

S U S T A I N A B I L I T Y R E P O R T

COVERING 2021-2022 ACTIVITIES

2 0 2 3



AT THE FOREFRONT
OF SUSTAINABLE
DEVELOPMENT

S U S T A I N
A B I L I T Y
R E P O R T

COVERING 2021-2022 ACTIVITIES

2 0 2 3



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about the REPORT

key material considerations in this report

ENVIRONMENTAL

Materials, Energy, Water, Biodiversity, Emissions, Effluents & Waste, Compliance, Supplier Environmental Assessment.

SOCIAL

Employment, Labour / Management Relations, Occupational Health & Safety, Diversity & Equal Opportunity, Training & Development, Supplier Assessment for Labour Practices, Human Rights, Woman Empowerment.

GOVERNANCE

Ethics & Anti-Corruption, Whistle Blowing, Corporate Social Responsibility, Communities, Foundation, Compliance Audits.

Welcome to the **CCC Sustainability Report**, which covers **CCC's Environmental, Social, and Governance (ESG)** performance in 2021-2022.

CCC's long-term sustainability strategy is based on the three pillars of sustainable development, **economy, environment, and society**. This report outlines the company's core value in its long-term commitment to responsible growth and respect towards people and the environment while highlighting the progress achieved in accordance with the **GRI Sustainability Reporting Standards**.

We at CCC are advocates of the global sustainability agenda and support the realization of the **Paris Climate Change Agreement** and the **United Nations Sustainable Development Goals (SDG's)**. The **SDG's** represent a unique opportunity for us, to mainstream CCC's sustainability goals with global issues such as poverty, education, gender equality, water and energy use, climate change and sustainable economic growth. At CCC we are constantly aligning the SDG's with our sustainability strategy. As signatories to the **United Nations Global Compact (UNGC)**, this report aligns with the ten principles of UNGC.

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 2021 and 2022. 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.

message from the CHAIRMAN

Dear Stakeholders,

I am pleased to present **CCC's Annual Sustainability Report for 2021-2022**, a testament to our unwavering commitment to sustainable development and corporate responsibility. This report marks a significant milestone in our journey, highlighting the integration of sustainable practices into every aspect of our operations.

Our dedication to environmental stewardship and social welfare is deeply embedded in our core values of responsibility and respect towards people and the planet. We have made substantial strides in reducing our carbon footprint, embracing renewable energy sources, and actively engaging with communities to understand their needs. These efforts resonate through our extraordinary teams, driven by innovation and a passion for challenges.



This year's accomplishments represent a joint success, shared with our esteemed partners. We take pride in our collaborations with international organizations such as **Injaz Al Arab**, **Africa Research Excellence Fund (AREF)**, **Education for Employment (EFE)**, **Education above All (EAA)**, **Qatar Charity**, and the **Zhurekten Zhurekke Fund**. Our engagements with various entities in different operating countries, including **Goodwill Caravan**, **Qatar Green Building Council**, **Doctors of the World**, **Amalia Fleming Hospital**, **Make a Wish**, **Smile of the Child**, **Food Banks**, **Greek Council for Refugees**, **Atyrau Regional Society of the Disabled**, **Misr El Kheir Foundation**, and the **Emfasis Foundation for the Homeless**, showcase our dedication to local communities.

Furthermore, our alignment with leading **ESG** organizations, including the **First Movers Coalition**, **World Economic Forum ESG Initiative**, **UNEP Global ABC**, **OECD Blue Dot Network**, **UN Global Compact**, **World Business Council for Sustainable Development (WBCSD)**, and the **World Economic Forum** and **MENA Sustainability Initiative**, is a clear testament to our dedication to global sustainability efforts.

As we look to the future, we are filled with optimism and a renewed sense of purpose. The challenges of tomorrow present unique opportunities to change lives and build a better world. Our vision is clear - to lead with integrity, collaborate effectively, and create lasting value for all our stakeholders. We are committed to being a force for good, leveraging our expertise to tackle the most pressing global challenges.

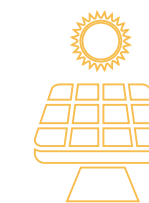
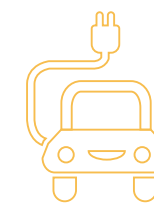
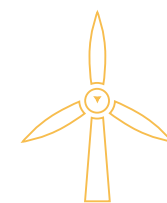
Thank you for your continued support and trust in CCC. Together, we will continue to make a meaningful impact and build a sustainable future, striving for a world where business growth and sustainability go hand in hand. We are excited about the possibilities that lie ahead and are committed to being agents of positive change in every community we touch.

Sincerely,

Samer S. Khoury



ABOUT CCC

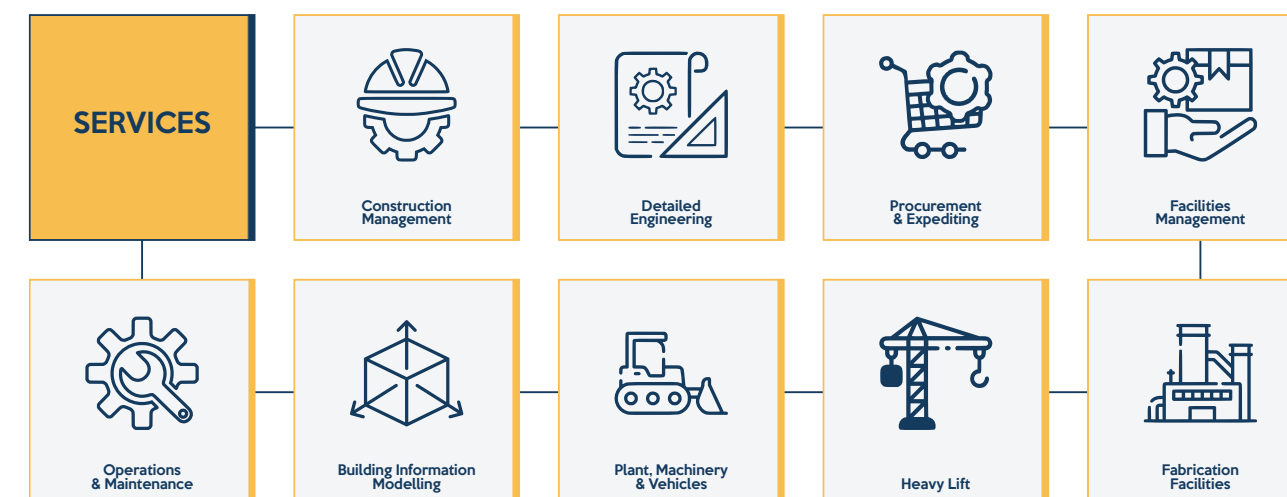


Consolidated Contractors Group, widely recognized as **Consolidated Contractors Company (CCC)**, boasts a storied history dating back to 1952 when its founders, the late **Kamel Abdul-Rahman**, the late **Hasib Sabbagh**, and the late **Said Khoury**, united their expertise to establish one of the pioneering Arab construction firms. Today, **CCC** has ascended to become the foremost engineering and construction enterprise in the Middle East and stands as a prominent player among the **top 20 international contractors globally**.

Our primary focus revolves around delivering comprehensive construction services spanning the entire **engineering, procurement, and construction (EPC)** value chain. Our distinct specialization lies in executing complex projects situated in some of the most remote and challenging locations around the world. With a robust global presence, we undertake a diverse portfolio of projects and operations spanning continents, encompassing the **Middle East, Africa, CIS, Australia, and Papua New Guinea**, reaffirming our reputation as a world-class industry leader.

We supply innovative solutions across the markets and industries around the world, by combining our immense construction and engineering expertise and experience drawn **over 60 years** of operation and accompanied by our diversified services and commercial acumen.


At CCC, we believe that a responsible approach towards all our operations, our employees, clients, suppliers and local communities, the environment and society as a whole, is an essential part of our success. Our diversified services, flexibility, and adaptability combined with the abilities of our people have made us the partner of choice for many companies.



