country we operate in, and as part of our core values, we strive to add value by applying a comprehensive local content strategy.

LOCAL VALUE CREATION

We contribute to the development of our host countries by supporting local recruitment, building regional business relations, procuring local materials and transferring expertise. CCC also contributes to the local social welfare of the communities where it executes its projects, by assessing the needs and working with authorities and institutions to satisfy them. For instance, the company contributes to local schools, roads and hospitals either through voluntary work or by financing some of these development plans that help to facilitate the company’s operations as well.

Above all, we create enduring and sustainable value by building infrastructure that supports the economic and social development of our host regions.

LOCAL VALUE CREATION

<table>
<thead>
<tr>
<th>% OF MANPOWER HIRING THAT WERE LOCAL</th>
<th>% OF BUSINESS PARTNERS THAT WERE LOCAL</th>
<th>% OF PURCHASED MATERIALS THAT WERE LOCALLY SOURCED</th>
</tr>
</thead>
<tbody>
<tr>
<td>TARGET 2018 2019</td>
<td>20% 9% 19%</td>
<td>50% 47% 59%</td>
</tr>
</tbody>
</table>

High levels of local employment is a constant target for CCC and as a minimum, we fulfill the ‘localisation’ requirements whereby a significant proportion of slots are reserved for local people.

Our target aim to promote the sustainable development of the regions’ local economies in which we operate.

Our target is in accordance with the high standards of Green Building requirements (LEED exemplary performance).

In every country we operate in, and as part of our core values, we strive to add value by applying a comprehensive local content strategy.
INTRODUCTION

GROUP PROFILE

CLIENT TESTIMONIAL

Sultanate of Oman
Ministry of Transport & Communications

“CCC accomplished client requirements and ATP project was completed as scheduled. The project’s economic benefits were raised with CCC achieving the Omanization rate of employment and recruiting local staff. CCC also organized social contributions towards schools, institutions and Oman’s national celebrations.

I send a word of thanks to CCC as a whole and to the project manager in particular for his cooperation with us and his permanent support towards the authorities, which had a positive impact on the success of the project.

I look forward to CCC’s ongoing operational presence in Oman, as we have become accustomed to successes and continuous communication projected by the company in the Sultanate of Oman, which strengthen CCC’s role in the Sultanate.”

Eng. Salem Al Junabi
Director of Alwusat Road Department, Ministry of Transport and Communications

EMPLOYEE TESTIMONIALS

“My work with CCC on ATD project helped me develop skills specific to the construction field as well as communication and organizational abilities such as planning, problem-solving and team-work. As an on-site technical adviser I was responsible for checking plans, drawings and material quantities and making sure these were used according to specifications. Through my involvement, I have also gained valuable experience in liaising with various project parties such as the consultants, subcontractors, planners, quantity surveyors etc.”

Abdullah Al Bahloli

“I had the opportunity to work as a site engineer on ATD for around three years until the project completion. My experience was very rewarding as I and other Omani staff received helpful training through rotations within different departments and participated in the daily functions of the project. I was involved in various activities such as: earthworks, concrete works (culverts and bridges), slope protection, asphalt preparation, central production (crushers, concrete and asphalt plant) and testing procedures. CCC’s project management team placed special focus on young Omani engineers, we received continuous guidance on improving our skills.”

Mohammad Al Majrafi

CONSOLIDATED CONTRACTORS GROUP S.A.L.
SUSTAINABILITY REPORT 2018-2019

creating local value
CCC is aware that its core business sectors (building and infrastructure construction) have an impact on the Earth’s natural resources in terms of material, soil, water, air and biodiversity.

We place particular significance on assessing our environmental data, such as energy use, carbon emissions, water consumption, waste production and material use. Environmental responsibility is an integral part of our operations and in line with the MENA region’s environmental challenges, we apply programs to mitigate our impact focused on sustainable resource management and energy use. Also, as a leading contractor we are increasingly concentrating on the principles of sustainable construction and have established a strong track record in the execution of green building projects.

Related Sustainable Development Goals
ENVIRONMENTAL MANAGEMENT STRUCTURE

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

CCC’s EMS is a holistic environmental management plan that sets out guidelines and specific control measures for all environmental aspects encountered on our projects. It complies with and is certified by the ISO 14001:2015 management systems and aligns to the requirements of local country laws and regulations, client expectations and CCC standards.

ENVIRONMENTAL MITIGATION PROCEDURES

Preliminary environmental studies are conducted before the starting of any project. As a result, all recommended prevention measures are implemented beforehand to limit the pollution risks related to CCC’s business activities throughout the project’s construction life. Comprehensive procedures have been established to mitigate pollution at worksites:

- Air Pollution and Dust Control
- Water Pollution Prevention and Control
- Noise Control
- Land Pollution (Erosion and Sediment Control Plan, Spill Management & Reporting Procedure)
- Site Restoration and Reinstatement Procedure
- Waste Management
- Camp Sanitation and Hygiene

ENVIRONMENTAL AWARENESS

We believe that Environmental Awareness constitutes a major part of achieving compliance for environmental protection. Therefore, an Environmental Awareness Orientation is given to all employees as part of their general orientation, along with Environmental related toolbox talks/meetings which are conducted on a routine basis or as necessary.
CCC addresses climate change, by reducing corporate carbon emissions and helping stakeholders such as clients and subcontractors minimize their own emissions. The strategy we apply includes:

- Reducing energy use by improving operational efficiency and digitalizing activities.
- Utilizing renewable energy whenever applicable.
- Cooperating with supply chain partners to reduce carbon emissions across the value chain.

We monitor our carbon footprint by measuring our carbon emissions based on the greenhouse gas (GHG) protocol and the CO2e protocol developed by ENCORD, the European Network of Construction Companies for Research and Development, particularly created for the construction industry.

CCC reports all material Scope 1 and Scope 2 emissions of the GHG Protocol since 2012. In this reporting period, we started measuring the emissions produced by CCC project’s subcontractors which fall under Scope 3 emissions, according to the CO2e ENCORD protocol and sets standards for quantifying.

CCC’s CO2 footprint varies according to its project portfolio (civil engineering and mechanical projects), and the number of CO2 reduction measures implemented by the projects. Years 2019 and 2018 demonstrated significant examples of zero-carbon programs (such as the 100% off-grid mobile cabin), increased usage of renewable energy and circular economy initiatives.

CCC measures carbon intensity in tones of CO2 equivalent per 1 million man-hours.

To reduce the direct impact on climate change, CCC has set a target to reduce CO2 emission by 15 percent by 2025 compared to 2012 levels (for scopes 1 and 2).

CCC continuously initiates energy/water reduction measures to reduce its carbon/water footprint. This is driven by both its Sustainability Policy and CCC’s Sustainability construction guideline, a set of binding measures to help the company reach its environmental targets by 2025.

Data is based on the number of projects and number of initiatives implemented.

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EMISSIONS SCOPE

The GHG Protocol defines three scopes for greenhouse gas accounting and reporting purposes.

SCOPE 1: Includes the GHG directly emitted from CCC’s own activities (includes direct emissions from the use of fossil fuels such as worksites, generator fuel, construction equipment, and company vehicles).

SCOPE 2: Includes the indirect GHG emissions from the purchased electricity, steam, cooling and heating.

SCOPE 3: Includes the indirect emissions up- and downstream in the value chain.

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CONSOLIDATED CONTRACTORS GROUP S.A.L.
SUSTAINABILITY REPORT 2018-2019

ENVIRONMENT

CLIMATE POSITIVE
One of our main objectives is to reduce our energy consumption by using high efficiency equipment, change employees’ behavior through awareness programs and increase the usage of renewable energy.