OFFICES PROJECTS

- ALGERIA
- AZERBAIJAN
- BAHRAIN
- BOTSWANA
- CHINA
- EGYPT
- EQUATORIAL GUINEA
- ETHIOPIA
- GREECE
- IRAQ
- ITALY
- IVORY COAST
- JORDAN
- KAZAKHSTAN
- KUWAIT
- LEBANON
- LIBYA
- MAURITANIA
- MOROCCO
- MOZAMBIQUE
- NIGERIA
- OMAN
- PALESTINE
- QATAR
- RUSSIA
- SAUDI ARABIA
- TUNISIA
- TURKMENISTAN
- U.A.E.
- UNITED KINGDOM
- UZBEKISTAN
- YEMEN


group PROFILE



CCC Group

A globally diversified company specializing in engineering and construction

Throughout the history, CCC has operated in more than **57** countries and has approximately **110,000** people employed in its worldwide operations. Group comprises of the following:



CCC Underwater Engineering

An offshore construction and subsea services company for the oil & gas industry



ACWA Services Ltd. / ACWA Emirates LLC

Innovative, sustainable process solutions for the air, water and wastewater sectors

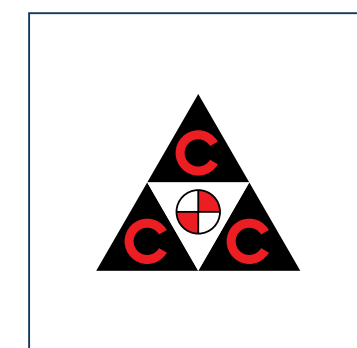


CCC
GROUP

CCC has become the largest Engineering and Construction company in the Middle East with a workforce from over **80** different nationalities. While strongly dominant in the Middle East, CCC has also expanded to more than **57** countries through Africa, the Caribbean, CIS countries, Australia, and Papua New Guinea.

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

- Oil & Gas Projects
- Petrochemical Projects
- Pipelines
- Offshore Construction Works
- Environmental Projects
- Residential & Commercial Buildings
- Roads & Infrastructures
- Metro Projects
- Power & Water Projects
- Renewable Energy Projects
- Dams
- Harbours
- Airports



Associates

Subsidiaries



Sicon Oil & Gas

Based in Italy, carries out EPC upstream and midstream Oil & Gas projects around the world



ACWA

Based in the UK, carries out EPC Water and Wastewater Treatment projects around the world



CCC Operations

CCC Operations are spread over the entire globe, from the Middle East and Africa, to the CIS countries, and all the way to Australia and Papua New Guinea



CCC Underwater Engineering

An Offshore Support and Diving Service Contractor, located in the UAE



CC Energy Development

An Exploration and Production company



Equatorial Consolidated Group

A company based in Equatorial Guinea, with fabrication facilities to cater for the fabrication requirements in Western Africa



CCC

UNDERWATER ENGINEERING

Established in 1976, CCC UE has expanded since then from being an **Air Diving Support Service Contractor** to the largest **Subsea Installation, Diving** and **ROV Service Contractor** in terms of assets and client base. Line of business includes:

- Subsea Cables, Umbilical's, and Flexible Pipelines Installation, Route Trenching and Backfilling, Repair, Testing and Commissioning Subsea Pipeline Stabilization and Support Installation (Free Spans / Crossings).
- Subsea Pipelines / Flexibles / Platforms / Structures Diving and ROV Inspection, Maintenance and Repairs.
- Saturation and Air Diving Services.
- ROV Inspection, Construction Support and Monitoring Services.
- Offshore Topside Fabrication, Maintenance and Installation.
- Dive Support Vessel Project Support and Charter.

CCC UE owns and operates 3 no. DP2 Subsea Construction Support Diving / ROV Vessels: **CCC PIONEER** (83m), **CCC MARITIME 1** and **CCC MARITIME 2** (65m). In addition, CCC UE is building a fourth DP2 Cable Lay and Construction Vessel, the **SAID ALETHEIA** (93.6m) having its built-in Classed Saturation Diving System and SPHL.

CCC UE is an **IMCA** certified member and owns and operates 3 no. IMCA Certified 6-man and one ABS Classed 9-man Saturated Diving Systems in addition to 24 no. IMCA Certified Air Diving System. CCC UE also owns one Heavy Work Class ROV, 4 no. Light Work Class ROV's, 2 no. Inspection Class ROV's and one Observation Class ROV.



ACWA

SERVICES LTD / EMIRATES LCC

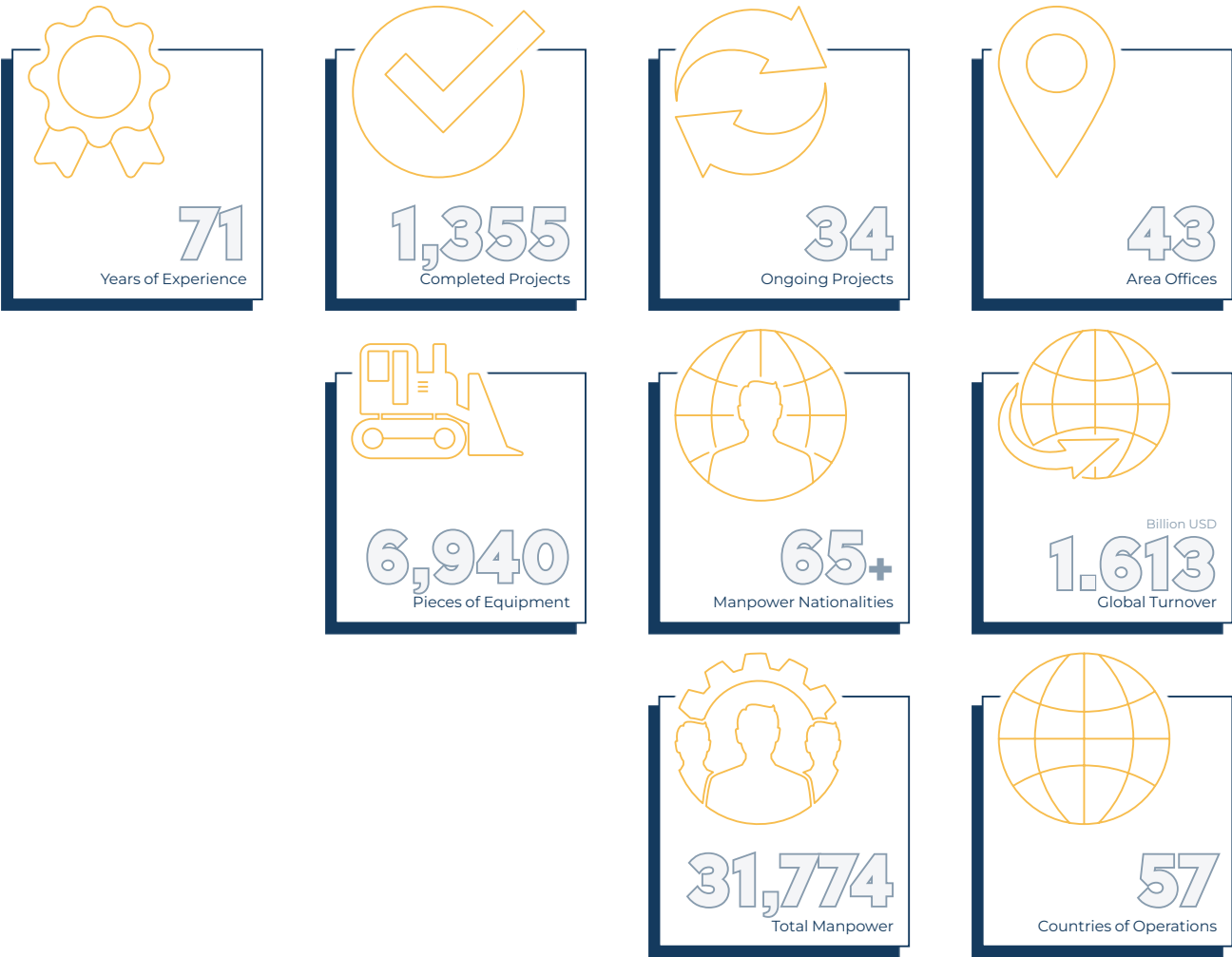
In its 30 years of operation, ACWA has developed three main business areas: **Water**, **Wastewater** and **Air Purification**. Using its own technology and in-house design team, ACWA undertakes design, build and operation projects throughout the UK, Middle East, and certain other countries.

ACWA is headquartered in the UK and services the Middle East through ACWA Emirates LLC, based in Dubai. ACWA undertakes projects for both the Industrial and Municipal Markets and has many International Organizations as its clients.



KEY FACTS & FIGURES

(as of end 2022)



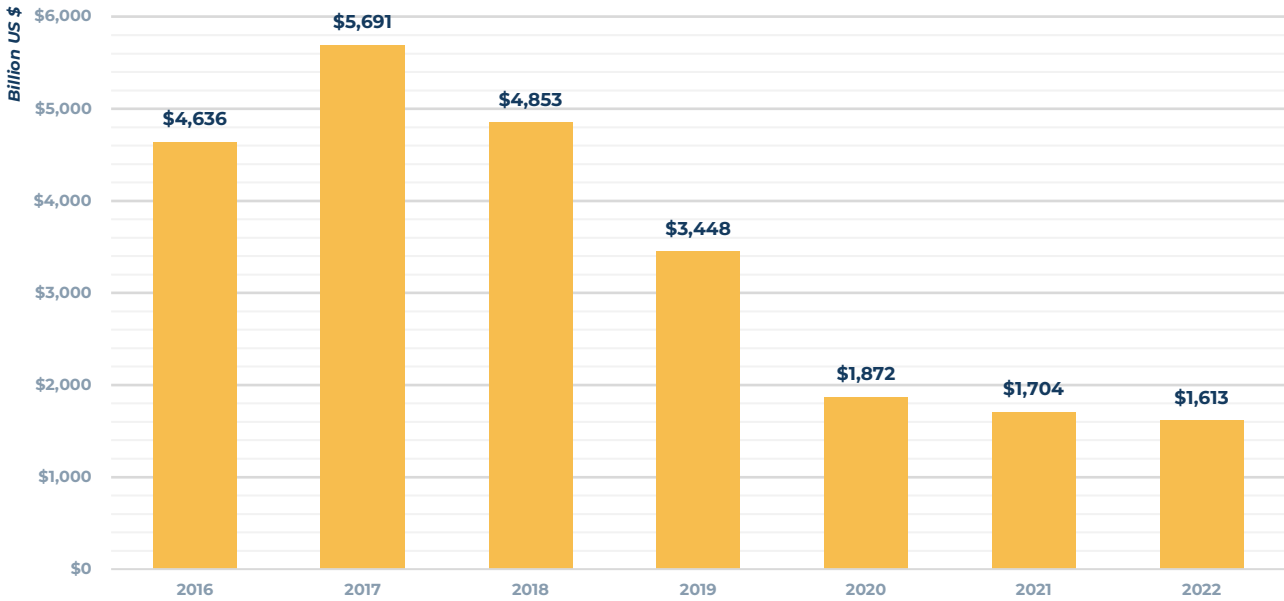
- Successfully completed over US\$ 300 Billion of projects in a span of seven decades.
- Proven track record attested by the enduring quality of our projects and our long-term partnership with clients.
- Through our global reach we have gained the expertise to cater for challenging projects in the most demanding locations.



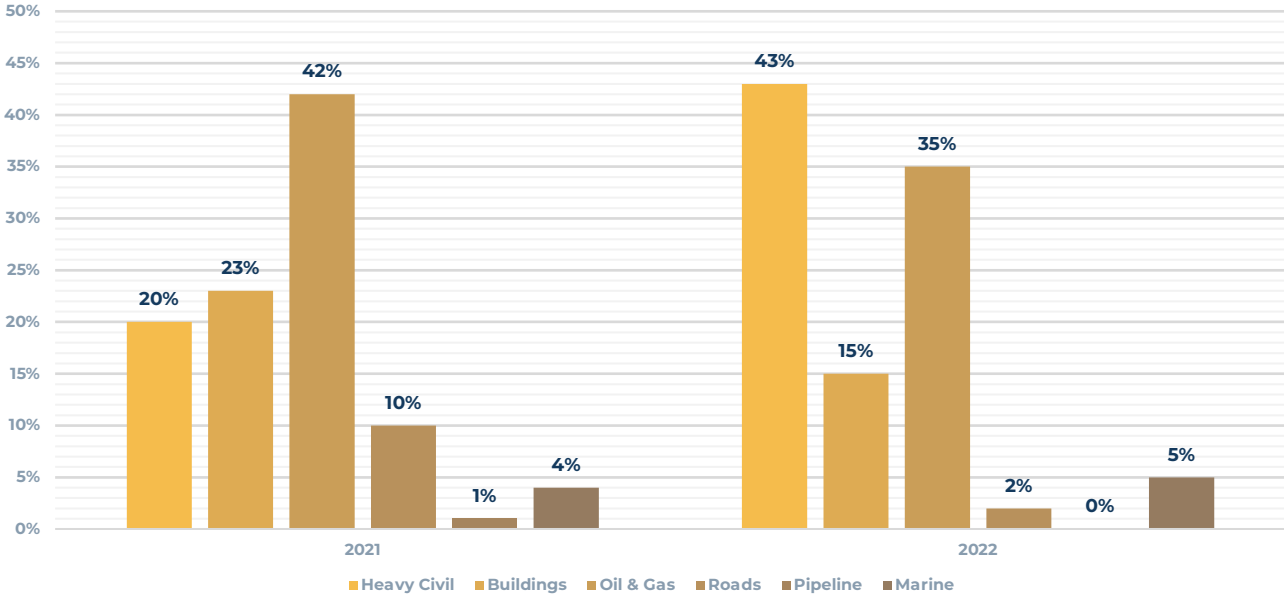
FINANCIAL SUMMARY



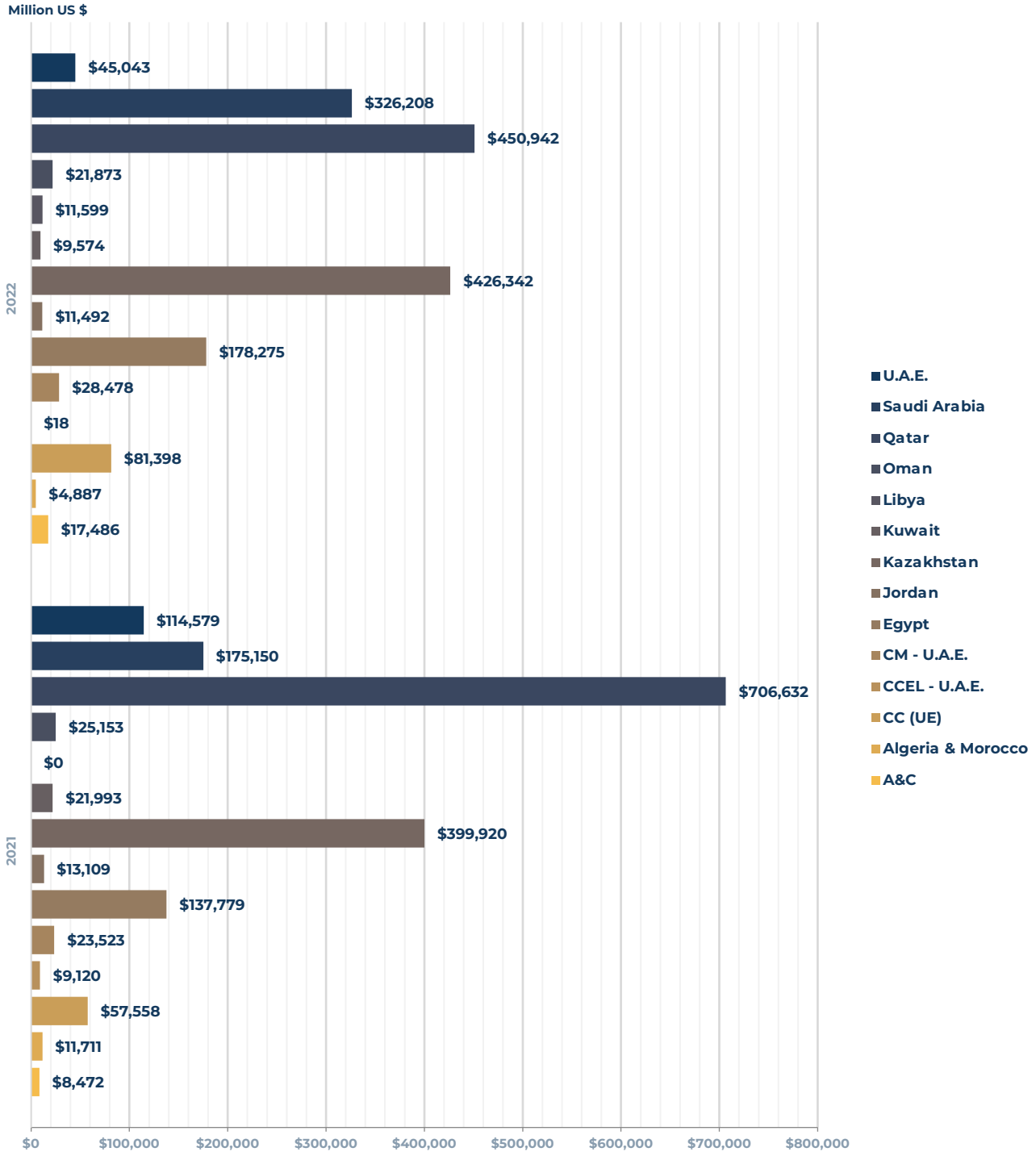
CCC GROUP REVENUE



REVENUE BY SEGMENTS (2021-2022)



REVENUE BY TOP COUNTRIES (2021-2022)



OUR VISION

We are a leading diversified company carrying out construction, engineering, procurement, development, and investment activities internationally. We are committed to providing reliable, amicable, and sustainable professional service to our valuable clients, and to be supportive of local businesses and social activities, being friendly to the environment and sustainability as well as being proactive in the socio-economic environments within which we operate. Our appreciation of our client's interests evidenced by meeting their requirements and ensuring high-quality work with a focus on our Environment and Sustainability is the prime directive of our management.