**CCC STRATEGY ACROSS ALL PROJECTS**

Optimizing Energy Use: Energy management plans are implemented to ensure not only that operations’ energy needs are guaranteed but also that the most efficient power sources are being utilized thus minimizing the use of carbon fossil fuel and the energy footprint of CCC projects’ Increased energy conservation and efficiency is also promoted by raising awareness among project employees (examples include: internal memos, posters, toolbox talks, training, and awareness campaigns).

**CASE STUDIES**

In order to reduce CCC’s carbon footprint across the construction sites, various sustainability practices are implemented on different construction sites:

**AL BUSTAN NORTH STREET PROJECT, QATAR**

- 100% solar-powered off-grid mobile tower lights
  - Zero CO₂ emissions for the generated energy
  - 13,743 metric tons of CO₂ emissions offset annually
  - 5,000 fuel lt. saved per year from skipping the use of generators

- LED lights (200 units)
  - 146,000 KWh energy is saved annually
  - 77,945 metric tons of CO₂ emissions offset annually

- Energy Efficient HVAC Units (135 units)
  - 398,250 KWh annual savings on energy consumption
  - 327,087 Metric tons CO₂ emissions indirectly offset annually

- Material reuse, transportation management
  - 514.21 metric tons of CO₂ emissions offset annually

**GHAZEER PROJECT (GAZP), OMAN**

- Solar power lighting
  - 327,087 metric tons of CO₂ emissions reduced annually

**MESAMEER ROAD PROJECT, QATAR**

- LED Lights (762 units)
  - 625,610 KWh of savings on energy consumption annually
  - 312.8 metric tons of CO₂ emissions indirectly offset annually

- ECO Mode driving
  - 71 metric tons of CO₂ emissions reduced annually

**JIZAN REFINERY UTILITIES PROJECT (JRU), SAUDI ARABIA**

- LED Lights (762 units)
  - 625,610.0 KWh of savings on energy consumption annually
  - 312.8 metric tons of CO₂ emissions indirectly offset annually

- Energy Efficient HVAC Units (135 units)
  - 398,250 KWh annual savings on energy consumption
  - 327,087 Metric tons CO₂ emissions indirectly offset annually

- Material reuse, transportation management
  - 514.21 metric tons of CO₂ emissions offset annually

**SULFUR RECOVERY UNIT (SRU) PROJECT, SAUDI ARABIA**

- LED Lights (224 units)
  - 86,400 Kw of energy saved annually
  - 68 metric tons of CO₂ emissions offset annually
CCC manages and controls fuel through a strategy which tracks fuel from the request stage until the consumption stage.

**FUEL MANAGEMENT STRATEGY**

**FUEL PURCHASE REQUEST**  
**FUEL PURCHASE ORDER**  
**FUEL RECEIVING**  
**FUEL ISSUING**  
**FUEL TRANSFER**  
**FUEL INVENTORY**

---

**Data Collection:** In each one of the above mentioned steps, fuel data is collected manually or semi-manually. In particular, during the fuel issuing step, data is collected using a handheld devices in some projects or manually by filling the fuel supply card (F19a) in others.

**Data Validation:** All the data collected are entered into IBM Maximo (CCC Plant Machinery and Vehicle (PMV Enterprise resource planning (ERP) Solution) which plays an important role in validating and correcting the errors, then internally evaluating equipment utilization and load factors.

**Reporting:** IBM Maximo produces 15 reports related to fuel management all through the 6 steps mentioned previously. Using these reports, CCC tracks the fuel purchase, the fuel receipt, the fuel distribution, the fuel consumption and the carbon footprint.

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We recognize the impact our operations have on climate change and resource consumption, and strive to mitigate this impact by reducing our environmental footprint, adopting circular economy principles and implementing innovative solutions.

CCC’s approach to sustainably managing resources aims to preserve raw materials and resources over the entire life cycle of our built environment projects. In line with the concept of a circular economy, we focus on the three key areas:

- Using materials with high recycled content
- Reusing what already exists. Existing products, once used, are reused or recycled to make new products which will be used on CCC’s jobsites
- Disposing no resources to landfill

Circular economy models have clear environmental and financial benefits. CCC’s sustainability strategy is developed to emphasize both climate change and resource constraints. Our approach is to keep resources in a continuous circle of use instead of the traditional linear economy approach of ‘take–make–waste’.

Therefore, we have included the circular economy concept in our 2025 sustainability strategy, where we aim to:

- **20%** Use of recycled content construction materials
- **50%** Use of certified wood
- **50%** Reduce of water consumption
- **25%** Reduce of wastewater discharge
- **50%** Reduce of construction waste disposal
- **32 Kg/m²** Reduce construction waste to less than
- **20%** Establish a plastic usage strategy

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**ENVIRONMENT**  \- FUEL MANAGEMENT STRATEGY
SUSTAINABLE TIMBER

Sustainable timber or timber certified by the Forest Stewardship Council (FSC) is a valuable construction material that supports the transition to a circular economy, as it supports forest conservation and biodiversity and helps alleviate climate change impacts.

In CCC, we aim to use 50% of sustainable timber in our construction activities. Although securing a FSC certificate is still a challenge for suppliers in certain regions, CCC will continue focusing on procuring sustainable timber in order to achieve our targets.

ACHIEVEMENTS & SUCCESS STORIES

CCC is working towards a circular economy system. Significant progress has been made in reusing water and construction waste as well as recycling various materials. We are aware of the inefficiencies in the construction industry and focus relentlessly on becoming more efficient. In these efforts, we work closely with our clients and regulatory authorities to ensure all the resources and materials targeted for reuse meet project requirements and regulatory standards.

USING MATERIALS WITH A HIGH RECYCLED CONTENT

At CCC, we aim to maximize the procurement of materials with high recycled content. This target supports the circular economy principle by minimizing the use of raw materials and reduces embodied carbon. The ISO 14021 defines Recycled Content as the portion of materials used in a product that has been diverted from the solid waste stream. If these materials are diverted during the manufacturing process, they are considered pre-consumer recycled content. If they are diverted after consumer use, they are post-consumer. In 2019, we exceeded our target of 20% recycled content material use, and achieved 24.6%.

SUCCESS STORY

AL ZAHIA CITY CENTER (SHARJAH, UAE) - A FOREST STEWARDSHIP COUNCIL (FSC) CERTIFIED PROJECT

CCC’s project team developed and implemented a recommended FSC project procedure, which included:

- Incorporating FSC-specific clauses within contract documents
- Reviewing technical submittals for wooden/timber elements
- Thorough and cross-levels training of site staff in “Chain of Custody”, to ensure that all materials delivered at site is checked and FSC certified timber recorded
WORKING TOWARDS A CIRCULAR ECONOMY

REUSING WHAT ALREADY EXISTS

Reusing an existing asset, with a necessary degree of treatment, enhances its value and maintains the value of the resources it contains. This approach avoids the consumption of virgin resources. In CCC, we developed and implemented several sustainable construction practices to encourage material conservation and rational use of natural resources. Our program covers the following areas:

<table>
<thead>
<tr>
<th>AREA</th>
<th>INFORMATION</th>
<th>SUCCESS STORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER CONSERVATION</td>
<td>CCC projects implement a series of measures including</td>
<td>At Al Zahia City Center (Sharjah, UAE) achieved highest percentage of waste diversion from landfill.</td>
</tr>
<tr>
<td></td>
<td>• Reuse of wastewater</td>
<td>97.06% of the project construction waste was reused and recycled when the Green Building standard (LEED) applied by the project required 75% of waste be diverted away from landfill.</td>
</tr>
<tr>
<td></td>
<td>• Harvest and reuse water for dust control</td>
<td>This result was achieved through the waste management strategy followed by CCC’s project team which includes the below key actions:</td>
</tr>
<tr>
<td></td>
<td>• Dewatering water reuse</td>
<td>• Develop a Construction Waste Management Plan (CWMP).</td>
</tr>
<tr>
<td></td>
<td>• Concrete wastewater recycling</td>
<td>• Establish partnership with approved local recycling facility for waste collection and recycling</td>
</tr>
<tr>
<td></td>
<td>• Reuse Micro-Tunneling water</td>
<td>• Conduct thorough training for project staff and subcontractors</td>
</tr>
<tr>
<td></td>
<td>% OF WATER RECYCLED FROM TOTAL WATER USED</td>
<td>• Allocate a dedicated waste segregation area and incorporate clear signage</td>
</tr>
<tr>
<td>LAND CONSERVATION</td>
<td>Strong focus is placed on recycling already extracted materials. Improved recovery and conservation of materials promotes lands conservation.</td>
<td>• Appoint a LEED Engineer to ensure the proper implementation of waste management</td>
</tr>
<tr>
<td>CONCRETE WASTE CONSERVATION</td>
<td>To promote concrete waste reuse, and work towards the principle of circular economy, concrete waste materials generated from various concrete related works are deposited in concrete washout areas and upon hardening, collected and transported to a laydown area. After being crushed and recycled they are ready to reuse as a suitable material for various permanent works.</td>
<td>• Assign a dedicated waste management supervisor to monitor the waste management process on-site</td>
</tr>
</tbody>
</table>

At Al Zahia City Center (Sharjah, UAE) the site and camp wastewater was recycled using project STPs and reusing the treated water for dust control and watering the surrounding greenery.

98% OF THE PROJECT'S DOMESTIC WASTEWATER WAS RECYCLED & REUSED

WASTE DIVERTED FROM LANDFILL

CCC construction waste management approach is based on a circular economy model and focuses on three aims: reduce the waste generated, reuse materials and products, and recycle as much as possible. Our last option is to send it to landfill. We implement a waste management plan at all our projects in accordance with local waste management procedures and systems. Our waste performance data heavily depends on the types of projects and the area we operate in. The waste from operations produced by CCC is delivered to external recovery and treatment facilities;

<table>
<thead>
<tr>
<th>AREA</th>
<th>INFORMATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSTRUCTION WASTE</td>
<td>Waste Recovered from Landfill</td>
</tr>
<tr>
<td></td>
<td>2018                              2019</td>
</tr>
<tr>
<td></td>
<td>Construction Waste</td>
</tr>
<tr>
<td></td>
<td>Plastic</td>
</tr>
<tr>
<td></td>
<td>Paper</td>
</tr>
</tbody>
</table>

98% OF EXCAVATED MATERIALS WERE RECYCLED

At Al-Bustan North (Qatar) project CCC’s team reuses the concrete waste generated from both the batching plant facility as well as the crushing and screening facility.

3,260 tons OF CONCRETE WASTE WAS PROCESSED FOR REUSE

SUCCESS STORY

97.06% of the project construction waste was reused and recycled when the Green Building standard (LEED) applied by the project required 75% of waste be diverted away from landfill.

This result was achieved through the waste management strategy followed by CCC’s project team which includes the below key actions:

- Develop a Construction Waste Management Plan (CWMP).
- Establish partnership with approved local recycling facility for waste collection and recycling
- Conduct thorough training for project staff and subcontractors
- Allocate a dedicated waste segregation area and incorporate clear signage
- Appoint a LEED Engineer to ensure the proper implementation of waste management
- Assign a dedicated waste management supervisor to monitor the waste management process on-site
CCC’s internal Sustainability Competitions, aim to further integrate sustainability across CCC. The target is to recognize best implemented sustainable practices that showcase innovative, cost effective and exemplary measures carried out throughout company locations (projects, camps and offices). Acknowledging best practices and innovation manifests a positive impact across CCC.

Following the success of CCC’s first competition, a second cycle was conducted to further encourage the implementation of effective sustainable practices.

The criteria set for evaluating the entries considered all three dimensions of sustainable development – environmental, economic and societal. As a result, CCC teams submitted their sustainability success stories under specific themes:

- Energy Efficiency
- Water Efficiency
- Waste Management
- Transportation Management
- Renewable Energy
- Economic, Behavioral and Environmental Impacts

CCC supports its clients in reducing their environmental footprint. In 2018 & 2019, we build approximately $5.0 billion projects that have been registered with third-party green building or sustainable construction rating organizations, such as the US Green Building Council’s Leadership in Energy and Environmental Design (LEED) standards, the Abu-Dhabi’s Pearl Rating System (ESTIDAMA), Dubai’s Green Building Regulations (AL SA’FAT), Qatar’s Global Sustainability Assessment System (GSAS) and other objective and third-party standards.

<table>
<thead>
<tr>
<th>No.</th>
<th>PROJECT NAME</th>
<th>LOCATION</th>
<th>CLIENT</th>
<th>DESIGN PHASE</th>
<th>CONSTRUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LMM Project</td>
<td>Qatar, Doha</td>
<td>Qatar Olympic Committee</td>
<td>GSAS 5-Stars (Certified)</td>
<td>GSAS 4-Stars (Certified)</td>
</tr>
<tr>
<td>2</td>
<td>Princess Nora University Project</td>
<td>KSA, Riyadh</td>
<td>Ministry of Finance</td>
<td>LEED Gold (Certified)</td>
<td>LEED Gold (Certified)</td>
</tr>
<tr>
<td>3</td>
<td>CCC Headquarters Building</td>
<td>Oman, Muscat</td>
<td>CCC</td>
<td>LEED Certified (Certified)</td>
<td>LEED Certified (Certified)</td>
</tr>
<tr>
<td>4</td>
<td>Palestinian Museum</td>
<td>Palestine, Birzeit</td>
<td>The Welfare Association</td>
<td>LEED Silver (Certified)</td>
<td>LEED Gold (Certified)</td>
</tr>
<tr>
<td>5</td>
<td>New Port Project</td>
<td>Qatar</td>
<td>New Port Project Steering Committee NIP</td>
<td>GSAS 5-Stars (Certified)</td>
<td>GSAS 3-Stars (Certified)</td>
</tr>
<tr>
<td>6</td>
<td>Doha Metro Project Mixed-use Station</td>
<td>Qatar</td>
<td>Qatar Rail</td>
<td>GSAS 5-Stars (Certified)</td>
<td>GSAS 5-Stars (Certified)</td>
</tr>
<tr>
<td>7</td>
<td>Doha Metro Project Education City Station</td>
<td>Qatar</td>
<td>Qatar Rail</td>
<td>LEED Gold (Certified)</td>
<td>LEED Gold (Certified)</td>
</tr>
<tr>
<td>8</td>
<td>City Centre Almaza</td>
<td>Egypt, Cairo</td>
<td>Majid Al Futtaim Properties Egypt</td>
<td>LEED Silver (Certified)</td>
<td>LEED Cold (Certified)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No.</th>
<th>PROJECT NAME</th>
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<th>DESIGN PHASE</th>
<th>CONSTRUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Abu Dhabi Plaza Mixed-use development</td>
<td>Kazakhstan, Astana</td>
<td>Aida Properties PSC</td>
<td>LEED Silver (Certified)</td>
<td>Target LEED Silver (In-Progress)</td>
</tr>
<tr>
<td>2</td>
<td>Abu Dhabi International Airport</td>
<td>UAE, Abu Dhabi</td>
<td>Abu Dhabi Airports Co. (ADAC)</td>
<td>ESTIDAMA 5-Pearl (Certified)</td>
<td>Target ESTIDAMA 3-Pearl (In-Progress)</td>
</tr>
<tr>
<td>3</td>
<td>Riyadh Metro Line E2 &amp; F2</td>
<td>KSA, Riyadh</td>
<td>Arriyadh Development Authority (ADA)</td>
<td>LEED Silver (Certified)</td>
<td>Target LEED Silver (In-Progress)</td>
</tr>
<tr>
<td>4</td>
<td>Opera Grand Tower</td>
<td>UAE, Dubai</td>
<td>Emaar Properties PSC</td>
<td>DMGBR (Certified)</td>
<td>Target DMGBR (In-Progress)</td>
</tr>
<tr>
<td>5</td>
<td>Maheenah Downtown Doha</td>
<td>Qatar, Doha</td>
<td>Maheenah Properties</td>
<td>LEED Gold (Certified)</td>
<td>Target LEED Gold (In-Progress)</td>
</tr>
<tr>
<td>6</td>
<td>Al Zaiha City Centre</td>
<td>UAE, Sharjah</td>
<td>Majid Al Futtaim Properties</td>
<td>LEED Cold (Certified)</td>
<td>Target LEED Cold (In-Progress)</td>
</tr>
<tr>
<td>7</td>
<td>Mall of Oman Package 2-Main Works</td>
<td>Oman, Muscat</td>
<td>Majid Al Futtaim Properties</td>
<td>LEED Cold (Certified)</td>
<td>Target LEED Cold (In-Progress)</td>
</tr>
</tbody>
</table>
Msheireb Station is the largest metro station in Doha, Qatar and is situated at the corner of the Msheireb development. It is an interchange station connecting all of three metro lines (Red, Green, & Gold).