Our growth and profitability are maintained through innovation, technical enhancement, sustainability, and adaptability to all our markets. Our profitability is directed towards sustaining growth and providing satisfactory returns to our shareholders. Our commitment to growth is firmly linked to our commitment to our employees' continuous development and rewarding careers. We are also devoted to our employee's safety and health, job security, and welfare. Our strength emanates from our distinct culture, strong and close relationships with our clients, employees' competence and loyalty, entrepreneurial and flexible management, capability, dynamism, focus on quality and safety, environment, sustainability, and commercial acumen.

OUR MISSION

Our mission is to be a leader in sustainable construction. We build on our heritage of family values and thorough construction record to continue to deliver sustainable value for our shareholders, clients, employees, communities and for future generations.

OUR VALUES & PRINCIPLES



CCC's values are a family legacy carried by the founders and transplanted into the organization.

In the course of 70 years, these values have been nourished and cultivated to outstanding success.



The corporate values CCC has been practicing throughout its history set the ultimate guideline for organizational behavior and constitute the unique culture of the company. Guided by CCC's distinctive culture the company manifests its long-term commitment based on responsible growth and respect towards people and the environment. CCC's values of nurturing human and business relationships create mutual strengths and shared value.

Our corporate culture embodies a heightened sense of sensitivity and as a result we believe that a responsible approach towards all our operations, our employees, clients, suppliers, local communities, the environment, and society as a whole, is an essential part of our success.

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

We supply innovative solutions across the markets and industries around the world, by combining our immense construction and engineering expertise and experience gained over the last 70 years. Our full commitment to **The Code of Conduct** is required to cultivate our sustainability and development in this challenging world.



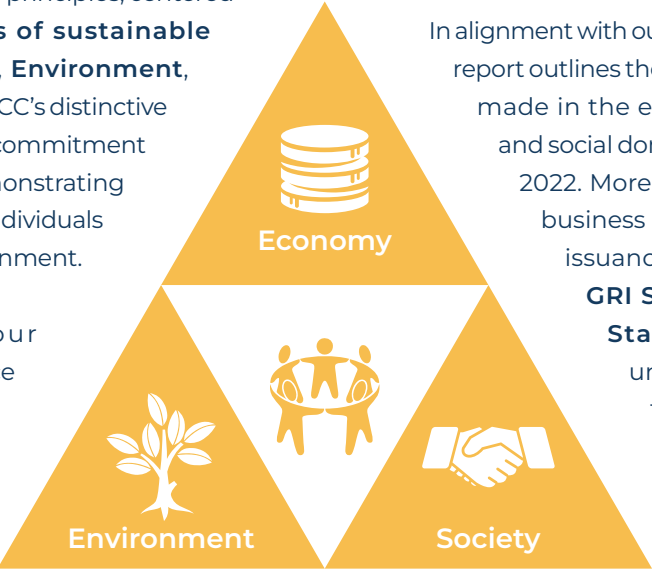
OUR COMMITMENT TO SUSTAINABILITY



We understand that the enduring success of CCC is intricately connected to the well-being of the global society and the preservation of a healthier environment. As a result, we are steadfast in our commitment to comprehending how our growth can harmoniously coexist with the welfare and progress of the communities, ecosystems, and economies in every location where we operate.

CCC's dedication to sustainability is deeply embedded in our corporate principles, centered around the **three pillars of sustainable development: Economy, Environment, and Society**. At the core of CCC's distinctive culture lies an unwavering commitment to responsible growth, demonstrating profound respect for both individuals and the surrounding environment.

We closely monitor our environmental performance and conceive initiatives to mitigate our impacts. As ardent advocates for the global sustainability agenda, CCC actively



contributes to the fulfillment of objectives outlined in the **Paris Climate Change Agreement** and the **United Nations Sustainable Development Goals** (SDGs). Our commitment is further strengthened by our active participation as signatories to the **United Nations Global Compact** (UNGC). This report stands as our annual testament, providing insights into the progress made in implementing the ten UNGC principles, while also showcasing our endeavors to advance the SDGs set by the United Nations.

In alignment with our sustainability strategy, this report outlines the significant advancements made in the economic, environmental, and social domains throughout 2021 and 2022. Moreover, it provides pertinent business updates up to the report's issuance date. Committed to the **GRI Sustainability Reporting Standards**, this document underscores our dedication to transparency by disclosing relevant information, reflecting our ongoing commitment to a sustainable future.



PARTNERSHIPS



KEY PROJECTS

2021-2022

 **EGYPT**

- Four Seasons Hotel Nile Plaza - Renovations of Floors
- H9 Address Hotel & Village A Villas
- New Alamein City, Historical City (EPC)
- New Alamein City, Alamein Downtown 1
- New Alamein City, Alamein Towers
- New Alamein City, Marina Towers, Phase 1
- New Alamein City, Arab Academy
- Telecom Egypt New Headquarters
- City Gate, Villas in Zone 2D/Clusters A, B & C
- Lagoon Residence - 6 Buildings
- Interlace Headquarters Building, Structure Package
- Al Organi Headquarters Building

 **ALGERIA**


- Forum El Djazair, Zone 1 - Residential buildings
- Forum El Djazair, Zone 4 - Villas

 **IVORY COAST**


- Abobo University Hospital Center

 **EQUATORIAL GUINEA**

- Permanent Fabrication Facilities

 **NIGERIA**

- Dualization of Ughelli Asaba Road, Dual-Sector A

 **KAZAKHSTAN**

- 3GP ME&I - Power Generation, Reception Area & Pressure Boost Facility

 **QATAR**

- North Field East Onshore Project
- Qetaifan Island North, Phase 1, Package 4 - Infrastructure, Streetscape & Linear Park
- Upgrading of Mesaimeer Road
- Ras Laffan Petrochemicals Project - EPC Early Works
- QAFCO7 Ammonia Plant
- Design and Construction of Al Bustan Street North
- Hamad International Airport Expansion, Western & Midfield Fuel Farm

 **SAUDI ARABIA**

- Al Nahda Entertainment Complex, Exit 15, Rabwa Area, Riyadh
- King Salman Park - Main Tunnels & Bridges
- Riyadh Metro Project, Lines 1 & 2 (EPC)
- NEOM Green Hydrogen Project

KEY PROJECTS

2021-2022

Mall of Oman - Package 2

- **Client:** Majid Al Futtaim Properties
- **Location:** Muscat, Oman
- **Completion Date:** May 2021
- **Green Rating:** LEED Platinum



City Center Al Zahia

- **Client:** Majid Al Futtaim Properties
- **Location:** Sharjah, UAE
- **Completion Date:** March 2021
- **Green Rating:** LEED GOLD



Msheireb Downtown Doha - Phase 4

- **Client:** Msheireb Properties
- **Location:** Doha, Qatar
- **Completion Date:** Ongoing
- **Green Rating:** LEED GOLD



Abu Dhabi Plaza - Package 4

- **Client:** Aldar EuroAsia LLP
- **Location:** Astana, Kazakhstan
- **Completion Date:** November 2021
- **Green Rating:** 3 x LEED SILVER | 2 x LEED CERTIFIED



Riyadh Metro Project - Package 1

- **Client:** Arriyadh Development Authority
- **Location:** Riyadh, KSA
- **Completion Date:** Ongoing
- **Green Rating:** LEED SILVER