Two major sustainability awards have been achieved for Msheireb Station: GSAS 5 Stars (Design and Build) and LEED Gold Certification (LEED 2009 New Construction). This is a significant milestone as Msheireb Station has achieved the highest GSAS rated non-residential building in Qatar and becomes the first LEED Gold certified underground metro station in the world.

**GSAS AND LEED CERTIFICATION STRATEGY HIGHLIGHTS**

**Water Efficiency**
- Reduction in water use by 54% through the use of low flush and low flow devices.
- Greywater and rainwater re-used for site landscaping irrigation.
- Use of native and adaptive drought tolerant vegetation species.

**Energy & Atmosphere**
- 29% reduction in energy use through efficient ventilation, cooling, and lighting;

**Materials and Resources**
- **Construction Waste Management:** More than 65% of project construction waste diverted from landfill for re-use/recycling.
- **Recycled materials:** > 20% of building materials containing recycled content.
- **Regional Sourced Materials:** > 55% of the total building materials manufactured and extracted within 500 miles.
- **Maximum use of materials that are responsibly sourced and with recognized Environmental Product Declarations (EPDs).**

The project is a retail mall developed to be a primary regional shopping and entertainment center in the Emirate of Sharjah for Majid Al-Futtaim Group. The total plot area is approximately 183,505 m². The project is developed to achieve a LEED Gold rating (in design and construction) based on the LEED requirements of the USGBC. CCC is responsible for the execution of all site-related LEED activities.

**PROJECT STRATEGY FOR LEED CERTIFICATION HIGHLIGHTS**

**Water Efficiency**
- 100% of onsite wastewater treated
- 50% less water consumption through low flow fixtures
- 40% water saving via on-site sewage treatment plant and efficient irrigation systems

**Energy Saving**
Energy savings of 15.52% have materialized through the implementation of the below energy conservation measures:
- Improved glazing thermal conductivity and solar heat gain coefficient
- Improved exterior wall, roof and floors thermal conductivity
- High-performance chillers
- Energy efficient interior and exterior lighting system

**Materials and Resources**
- **Construction Waste Management:** Efficient waste management and coordination of recycling services has made it possible to recycle 99.5% of construction waste (when the project requirement is to divert away from landfill 75% of construction waste).
- **Recycled Content:** 35.7% of materials used are of recycled content through the proper follow up with subcontractors, exceeding the exemplary performance required by LEED.
- **Regional Materials:** 38% of the total value of project materials are regional (exceeding the exemplary performance required by LEED).
- **Certified Wood:** By securing that, the project’s temporary formwork is certified by the Forest Stewardship Council® (FSC), (at no additional cost), 82% of the projects’ woodwork is certified as sustainably sourced. The initial project requirement was to use 50% of FSC-certified wood products.
A fundamental component of CCC’s business is our profound commitment to providing a safe and healthy workplace, to respect human rights, and be a good employer. Developing a world class safety culture, is not just a slogan we believe in but something we are working hard to achieve with all the available resources necessary.

Respecting human rights is essential for a sustainable business and our approach towards internationally proclaimed human rights is progressively strengthening. Maintaining an inspiring working environment, promoting diversity and equal opportunities and enabling employees to contribute to CCC’s growth are employment objectives of prime importance to us.

Related Sustainable Development Goals
HEALTH SAFETY & ENVIRONMENT

protecting the health and safety of CCC employees is our primary goal. This is a continuous mission and CCC is determined to constantly enhance corporate safety strategy and provide the best protection for our staff. we also fully acknowledge our moral and legal responsibility to those impacted by our construction activities including local communities, visitors, subcontractors, joint ventures and clients. we have a duty of care for the health and safety for all we serve.

CCC’s HSE Management System is in line with accredited international standards of health, safety, and environment such as ISO 14001, and is also aligned with the specifications of the national authorities in the areas where we operate.

It is a unique, dynamic, and flexible framework focused on “continual improvement.” As a result, the latest HSE standards, lessons learned, technological solutions, business trends and stakeholders’ expectations are all taken under consideration when developing CCC’s HSE procedures.

Following the release of the new Occupational Health Safety management system, ISO 45001:2018, as replacement of the previous OSHAS 18001:2007, CCC set out to update the HSE management system to meet the requirements of the latest standard. We have successfully transitioned to the new ISO 45001:2018 and thus proving that CCC is staying abreast with all business requirements and internationally evolving standards in health, safety, environment, and sustainability.

The health and welfare of our people and the communities where we operate is always the top priority for CCC. In 2019, our relevant policy was upgraded to include all of CCC’s targets for Health, Safety, Environment, Security, Welfare and Wellbeing. The existing policy is a consolidation of the previously separated policies and applies to the entirety of CCC and all those who directly or indirectly are related to its operations.

Primary Targets:
- World-Class HSSE Excellence
- Achieve Zero Accidents
- Prevent property damage, environmental and security incidents
- Create a safe, healthy, and environmentally responsible workplace

Commitments:
- Comply as a minimum with all legislation relating to health, safety, environment, welfare and security
- Provide adequate resources and manpower to meet HSE targets
- Maintain a HSE management system that is compliant with internationally recognized standards
- Provide all employees with HSE training to empower them to work safely and efficiently
- Provide workers with high standard accommodations and welfare facilities
- Protect all employees and stakeholders by eliminating or minimizing hazards and risks
- Conduct internal and third-party compliance audits to monitor health and safety performance
- Develop and maintain a positive and proactive health and safety culture
- Assign responsibility and accountability for HSE compliance to all levels in the organization
In the ongoing effort to achieve “world class” HSE performance in CCC, the effective communication of strategic health and safety topics is crucial. Accordingly, HSE Drives are issued annually to ensure the reinforcement of CCC’s HSE performance and address key areas in need for improvement.

The HSE Drive 2019 provided a set of objectives for the special attention of all CCC projects. It consisted of twelve points that were identified as areas for improvement as a result of audits, statistics review, incident root causes, KPI’s, client’s feedback and lessons learned. Continued focus on achieving the CCC’s ultimate HSE target of zero fatalities and serious injuries was emphasized. This has always been and remains a priority for CCC around the world.

CCC applies a proactive approach in building and maintaining a strong culture of safety. HSE training is at the center of our attention and a wide range of compressive training material has been developed. The training provided across CCC operations is in full compliance with our HSE management system and any applicable specific project requirements. Through our training programs we strive to enhance the capability of our employees across all levels, to execute their tasks in a safe, reliable, responsible and efficient manner. The HSE training is conducted at various levels:

- **International courses on Occupational Health and Safety**
  - NEBOSH
  - OSHA

- **Introductory Trainings**
  - HSE Procedures overview
  - New Project HSE Goals and Objectives
  - HSE Issues and Challenges

- **Refresher Trainings**
  - Safety Officer
  - Train the Trainer

- **High-level Trainings**
  - HSE Management and Leadership
  - Lead HSE Auditor

- **Specialized Trainings**
  - Hazard Identification
  - Fire Safety and Fire Warden
  - Risk Assessment
  - Accident and Incident Investigation
  - Injury Recordkeeping and Classification
  - First Aid/CPR/AED (Adult/Pediatric) Level 3
  - H2S* & Breathing Apparatus Introductory Trainings

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**Total Number of HSE Training Hours**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avr. Training Hours per Employee</td>
<td>18</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Training Hours</td>
<td>2,424,242</td>
<td>2,011,956</td>
<td>1,790,898</td>
</tr>
<tr>
<td>Man-hours</td>
<td>334,131,746</td>
<td>328,988,917</td>
<td>229,748,122</td>
</tr>
<tr>
<td>Number of Projects</td>
<td>68</td>
<td>67</td>
<td>53</td>
</tr>
</tbody>
</table>

*H2S is colorless, highly flammable and a highly toxic gas, which is a common by-product found in many different industries.*
LESSONS LEARNED

Lessons learned were identified and implemented as opportunities for significant improvement and to avoid reoccurrence of similar cases:

- Better verification of qualified subcontractor’s based on CCC policies
- Reinforce safety of rigging and lifting practices
- Enhance electrical safety, traffic and roadway control measures
- Improve scaffolding at work at height practices
- Strictly follow confined space entry procedures
- Reinforce safety practices for machine interface and excavation activities

OVERALL PERFORMANCE

Recordable Cases

First Aid Cases

Occupational Fatalities

Lost Time Injury

HUMAN RESOURCES

Over our near 70 yearlong existence, we have built a geographically diverse presence in numerous countries. This unique position allows us to benefit from growth in emerging markets whilst maintaining solid positions in established enterprises around the world. An intrinsic factor in this success is the human element that has been at the forefront of our values and practices since day one. The human factor plays an intrinsic role in our culture and business operations.
OUR GLOBAL WORKFORCE

The limiting market environment and crises surrounding it, have posed difficulties for the entire construction industry. CCC’s business is largely focused on the Gulf region (more than 60% of its total work) and over recent years the Middle East’s contracting market has witnessed a sharp decline in activity. Due to the cyclical nature of the construction business and the lack of new contract awards, CCC limited the recruitment and development of human resources compared to the previous reporting cycle. Additionally, a downsizing of roles took place to adapt to the new level of market demand. This process was carried out with dignity and respect towards our people. CCC is a family company and a high number of employees have stayed with the company for 20 or even 30 years. In this restructuring, CCC worked closely with employees and their representatives - as applicable - and investigated all viable alternatives to mitigate impacts.

At the end of 2019 CCC’s total personnel was 61,594 with staff constituting 12,795 and labor workers at 48,799. Contracted workers through subcontractors and personnel from joint ventures were approximately 30,000. The countries which had the highest hires were Egypt, the UAE and Qatar. The same locations with the additions Saudi Arabia and Kazakhstan also retain the majority of CCC personnel (staff and workers) reflecting the projects CCC is constructing in these countries.

Personnel Top Countries

Staff by Region

Labor by Region

New Hires Top Countries (%)

New Hires per Age Group

New Hires per Gender
TRAINING AND DEVELOPMENT

A key element in achieving CCC’s strategic objectives is to maintain a highly trained, competent and motivated workforce that will strive to succeed in terms of their own development and that of the company.

To achieve this, CCC focuses largely on training and development programs which enhance employees’ abilities to conduct their job requirements and promote their growth as individuals.

INDUSTRY-SPECIFIC TRAINING PROGRAMS

Establishing vocational training centers in countries where we have operational presence has been a long standing CCC commitment to capacity building, skills training and development of local workforces around the world. Our vision is to foster technical skills among local staff and build a competent workforce for our projects. This approach to skills development based on international construction standards creates actual job placements for local employees. CCC’s all-round expertise in infrastructure and the fact that we often partner with accredited institutions, guarantees the high quality of the training curriculum offered at our industry specific training centers.

CCC’s training center in Atyrau, Kazakhstan was established in 2017. The objective was to invest in the new generation and offer local youth the opportunity for an interesting career in CCC’s oil and gas projects in Kazakhstan. To enhance the practical and technical skills of Kazakh labor force, CCC designed and delivered technical programs on welding, pipe fabrication, electrical and civil (carpentry/shuttering). As in all of our centers, the trainings provided, concentrate on safety awareness and the latest industry techniques. Qualified and experienced instructors conduct the courses, using high standard technological equipment and modern facilities tailored to the needs of the various technical trades.

All the courses delivered are in accordance with the applicable local and international standards, including the major oil and gas companies operating in Kazakhstan. The training duration is usually two months and successful graduates receive two kinds of qualifications (a national and international construction diploma). Upon completion of the training program and in coordination with the regional labor authority, selected trainees are deployed at CCC’s projects in Kazakhstan.
For the last 16 years, CCC has maintained its status as a Global Registered Education Provider (R.E.P.) for the Project Management Institute (PMI). Accordingly, CCC’s internal trainings on risk, productivity, planning, and several other topics, are relevant to the Project Management Professional (PMP) exam preparation certification. All such courses allow CCC participants to earn the internationally recognized Professional Development Units (PDU’s) and meet the requirements needed by PMI credential holders.

CCC’s Women Empowerment Initiative

Women’s empowerment is widely recognized as a critical pillar of sustainable development. The United Nations’ SDG’s, place women’s empowerment prominently in the global development agenda. Strong and talented women employees are important to CCC’s long term success.

In 2018, CCC established an official commitment to taking a stronger and more active stance for diversity by focusing on women’s empowerment and gender diversity in a systematic way. Our strategy is diverse and includes solid top management support, promoting affirmative actions, establishing facilitating policies and raising awareness around gender diversity and the value women add.

2018-2019 Highlights

- CCC Women’s Empowerment Forum formed and feedback provided by members.
- CCC’s Employee Satisfaction Survey sourced and analyzed women’s feedback to specifically capture women’s perspectives.
- The United Nations Women’s Empowerment Principles Gender Gap Analysis Tool (WEPs Tool) was used to evaluate gender equality performance and plan improvements.
- CCC Human Rights Policy signed, includes commitments towards providing equal opportunities and an inclusive working environment as well as valuing diversity.
- A message from CCC’s President Engineering & Construction commemorated International Women’s Day (March 8th) within CCC and on social media.
- For International Day of Peace (September 21st), dedicated to combating climate change, the achievements of CCC women working on Green Building projects were celebrated.
- CCC’s Bulletin “Women’s Empowerment” section dedicated to publish targeted features related to women empowerment.
- On CCC’s Knowledge Management platform “Fanous” articles are shared on the trends and challenges of advancing women’s empowerment globally and with focus in the MENA region.

We realize that providing opportunities and significant roles to women is work in progress and further actions are required to achieve this, but we are committed to promote the empowerment of women. Our future efforts will be focusing on engaging more women, training more women and inspiring women through promoting them in leadership roles.
CCC is categorically committed to respecting human rights and aims to absolutely avoid any complicity in human rights abuses.

SOLID FOUNDATION: Our commitment to upholding human rights is rooted in our “Core Values, Guiding Principles & Code of Practice” the fundamental guide that directs CCC’s conduct.


LEGAL COMPLIANCE: We always conduct our business in accordance with applicable national laws and maintain the highest ethical standards. Where national laws conflict with internationally recognized human rights, we develop approaches to applying international human rights standards in a manner respectful of local requirements.