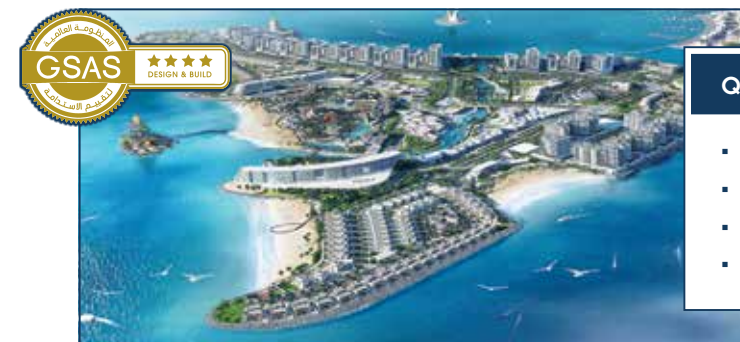
Abu Dhabi Intl. Airport - Midfield Terminal

- **Client:** Abu Dhabi Airports Co. (ADAC)
- **Location:** Abu Dhabi, UAE
- **Completion Date:** January 2022
- **Green Rating:** ESTIDAMA 3-PEARL



Qetaifan Island North - Package 4

- **Client:** Qetaifan Projects
- **Location:** Lusail, Qatar
- **Completion Date:** Ongoing
- **Green Rating:** GSAS 4-STAR D&B



NORTH FIELD EAST (NFE) PROJECT

QATAR

North Field East (NFE), together with the **North Field South (NFS)** project, will increase Qatar's LNG production capacity from the current 77 MTPA to 126 MTPA. CCC is the Sub Contractor at NFE project that is currently ongoing whereas Main Contractor at NFS Project that is scheduled to start in 2023.

The NFE project is a unique development that minimizes its environmental footprint by design. It, along with NFS project, includes one of the largest CO₂ capture and sequestration facilities and constitutes an important step towards achieving Qatar Energy's target of more than 11 MTPA of CO₂ capture and sequestration by 2035.



- In addition to the carbon sequestration, it will import a significant portion of the project's power requirements from the grid in the form of renewable solar power.
- It also includes a 'jetty boil-off gas' recovery system, which will help reduce greenhouse gas emissions.
- The project will also conserve five million cubic meters of water per year by recovering 75% of the plant's tertiary water.
- Nitrogen Oxides (NOx) emissions will also be minimized through the application of enhanced Dry Low NOx technology.

KING SALMAN PARK PROJECT

SAUDI ARABIA



King Salman Park in Riyadh will be the **biggest city park in the world** (16 km²). The Park aims at providing a variety of sports, cultural, artistic, and recreational options to the residents and visitors of Riyadh, therefore, improving the quality of life in the city in line with **Saudi Vision 2030's** goals of a vibrant and healthy society, and raising Riyadh's global ranking.

CCC's scope of work includes the construction of three cut and cover tunnels 2,470 m long (T1 - 765 m, T2 - 125 m, T3 - 1,580 m) and two bridges (Boulevard Bridge 05 - 44 m long and 41 m wide, and land bridge 06 - 138 m long and 60 m wide). 4 km of associated traffic diversions roads, demolition, utilities, MEP, ventilation, road furniture and tunnel wall cladding. General Excavation 966,690 m³, Backfill 1,010,249 m³, Concrete for Structures 390,000 m³ and Steel Reinforcement 50,000 tons.



KEY PROJECTS

2021-2022

NEOM GREEN HYDROGEN PLANT SAUDI ARABIA

NEOM, the sustainable regional development in northwest Saudi Arabia, has outlined a clear path towards the at-scale production of green hydrogen in NEOM for the global market, playing a key role to meet **His Royal Highness Crown Prince Mohammed bin Salman**, Crown Prince, Prime Minister and Chairman of the NEOM Company Board of Directors' vision to diversify the economy and pave the way for the Kingdom's plan to reach net zero emissions by 2060.

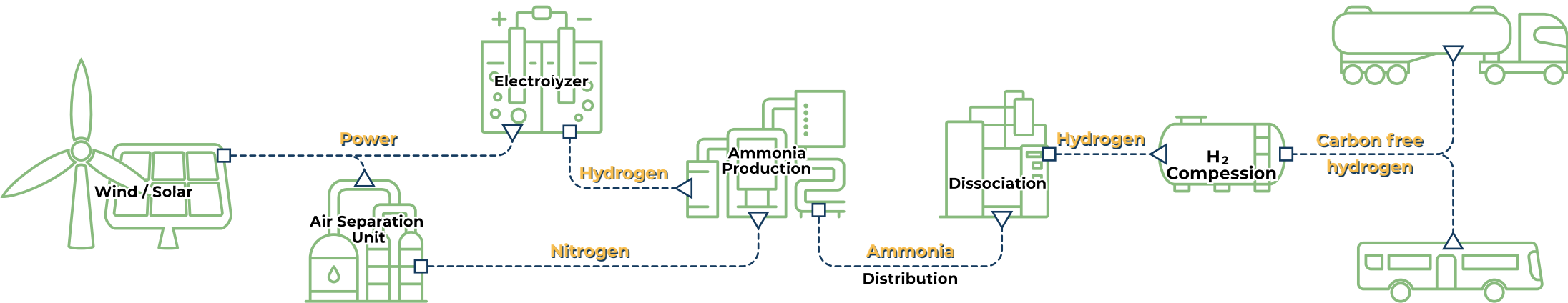
The **NEOM Green Hydrogen Company** (NGHC) facility being built in Oxagon is set to be the world's largest commercial-scale green hydrogen production facility. Once operational in 2026, it will produce an initial 600 tonnes of green hydrogen per day, which will be available for global export, saving as much as 5 million tonnes of CO₂ emissions per year.



The NEOM Green Hydrogen Project which will be in operation under renewable power (Wind turbines and SV Power Plants). The project includes the following units:

- 103,000 Nm3 per hour Nitrogen (N₂) Air Separation Unit (ASU) (U10).
- 2 GW Hydrogen (H₂) Production Plant (U₂₀) with Storage units (U70).
- 1.3 MTPA Green Ammonia plant (U26) with Storage tanks (U76).
- Associated Interconnecting Pipe Racks, Common Utilities, and steel buildings (U60 & U90).

CCC Scope of Work includes Civil, Structure Steel Supply/Erection, Mechanical Equipment Erection, Modules Erection, Piping Fabrication and Erection Works, Electrical and Instrumentation, Painting, Insulation and Pre-commissioning for the facility. Two Ammonia Tanks are by others.



AL BUSTAN STREET NORTH (BSNP) PROJECT

QATAR



Al Bustan Street North is approximately a 3.6 km expressway and it is located west of the existing Al Shamal Road (also referred as part of Al Sabah Corridor). The scope of work includes the complete design, approvals, permitting and construction of a new expressway, including four grade-separated interchanges with cross roads, frontage roads, overpass and underpass structures, retaining walls, pedestrian and bicycle paths, traffic signs, signals and ITS, landscape and hardscape, street lighting, surface water micro-tunnel and all related infrastructure.

SUSTAINABILITY PERFORMANCE

- Less than 6% of total softscape area was planted with grass. The remaining 94% was vegetation including shrubs, succulent, cactus etc.
- Native plant species were selected to minimize irrigation requirements.
- Implementation of Irrigation with treated sewage effluent.
- Street lighting poles were specified with LED lighting control system.
- 43,000 tons of rebar with recycled content of pre-consumer and post-consumer recycled content of 85 % from Qatar Steel, 265,000 m³ of concrete with recycled content of cement Silica and GGBS of 10.85% fly ash, 420,500 tons of asphalt out of which 6,000 tons of asphalt base course laid with 15-to 20% of RAP in road traffic diversions, 394,000 tons of granular subbase and 1,306,000 m³ of general fill base 90-95% processed and reused onsite from the onsite excavated material.
- Non-roof heat absorption reduction strategies of the project include materials covering a minimum of 50% of the pedestrian paving material such as the interlock paving, granite paving and cobble stone paving with manufacturer SRI of at least 29.



The **CEEQUAL** Sustainability Assessment on **Al Bustan Street North Project** is an internal pilot using CEEQUAL criteria to undertake a high-level screening of sustainability performance generally across the selected expressways projects. It is not a full assessment undertaken, nor any formal submission to CEEQUAL or any certifications associated. The purpose of the screening is to adopt a structured, systematic approach to establish a baseline understanding of sustainability

performance among this project. CEEQUAL is the evidence-based sustainability assessment, rating, and awards scheme for Civil, engineering, infrastructure, landscaping, and public realm projects. Established in UK in 2003 under the patronage of the Institute of civil engineers (ICE), CEEQUAL requirements were compiled by close collaboration with construction contractors, designers, academics, and other sectors within the construction industry.



SUSTAINABILITY

At CCC, we define Sustainability as the Triple Bottom Line, **Economic Growth, Social Responsibility, and Environmental Protection**. We aim to integrate sustainability in all our business activities guided by **CCC's Sustainability Policy** and the specific commitments it encompasses. As an international construction organization, our activities have a direct impact on communities, ecologies, and economies.

We recognize our responsibility towards our stakeholders and aim to create opportunities for shared value. We promote sustainability through improved corporate governance, rigorous and transparent reporting of environmental metrics, minimizing environmental impacts, creating a safe and motivating workplace, conducting business ethically, respecting human rights and building long-term partnerships.



SUSTAINABILITY

POLICY

CCC Sustainability Policy defines the framework of sustainability within CCC and reflects the basic principles of conduct. It outlines CCC's commitment towards the **"Three Pillars of Sustainability": Economy, Environment, and Society**. Sets qualitative and quantitative objectives to help us understand and manage our sustainability performance. The key points of our Sustainability Policy are given below.



ENVIRONMENT

- Reduce environmental impact wherever possible, using the best practice methods and standards such as LEED, BREEAM, ESTIDAMA, GSAS, ENVISION, EDGE, MOSTADAM and CEEQUAL.
- Minimize waste, especially hazardous waste, and implement recycling initiatives wherever practical. Repurposing of materials to reduce waste generation and extend the lifespan of resources, thereby contributing to a circular economy model.
- Optimize resource usage, including water, materials, and energy, by implementing efficient processes and investing in sustainable technologies that significantly reduce embodied carbon in our projects.
- Pledge to decrease our climate change impact and reduce carbon footprint by adopting energy-efficient practices, promoting renewable energy resources, and setting targets to decrease greenhouse gas emissions from our operations.
- Prioritize the use of low-carbon and sustainable materials and select suppliers and vendors who demonstrate strong commitments to sustainability and offer products and services with low environmental impact.
- Ensure that the protection of biodiversity (local wildlife and plants) within and around construction sites is considered throughout the planning and management of projects.
- Take due care and attention to prevent nuisance on site

SOCIETY

- Make a positive and meaningful difference to the health and well-being of the community through stakeholder engagement, social support, and investment.
- Meet our clients' requirements, and endeavour to exceed their expectations by delivering quality projects on time, safely, and with due regards to the environment.
- Commit to conduct business ethically and maintain a zero-tolerance policy towards corruption.
- Promote diversity, equal opportunities and ensure the well-being, safe and inspiring environment of all employees, enabling them to contribute to the growth of the company business.
- Promote and take actions to achieve an absolute non-discrimination policy by rejecting any kind of discrimination with regard to race, colour, sex, creed, gender, religion, disability or handicap, language, and national origin. Retaliation is also prohibited.
- Enhance the prospects of our workforce through skills and professional training development.



ECONOMIC / GOVERNANCE

- Build and maintain a robust and enduring business with integrity, transparency, and fairness, upholding high ethical standards in all our interactions and transactions.
- Use local resources (subcontractors, employees, materials, etc.) on the site of work where applicable and aid local economies.
- Promote innovative thinking and practices to achieve sustainability solutions that balance economic, environmental, and social interests.
- Integrate Risk Management into our operations.
- Respect the applicable legislations with regards to sustainability.



SUSTAINABILITY

STRATEGY

Across CCC, we have been working systematically on all **three pillars of sustainability** (economy, environment, and society) for around a decade. Specifically, we have focused on zero harm and safeguarding employees' well-being, reducing energy use and emissions, recycling construction waste, adopting circular economy principles, endorsing green construction, enhancing business transparency, and promoting

community engagement. Related goals, targets and measures are also specified and covered in our sustainability strategy which was developed in accordance with the **Sustainable Development Goal's, Ten principles of United Nations Global Compact** (UNGC). Our Sustainability Strategy and Targets are given below.

FACILITATE SUSTAINABLE ECONOMIC GROWTH

- Maintain a robust and enduring business.
- Expand business through further market and geographical diversification.
- Target sustainable infrastructure projects.
- Focus on resilient recovery after COVID-19 by factoring in projects' resilience to climate impacts.

SOURCE SUSTAINABLE MATERIALS

- Integrate social, ethical, and environmental performance factors into processes of selecting suppliers & subcontractors.
- Use 50% of regional Construction materials.
- Use 20% of recycled content Construction materials.
- Use 50% of Certified Wood.

REDUCE ENVIRONMENTAL FOOTPRINT

- Reduce 15% of CO₂ emission (Energy & Fuel).
- Use 20% of recycled content Construction materials.
- Reduce 50% of Water consumption.
- Reduce Construction waste to less than 30 Kg/m².
- Reduce 50% of Construction waste disposal.
- Reduce 25% of Wastewater discharge.
- Adopt a zero plastic usage strategy.

CONDUCT BUSINESS ETHICALLY AND ADHERE TO THE HIGHEST GOVERNANCE STANDARDS.

- Advocate corporate transparency and accountability.
- Educate employees on Ethics and Anti-Corruption (100% all staff).

PROVIDE SAFE AND HEALTHY WORKPLACES FOR OUR EMPLOYEES

- Zero Injuries and Workplaces Free from Accidents.
- Increase HSE Training (minimum 70 hrs / employee).

DRIVE THE SOCIOECONOMIC DEVELOPMENT OF LOCAL COMMUNITIES AND PROMOTE COMMUNITY ENGAGEMENT
























- Generate local employment opportunities.
- Support local businesses through our supply chain.
- Engage with our communities.

PROMOTE A CULTURE OF DIVERSITY AND INCLUSION

- Ensure a safe, fair, and empowering work environment.
- Create opportunities for employee training and development (minimum 24 hrs / employee).
- Enabling the inclusion of CCC employees through policies and affirmative action.



ALIGNMENT WITH SDG's

FOCUS	TARGET	SDG	ACTION PLAN	HIGHLIGHTS OF CCC CONTRIBUTIONS (2021-2022)
ECONOMIC DEVELOPMENT	Facilitate sustainable economic growth	   	<ul style="list-style-type: none"> Maintain a robust and enduring business Expand business through further market and geographical diversification Target sustainable infrastructure projects 	<ul style="list-style-type: none"> 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
	Conduct business ethically and adhere to the highest governance standards	 	<ul style="list-style-type: none"> Advocate corporate transparency and accountability Educate our employees on Ethics and Anti-Corruption 	<ul style="list-style-type: none"> Participated in initiatives and events on good corporate governance (World Economic Forum, Pearl Initiative Business Pledge) Widespread Ethics and Anti-Corruption training system including online training; face-to-face in-person training; induction training; and workshops in Ethics and Compliance
ENVIRONMENTAL PROTECTION	Reduce environmental footprint (compared to our 2012 baseline performance)	   	<ul style="list-style-type: none"> Reduce 50% of water consumption Reduce 15% of CO2 emission (Energy & 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 	<ul style="list-style-type: none"> 36% and 47% water were recycled/reused during 2021 and 2022 respectively Emissions reduced by 15% and 19% during the reporting years respectively 81% and 72% of construction waste is reused-recycled respectively
	Source sustainable materials	   	<ul style="list-style-type: none"> Integrate social, ethical, and environmental performance factors into process of selecting suppliers & subcontractors Use 50% of regional Construction materials Use 20% of recycled content Construction materials Use 50% of Certified Wood Promote a Culture of Innovation 	<ul style="list-style-type: none"> Continued screening supply chain partners for sustainability criteria (77% in 2021, 63% in 2022) Overall regional materials purchased in 2021 was 81% and in 2022 was 69% Achieved around 8% and 10% of recycled content material use in 2021 and 2022 respectively Certain projects procured more than 60% FSC certified wood
SOCIAL DEVELOPMENT	Provide safe and healthy workplaces for our employees	 	<ul style="list-style-type: none"> Zero Fatalities Increase HSE Training 	<ul style="list-style-type: none"> 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 15 HSE training hours per employee were completed
	Promote a culture of diversity and inclusion	  	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Implemented CCC Human Rights Policy Conducted 442,054 and 477,721 training manhours for the year 2021 and 2022 respectively Supported women through CCC Women's Empowerment Initiative Conducted employee satisfaction survey
	Drive the socioeconomic development of local communities and promote community engagement	   	<ul style="list-style-type: none"> Generate local employment opportunities Support local businesses through our supply chain 	<ul style="list-style-type: none"> Delivered infrastructure projects that support economic and social development Reached high percentage of locally based staff and business partners Established CCC Start-up to enable Innovation initiatives and alliances