We focus on three main human rights impact themes:

1. EMPLOYEES
   - Occupational Health and Safety: Provide a dignified, safe and healthy work environment.
   - No Discrimination: Provide equal opportunities to all employees and create an inclusive working environment. We value diversity and strive to enhance it across CCC. We do not tolerate any type of discrimination.
   - No Child Labor: We do not condone or tolerate child labor. No child labor is employed by any CCC entity.
   - No Forced Labor, Slavery or Human Trafficking: We reject and do not tolerate the use of slavery, servitude, forced or compulsory labor or human trafficking.
   - No Harassment: No kind of intimidating or offensive behavior is unacceptable.

2. LOCAL COMMUNITIES
   We aim to engage with local communities to understand their social, economic and environmental priorities and add value by: supporting local recruitment, building regional business relations, procuring local materials and transferring expertise.

3. SUPPLY CHAIN
   We expect our suppliers and subcontractors to: adhere to all applicable laws and regulations, including those related to employment, safety, security, health and the environment; impose similar terms and conditions on their lower tier subcontractors; and permit audits and allow access to their facilities, documentation and personnel.

CCC continuously embraces key human rights principles regarding work ethics and we are dedicated to developing and nurturing a culture of respect, diversity and equal opportunities. We consider these principles of paramount importance to everyday life and business.

CCC’s respect towards the protection of internationally proclaimed human rights includes, among others:

- Upholding the United Nations Universal Declaration of Human Rights (UDHR)
- Adopting of the United Nation’s Global Compact principles
- Conforming to all the local employment and labour laws
- Adhering to stringent OH&S directives and procedures tailored to our projects
- Promoting diversity and fair employment opportunities

HUMAN RIGHTS POLICY

FOSTERING HUMAN RIGHTS AWARENESS

6,340 employees

Participated in human rights awareness-raising activities

Our induction training for new hires and the Ethics & Anti-Corruption training emphasize CCC Core Values and human rights respect
CCC activities are overseen by the Board of Directors who act in the best interest of the company and its stakeholders. CCC’s family ownership and commitment to the group creates enduring value and safeguards the legacy, reputation and profitability of our organization.

Our “Core Values, Guiding Principles and Code of Practice” state that all company activities must be performed with honesty, integrity and full compliance with the law. The risk management strategy we apply enhances our corporate governance by strengthening our Board’s oversight and improving overall decision making. Above all, we maintain a strong ethical framework with zero tolerance to bribery and corruption.

Related Sustainable Development Goals
CCC’s organizational structure is defined through the Board of Directors which is the company’s supreme governing body. Adhering to the principles of sound corporate governance, the Board oversees the Group’s organization and management of business. CCC’s Board members serve as trustees and custodians of the company’s assets and with their strategic decisions ensure the development and continuous growth of CCC’s services, markets and finances.

CCC’s BOARD OF DIRECTORS

Samer S. Khoury
Chairman

Suheil H. Sabbagh
President Group

Antoine Mattar
Non-Executive Director, CC Group

Mohamad Sedoudi
Director

Mahmoud Zeibak
Director

Jamal Nakhlleh
Director

Imad Sa’ad
Director

Wahbe A. Tamari
Director

Nabil Habayeb
Board Member

Nabil Habayeb
Board Member

Wael S. Khoury
Board Member

Tawfic S. Khoury
Board Member

Sumer H. Sabbagh
President Group Human Resources

Antoine Mattar
Non-Executive Director, CC Group

Mohamad Sedoudi
Director

Mahmoud Zeibak
Director

Jamal Nakhlleh
Director

Imad Sa’ad
Director

Wahbe A. Tamari
Director

Nabil Habayeb
Board Member
CCC’s CODE OF PRACTICE

A unified foundation to CCC’s Core Values and Principles, is CCC Code of Practice. It describes how all activities must be performed with honesty, integrity and in full compliance with the law and the prevailing legal constraints.

CCC undertakes to fully distribute this code of practice among employees and provide regular training on corporate ethics policy and procedures, and inform about the ethical values and behavior everyone is expected to diligently follow throughout their employment. Every CCC member must follow the CCC Guiding Values and Principles and adhere to the CCC Code of Practice. Employees are subject to disciplinary action, including termination, for violations of our policies.

CORPORATE VALUES

CCC was created nearly 70 years ago and its corporate ethos is directed by the personal values of the company Founders. Our company culture is not only exceptional, but also vital to CCC’s progress and resilience. The distinctive culture embedded in CCC is based on our 17 Core Values and Principles.

CCC’S CORE VALUES & PRINCIPLES

1. Integrity, Honesty & Reliability
2. Trust, Transparency & Humility
3. Sense of Belonging & Harmony for all Company Employees
4. Fairness to all Stakeholders
5. We Respect Hierarchy & Accountability
6. We Aim To Be Second To None in All We Do
7. Protecting Human Life Is Our Goal
8. We Encourage Innovation
9. We Nourish Long-Term Relationships
10. Our Staff Is Our Greatest Asset
11. Commitment to Preserve the CCC Family Culture
12. Commitment to the Community
13. Commitment to the Environment
14. Commitment towards Anti-Corruption
15. Commitment to Change for the Better
16. Appreciation of our Staff
17. Commitment to The Development of Future Generations
ETHICS & ANTI-CORRUPTION

CCC’S EACP (ETHICS AND ANTI-CORRUPTION PROGRAM)

Ethics compliance has always been on top of CCC’s operational agenda. The commitment towards anti-bribery and anti-corruption is one of CCC’s 17 core values and guiding principles as published in its Code of Practice. CCC’s ethics and compliance program is documented in a quality management procedure (EACP), demonstrating its commitment to eliminate bribery and corruption from its global business. CCC’s commitment also extends to third-parties – with every agent, consultant representative and any other third party required to comply with the applicable anti-corruption laws of the country in which we operate.

Additionally, we pledge our support in the battle against corruption through our commitment towards the below:

- United Nations Convention Against Corruption
- United Nations Global Compact Principle 10
- World Economic Forum-Partnering Against Corruption Initiative (PACI) Principles
- Transparency International-Business Principles for Countering Bribe
- The Pearl Initiative
- The UK Bribery Act 2010
- The US Foreign Corrupt Practices Act (FCPA), 1977
- The OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1999

CCC’s STRATEGY FOR BUSINESS INTEGRITY

TRAINING PROGRAMS

During 2018-19 we continued our efforts in training thousands of our global management, commercial and technical staff on ethics, anti-bribery and anti-corruption policies.

6,340 CCC EMPLOYEES participated in ethics and anti-corruption awareness-raising activities.

Diverse Training
- Online
- In-person
- Induction
- Ethics and Compliance Workshops

Focus on CCC executives and employees of at-risk functions
- Fraud and corruption awareness
- Emphasis on common fraud schemes
- Trained to detect and prevent bribery, fraud and corruption

2019 “MONSTER GAME” Online Training
- Tailored to CCC needs
- Included real life case studies
- Feedback on common topics: business entertainment, gifts, legal consequences, benefits, etc.

Audit and Fraud Investigation Seminars
- Core concepts of fraud, various types and associated risks
- Methodology of fraud investigation
- Strategies for fraud and corruption prevention
WHISTLE-BLOWING AND REPORTING

The Whistleblowing and Reporting Procedure is one of the main topics covered in CCC’s Ethics and Compliance Program. Whistleblowing is encouraged and reporting channels are advertised and displayed across CCC’s worldwide locations and translated into all the main languages of our multinational workforce. To ensure objective consideration of whistleblowing reports, all reporting channels (online, email, mail or fax) fully protect the anonymity of reporters.

INTERNAL AUDITING

CCC’s Internal Audit unit plays a key role in ensuring the effectiveness of risk management, control functions and governance processes. It is responsible for process reviews, compliance audits, and fraud investigations as well as follow-up on corrective action.

One of the most important functions of CCC’s internal audit is the emphasis on compliance with company policy and the deterrence, prevention and detection of fraud. Specifically regarding the services of internal audit in connection with fraud, CCC’s internal auditors evaluate the internal control systems established to effectively manage the risk of fraud.