MATERIALITY

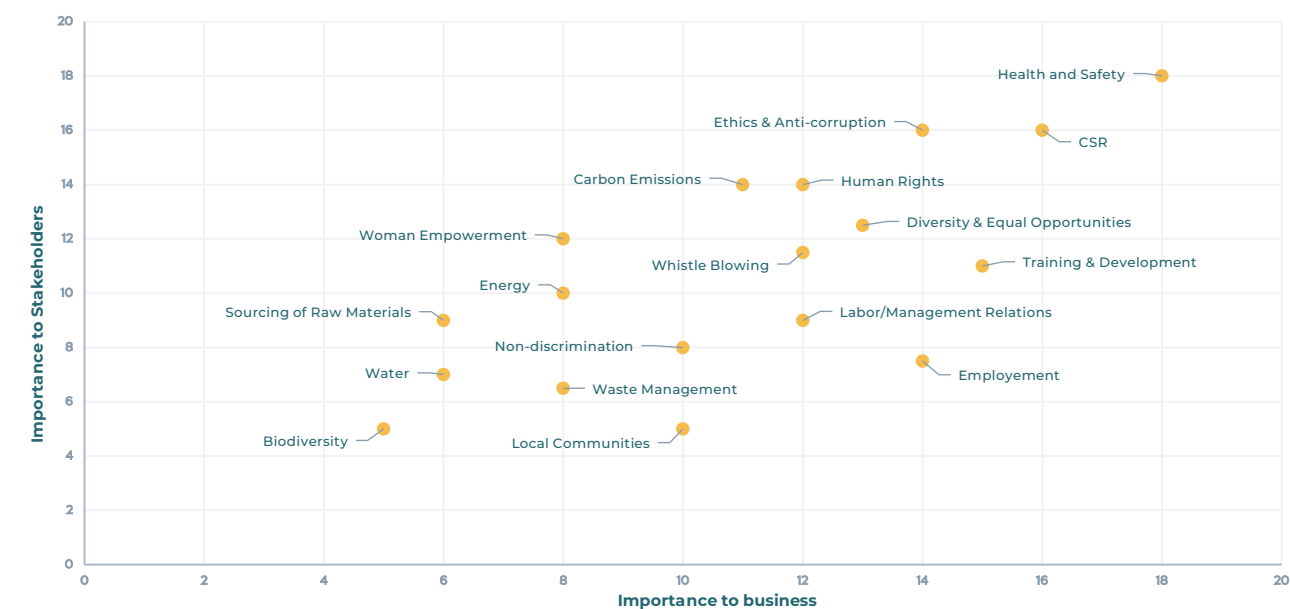
ASSESSMENT

Materiality Assessment was conducted to identify the most critical material topics based on their importance to business and to the stakeholders. These critical topics are the focus areas that we want to excel in and prepare plans and policies to improve our **ESG** performance. The critical topics are highlighted below:



Based on the materiality assessment on the above material topics, a materiality matrix was prepared. The materiality matrix helped understanding the most important material topics for CCC, based on the business strategy as well as the stakeholders' perception of the impacts. The materiality matrix is presented below.

MATERIALITY MATRIX



SUSTAINABLE INITIATIVES

NEOM GREEN HYDROGEN (NGH2) PROJECT Energy Savings and Emission Reduction

SOLAR PHOTOVOLTAIC SYSTEM

CCC office facilities usually rely on diesel generators for power. Diesel generators are an easy way for on-site generation of power however they are not environmentally friendly. Burning diesel produces carbon emissions which can be avoided by using photovoltaic (PV) system. **NEOM Green Hydrogen Project** has taken this initiative to install a solar PV system to generate 100 kW/hr for the office facilities. Another 20 kW/hr power will be generated for the server room using a total of 44 solar panels with a capacity of 550W each.

The project also implemented solar powered outdoor lights in the office area. The monthly cost for diesel generator was 20,690 SAR. However, with this initiative, the cost of supplying power was reduced to 7,523 SAR per month. The Cost savings per month are **13,167 SAR**.



SMART AIR CONDITIONING

A total of 120 units of LG smart air conditioning, split type dual inverter, have been installed. The entire system consumes 75 kW/hr. If a regular conditioning system was used, the total consumption would have been around 220 kW/hr. This initiative results in energy saving of **145 kW/hr**.

Energy Saved
145
kW/hr



ENERGY EFFICIENT LIGHTING

In terms of lighting, the offices are illuminated with over 200 LED lights, each consuming 30W. By using LED lights instead of incandescent light bulbs, the energy consumption decreases from 16 kW/hr to 6 kW/hr. This initiative results in energy saving on **10 kW/hr**.



HYBRID OFFICE CARS

CCC has rented seven (7) hybrid cars with plans to supply more as project evolves. These hybrid cars boast an excellent fuel economy rating of 23.7 KM/L. In comparison, the previously used cars average fuel economy rating was 9.3 KM/L. This initiative has saved the project an estimate of **637,500 SAR** in fuel cost and has significantly reduced the carbon emissions.

Cost Saved
637,500
SAR



SUSTAINABLE INITIATIVES

CITY GATE PROJECT, CAIRO, EGYPT CCC Green Facilities

Egypt is a country with high solar energy potential and its exploitation is critical for national sustainable development and gradual independence from fossil fuels. In terms of **City Gate Project** and in order to cover the power supply needs of its offices, CCC implemented a hybrid Solar photovoltaics - Diesel Generator system combined with batteries for energy storage.

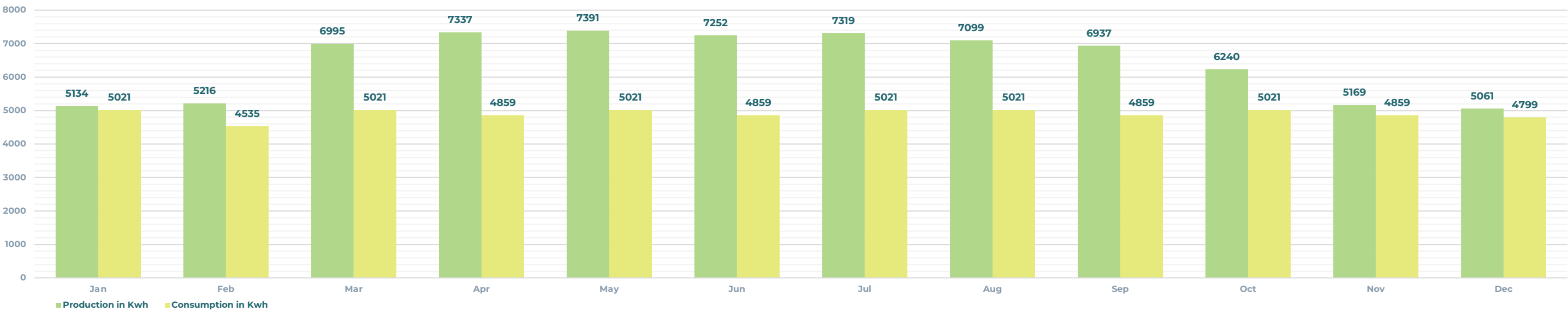
The off-grid hybrid solution that has been adopted includes PV System of 50 KW total installed capacity in addition to two diesel generators rated 60kVA and 30kVA respectively. The PV system feeds power to the offices, clinic, and the training room whereas the 60kVA generator feeds the workshops and store areas and the 30kVA generator covers the energy demand of the offices' night shift if needed.



Furthermore, the solar photovoltaic system is paired with batteries, in order to increase the daily energy demand coverage by PV supply to 12-15 hours per day, equivalent to at least 90% coverage of the CCC offices energy demand. Knowing that the solar radiation in Egypt reaches 2,600 kWh/m² per year, the installed PV System can annually generate up to 80 MWh, that otherwise would have been supplied exclusively by Diesel Generators.

Taking into account the initial investment cost for both Diesel Generators and PV System with batteries as well as additional parameters such as insurance costs, maintenance costs, fuel, taxes, and considering the benefits of the resale of the PV System and the Gensets, it is estimated that the system will be significantly cost efficient over a small period of time. From the environmental assessment, it was estimated that the saving in terms of CO₂ emissions will be around 60 Tons per year.