CORPORATE PROCEDURES

CCC’s corporate procedures of key importance to business integrity include anti-corruption and anti-bribery considerations:

GLOBAL COMPLIANCE OFFICERS

To accommodate CCC’s geographic span with a view of omnipresent dissemination, regional Compliance Officers were introduced. They responsibilities mirror those of the Corporate Ethics Compliance Officer at a local level in the counties in which they are assigned.

They operate as compliance ambassadors ensuring CCC’s Ethics and Anti-Corruption message is delivered throughout their jurisdiction, that approved procedures are implemented and compliance training and education is carried out.

They also have an advisory function providing guidance to any ethical questions that are raised in coordination with the Corporate Ethics Compliance Officer. They also appoint Compliance Coordinators at the Project level in their Area. Compliance officers training is carried out periodically in-house; both online and face-to-face.
Since the inception of CCC, the principles of Corporate Social Responsibility have been placed at the core of our management values. Our CSR philosophy originated from the CCC Founders’ strong belief that company should always give back to society and consider stakeholders’ interests as being of prime concern.

Related Sustainable Development Goals
CSR STRATEGY

Our CSR approach undertakes the role of "Corporate Citizenship" to ensure that CCC’s actions balance between improving and developing the company’s business as well as the quality of life of its workforce, their families, local communities and societies at large.

CCC’s corporate giving strategy is to improve the social and economic livelihood of marginalized and underprivileged communities. It includes cooperating with non-governmental organizations (NGOs) to carry out impactful projects for the benefit of local communities. Additionally, support and in-kind contribution in the form of volunteerism is provided in areas where CCC possesses expertise and leverage. CCC’s CSR goals focus on the specific themes which are in line with the UN Compact Sustainable Development Goals of the UN Global Compact.
CSR PROJECTS

CCC's CSR programs during 2018-19 involved various areas of operation and included sponsorships, donations and project grant agreements with partners. The projects targeted the disadvantaged and ranged from food, clothes and blood donations, to helping the disabled, health and sanitation, community work, environment, education and capacity building. Below are some examples of projects carried out in Mozambique, Greece, Lebanon, and Egypt:

WATER FOR MULINDA, MOZAMBIQUE

CCC partnered with WaterAid to deliver a project that provided access to clean water, safe sanitation, and good hygiene practices for the people of Mulinda village. A remote rural community where 700 people relied on the polluted water of a river and where women and children had to travel 8 kilometers per day to get water.

CCC arranged to build a well equipped with a hand pump for the village. Sanitation awareness activities were conducted which motivated 110 families to build household latrines, handwashing facilities, dishracks, and rubbish pits.

BUILDING RESILIENCE OF YOUNG WOMEN FARMERS, EGYPT

Launched in partnership with Al Fanar in 2019, this project provided support and training in agricultural best practices. Specifically, 450 female farmers from 9 villages in rural Egypt, 8 Ministry of Agriculture engineers and a group of 50 farmers developed essential skills for improving crop production and income generation.

With 65% of Egypt’s economy reliance on agriculture, the need to modernize Egyptian farming and create dignified jobs for women in Egypt’s rural communities has never been greater. Through CCC and Alfanar’s partnership valuable lessons in agricultural and farming techniques and business skills were delivered.

BUILDING A BETTER FUTURE FOR PALESTINIAN AND LEBANESE YOUTH, LEBANON

CCC in cooperation with Zakira; The Image Festival Association, provided a nine-month photography and videography training and career development to 47 Lebanese and Palestinian youth from Ain el Helweh Refugee Camp in Lebanon.

The trainees included jobless youth, students, and housewives who developed photography and video skills and many of them became proficient enough to practice photography and videography professionally. Not only did this project enhance social cohesion between Lebanese and Palestinians, but it also empowered them with new skills, that can help them secure a better economic and social life.

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INCLUSION OF REFUGEE CHILDREN THROUGH ART EDUCATION, GREECE

CCC partnered with the Museum of Cycladic Art in Greece and brought together 60 Greek and refugee children to attend a series of educational workshops to learn and use ancient Greek alphabets as a common language of communication through art.

The children’s ages ranged between 14 and 17; the Greek students came from the Pierce College, and refugee children came from shelters run by NGO “Solidarity Now” and came from Syria, Afghanistan, Iraq, Iran and Pakistan.

The program provided the platform for the smooth integration of refugee children into Greek society, enhanced their communication skills, and built their self-confidence and artistic creativity. They learned to use the Cypriot-Minoic script and created art images to share their stories and memories and learn about each other’s lives. The project was concluded with an exhibition showcasing the artworks of children.

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COMMUNITY CIVIL WORKS

In Kazakhstan, dikes were built and installed along the edge of the four kilometer long Kamyskol Lake in Kazakhstan to prevent it from overflowing and flooding the land and houses of the residents of Kulsary. It took 10 days, 18 CCC employees and 376 of volunteered hours to help 7,000 people. Also, in rural Botswana an earth dam and two bridges were built to help villages with water collection and safe passage during the monsoon season.

Beneficiaries: 11,000 people

HELP SOCIALLY VULNERABLE GROUPS

CCC volunteers in Egypt and Oman participated on more than one occasion, with local NGOs’ feeding programs and volunteered in packaging food boxes for underprivileged people who are unable to work and earn an income. These cases vary between the elderly, orphans, widows and/or individuals suffering from chronic diseases. In Greece too, volunteers cooked 200 healthy meals for socially deprived persons, refugees.

Beneficiaries: 7,490 people

CORPORATE VOLUNTEER PROGRAM (CVP)

To further address issues that impact the quality of life of disadvantaged people, CCC established a Corporate Volunteer Program (CVP). A volunteering policy was endorsed to encourage volunteering and provide the opportunity for staff and their families to give back to the communities in which they live and work. CCC has engaged its employees through various social responsible initiatives and volunteering activities that improve the social, economic, and environmental conditions in communities in which it operates. Here are a few examples of the voluntary actions carried out during 2018-19:

ENVIRONMENTAL ACTIONS

CCC volunteers in Kazakhstan joined the national tree planting campaign to plant 500 trees in and around the CCC Camps in Atyrau, and Tengiz, and several beach cleaning activities took place in Qatar, the UAE and Greece. All kinds of waste products ranging from cigarette butts to plastic bottles, cans and other harmful products were collected and kept from trickling into the sea and from affecting marine life.

Beneficiaries: 2,000 people (excludes the beach cleaning activity)

CORPORATE SOCIAL RESPONSIBILITY

EDUCATION, CAPACITY BUILDING, AND HEALTH AND SANITATION

In Greece, while some volunteers packaged 250 hygiene kits for vulnerable and socially excluded groups of people, others used their language skills to act as translators for refugee patients during their free consultation at the Doctors of the World Health Centre.

Also, several training workshops for NGOs’ staff on project management and sustainability were given in Greece to the Greek Council for Refugees and Smile of the Child. The NGOs cater to refugee needs and children who are victims of violence, children with health problems and children living in poverty.

In Lebanon, Oman and the UAE, staff volunteered as teacher assistants for children with special needs in their classroom activities, accompanied and entertained autistic children in sports competitions and outdoor activities, as well as visited and played games with hospitalized children.

Beneficiaries: 1,596 people

HELP SOCIALLY VULNERABLE GROUPS

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Beneficiaries: 7,490 people
Established by the late Said T. Khoury CCC’s co-founder, the Foundation’s vision is to transform Bethlehem into a vibrant international spiritual destination.

Since its establishment in May 2012, the Bethlehem Development Foundation has been keen on achieving its mission to create a sustainable economy and infrastructure for Bethlehem, which improves the quality of life for residents and acts as an attraction to visitors.

Over the years BDF has utilized great efforts to build fruitful cooperation bridges with local governmental units, donor agencies and international bodies. The Foundation is constantly progressing through three identified set tracks; private sector investments, public infrastructure projects and philanthropic schemes. The objective is to realize our goals of achieving a pipeline of sustainable projects.

This initiative shall be planted in the heart of Bethlehem and its roots shall dig deep into the soil permanently reinstating peace and tranquillity throughout the land.

The Late Said T. Khoury
Founder of BDF

BETHLEHEM DEVELOPMENT FOUNDATION

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The Late Said T. Khoury
Founder of BDF

COMPLETED PROJECTS

NATIVITY CHURCH RESTORATION-EXTERNAL FAÇADES (JULY 2017)
NATIVITY CHURCH RESTORATION (INTERNAL PLASTER JULY 2016, 15 COLUMNS DEC 2018, FLOOR MOSAICS JAN 2019)
MANGER SQUARE REHAB & BEAUTIFICATION (AUG 2016)
CHRISTMAS TREE DECORATIONS BETHLEHEM (DEC 2012-2017)
MINI SOCCER PLAYGROUND BEIT SAHOUR (AUG 2015)
MINI SOCCER PLAYGROUND DOHA 5X5 (OCT 2015)
REHAB SANITATION UNITS OMAR MOSQUE BETHLEHEM (JUNE 2014)
AL SALAM CHILDREN PARK, BEIT JALA (APRIL 2016)
SAID KHOURY SPORTS COMPLEX BEIT SAHOUR (MAY 2016)
SOLID WASTE MANAGEMENT BETHLEHEM GOVERNORATE (MARCH 2017)

GRI 201-1

COMMUNITY

BETHLEHEM DEVELOPMENT FOUNDATION
THE AMERICAN FRIENDS OF BDF

A non-partisan, non-governmental and non-profit organization was launched to establish financial assistance, grassroots support, and recognition for the development of the Holy City of Bethlehem.

RESTORATION OF THE CHURCH OF NATIVITY

Works are progressing to finalize the restoration of the last 11 columns of the central nave of the Nativity Church.

DOHA MULTIPURPOSE HALL

Upon completion of this project the Doha municipality is hoping to be able to serve nearly 15,000 people yearly and to create job opportunities.

NETWORKING AND FUNDRAISING EVENTS

NEW YORK CITY, USA

WASHINGTON D.C., USA

HOUSTON TX, USA

VATICAN CITY, VATICAN
This report has been prepared in accordance with the GRI Standards: Core Option.

The UN’s 17 Sustainable Development Goals (SDGs) will be achieved by 2030 through concerted action by both the public and private sector in all countries. The following table links the SDGs to the relevant disclosures of the GRI Standards contained in CCC’s Sustainability Report 2018-19.

The report was submitted for the SDG Mapping Service, and GRI confirms that the SDGs are correctly mapped against the GRI Standards and that these disclosures are easily traceable in the report.
### GRI CONTENT INDEX

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<th>PAGE OR DIRECT ANNEX</th>
<th>OMISSION</th>
<th>RELEVANT SUSTAINABLE DEVELOPMENT GOAL</th>
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</tbody>
</table>

### OCCUPATIONAL HEALTH AND SAFETY

- 103-1 Management Approach
- 103-2 Types of Injury and Rate of Injury, Occupational Diseases, Lost Days, and Absences
- 103-3 Health, Safety & Environment: Health & Safety Performance

### TRAINING AND EDUCATION

- 103-1 Management Approach
- 103-2 Average Hours of Training Per Year Per Employee

### DIVERSITY AND EQUAL OPPORTUNITY

- 103-1 Management Approach
- 103-2 Employees Training on Human Rights Policies and Procedures

### LOCAL COMMUNITIES

- 103-1 Management Approach
- 103-2 Operations with Local Community Engagement, Impact Assessments, and Development Programmes

### SUPPLIER SOCIAL ASSESSMENT

- 103-1 Management Approach
- 103-2 New Suppliers that were Screened Using Social Criteria

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## APPENDIX II

### STRATEGIC INITIATIVES AND MEMBERSHIPS

<table>
<thead>
<tr>
<th>EXTERNAL INITIATIVES</th>
<th>SUPPORTED SINCE</th>
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<tbody>
<tr>
<td>United Nations Global Compact (UNCC)</td>
<td>2001</td>
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<tr>
<td>United Nations Sustainable Development Goals</td>
<td>2015</td>
</tr>
<tr>
<td>World Economic Forum - Partnering Against Corruption Initiative (PACI)</td>
<td>2005</td>
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<tr>
<td>The Pearl Initiative</td>
<td>2010</td>
</tr>
<tr>
<td>Transparency International</td>
<td>2012</td>
</tr>
<tr>
<td>European Network for Construction Companies Research and Development (ENCORD)</td>
<td>2011</td>
</tr>
<tr>
<td>U.S. Green Building Council (USGBC)</td>
<td>2015</td>
</tr>
<tr>
<td>Greenhouse Gas Protocol</td>
<td>2015</td>
</tr>
<tr>
<td>Education for Employment (EFE)</td>
<td>2007</td>
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<tr>
<td>Global Business Coalition against HIV, AIDS, Malaria &amp; Tuberculosis</td>
<td>2010</td>
</tr>
</tbody>
</table>

### MEMBERSHIP OF ASSOCIATIONS

- International Pipeline & Offshore Contractors Association - USA (IPLOCA)
- American Society of Heating, Refrigerating, and Air Conditioning Engineers
- World Safety Organization (WSO)
- Institution of Occupation Safety & Health (IOSH)
- British Safety Council (BSC)
- American Society of Safety Engineers, Kuwait Chapter & Gulf Coast Chapter (ASSE)
- Emirates Safety Group (ESG)
The compilation of CCC’s Sustainability Report 2018-19 is a concerted team effort stemming from various disciplines. Special thanks to our colleagues listed below for their efforts and commitment towards preparing this report.

Samer Khoury  
President, Engineering & Construction

Nafez Husseni  
Vice President, Information Systems & Technology, Chair Sustainability Task Force

Samir Thabet  
Sustainability Manager

Lila Angelopoulou  
Sustainability Coordinator

Nick Goulas  
IT Support Engineer

Eliana Peridakis  
Head of Pre-qualifications and Marketing Support

Konstandinos Koumandarakis  
Senior Technical Support Engineer, Mechanical

Athanasios Emmanouil  
Marketing Assistant

Muhammad D. Suleiman Aldaoud  
Project Director

Aref Boualwan  
Manager Digital Transformation (Group) / M/IS / CMC / Initiative / System

Ali Abdel Khalek  
Acting Project Manager

Antoine Jurdak  
Group Plant Manager, Corporate, (PMV)

Bassam Khodr  
Senior Plant Coordinator

Bassel Kanj  
Environmental Manager, HSE

Bader Jarrar  
HSE Manager

Roy Zinati  
HSE Engineer – Environmental Lead

Oussama El Jerbi  
Managing Director Qatar

Bassam Salem  
Project Director

Rashed Shawwa  
Deputy Project Director

Mohsen El Azezeh  
Project Director

Barry Leslie Evans  
HSE Manager

Maher Abou Chaaban  
Project Sponsor (Director)

Bashar Elias  
Project Manager

Abdallah ALAnasweh  
Senior Architect & Sustainability Engineer

Ehab Diab  
Senior HSE Supervisor

Andre Dabdoub  
Manager HR - (Special Projects)

Manar Shami  
Manager, Technical Training & Development

Amin Mushtaha  
Head of Administration - Regularity Affairs & Public Relations

Fahad Amarin  
Corporate Ethics Compliance Officer

Rosie Nasser  
Corporate Social Responsibility Consultant

Dimitra Ntalachani  
Corporate Social Responsibility Assistant

Mazen Karam  
Bethlehem Development Foundation Director