PRODUCTION & CONSUMPTION IN 2022



SUSTAINABLE INITIATIVES

QATAR SUSTAINABILITY WEEK 2021-2022

CCC projects in Qatar participated in **Qatar Sustainability Week 2021 & 2022** which was organized by the **Qatar Green Building Council (QGBC)**. The week-long national campaign aimed to engage the community in a wide range of sustainability-oriented activities and played an important role in raising awareness about the importance on how we can meet our needs without compromising the ability of future generations to meet their own needs. During the week, CCC carried out various activities to promote the nation's sustainability vision and contribute to the achievement of sustainable development goals. These activities include:

- Awareness raising activities among its office and project staff by sending out informational videos, posters, and a toolbox talk on critical environmental sustainability topics.
- Paperless day observed on all project sites, where all printers were switched off. Posters and banners were posted in the offices to reduce the use of paper. CCC projects sites in Qatar recycled 8 tonnes of paper in 2021 & 2022.
- Organized a photo session with staff holding sustainability-related posters. Management, office staff and site workers participated in this activity.
- Engaged employees in planting 100 trees and pruning existing trees on project sites. The theme incorporated in this activity was **"Build Today, Plant for Tomorrow"**.
- Engaged staff in beach clean-up drive in Qetaifan Island North, Lusail. Recyclable waste was segregated on-site and was sent for recycling.
- Installation of water saving aerators in faucets and displacement bottles in all the toilets/washrooms of the project sites. It is measured that water saving aerators save 60% of the normal flowing water from faucets whereas displacement bottles will save 1 litre of water for every flush.



أسبوع قطر للاستدامة
QATAR 2021
SUSTAINABILITY WEEK



NEEDLE SPRAY AERATORS

With Bubble Spray 1.08 GPM
With Needle Spray 0.5 GPM Water saved 0.58 GPM

For 100 employees in an office, assuming each employee uses the tap for 2 minutes, the amount of water saved will be 116 Gallon/Day, 3016 Gallon/Month.



DISPLACEMENT BOTTLES IN FLUSH TANK

Toilet Flush Capacity 1.7 Gal
With Displacement Bottles 1.4 Gal Water Saved 0.3 Gal/Flush

For 100 employees in an office, assuming each employee uses the flush 4 times/day, the amount of water saved will be 106 Gallon/Day, 2750 Gallon/Month.



Due to its valuable contribution to the success of Qatar Sustainability Week, CCC received the **Qatar Sustainability Week awards** and **certificates of appreciation** from **Qatar Green Building Council**.

GREEN CERTIFICATION

PROJECTS

At CCC, our ongoing commitment to environmentally responsible practices are exemplified through our focus on green building certification projects. In the period of 2021-2022, we achieved success in completing 14 certified projects, showcasing our dedication to eco-friendly and sustainable construction.

Presently overseeing five projects totalling 5 billion US Dollars, our aim is to surpass industry standards, establishing new benchmarks for sustainable infrastructure.



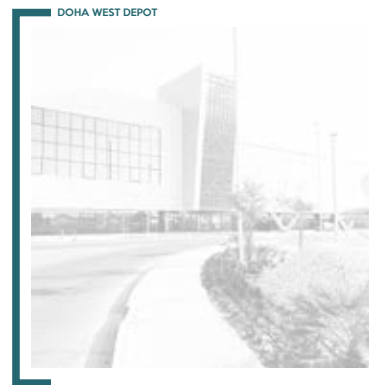
MIDFIELD TERMINAL BUILDING



MALL OF OMAN



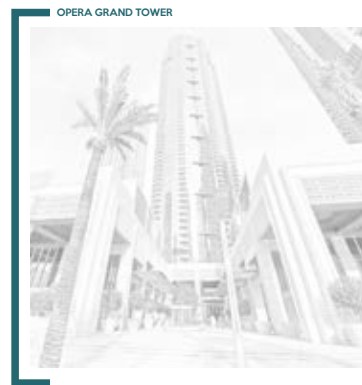
AL ZAHIA CITY CENTRE



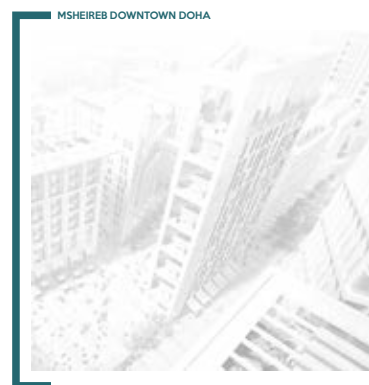
DOHA WEST DEPOT



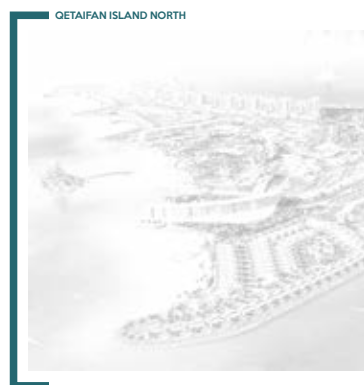
RIYADH METRO



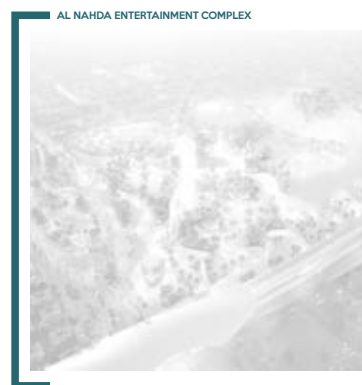
OPERA GRAND TOWER



MSHEIREB DOWNTOWN DOHA



QETAIFAN ISLAND NORTH



AL NAHDA ENTERTAINMENT COMPLEX

JULY
2023

No.	Project Name	Location	Client	Project Phase	
				Design	Construction
Completed Projects					
1	LMH Project <i>Multi-purpose Hall at Lusail Sports Club</i>	Qatar, Doha	Qatar Olympic Committee	GSAS 3-Stars <i>(Certified)</i>	GSAS 4-Stars <i>(Certified)</i>
2	Princess Nora University Project <i>PNU Academic Campus Part-1 & 2</i>	KSA, Riyadh	Ministry of Finance	LEED Gold <i>(Certified)</i>	LEED Gold <i>(Certified)</i>
3	CCC Headquarters Building	Oman, Muscat	CCC	LEED Certified <i>(Certified)</i>	LEED Certified <i>(Certified)</i>
4	Palestinian Museum	Palestine, Birzeit	The Welfare Association	LEED Silver <i>(Certified)</i>	LEED Gold <i>(Certified)</i>
5	New Port Project <i>Container Terminal Project (CT - 1)</i>	Qatar	New Port Project Steering Committee NPP	GSAS 3-Stars <i>(Certified)</i>	GSAS 3-Stars <i>(Certified)</i>
6	Doha Metro Project <i>Msheireb Station</i>	Qatar	Qatar Rail	GSAS 5-Stars <i>(Certified)</i>	GSAS 5-Stars <i>(Certified)</i>
				LEED Gold <i>(Certified)</i>	LEED Gold <i>(Certified)</i>
7	Doha Metro Project <i>Education City Station</i>	Qatar	Qatar Rail	GSAS 4-Stars <i>(Certified)</i>	GSAS 4-Stars <i>(Certified)</i>
8	City Centre Almaza	Egypt, Cairo	Majid Al Futtaim Properties Egypt	LEED Silver <i>(Certified)</i>	LEED Gold <i>(Certified)</i>
9	Abu Dhabi Plaza <i>Mixed-use development - 6 Buildings</i>	Kazakhstan, Astana	Aldar Properties PJSC.	LEED Silver <i>(Certified)</i>	LEED Silver <i>(Certified)</i>
10	Abu Dhabi International Airport <i>Midfield Terminal Building</i>	UAE, Abu Dhabi	Abu Dhabi Airports Co. (ADAC)	ESTIDAMA 3-Pearl <i>(Certified)</i>	ESTIDAMA 3-Pearl <i>(Certified)</i>
11	Mall of Oman <i>Package 2 - Main Works</i>	Oman, Muscat	Majid Al Futtaim Properties	LEED Gold <i>(Certified)</i>	LEED Platinum <i>(Certified)</i>
12	Al Zahia City Centre	UAE, Sharjah	Majid Al Futtaim Properties	LEED Gold <i>(Certified)</i>	LEED Gold <i>(Certified)</i>
13	Al Wakra Depot - Metro	Qatar, Doha	Qatar Rail	GSAS 4-Stars <i>(Certified)</i>	GSAS Class A* <i>(Certified)</i>
14	Doha West Depot - Metro	Qatar, Doha	Qatar Rail	GSAS 4-Stars <i>(Certified)</i>	GSAS Class A* <i>(Certified)</i>
Under Construction Projects					
1	Riyadh Metro <i>Lines 1 & 2</i>	KSA, Riyadh	Arriyadh Development Authority (ADA)	LEED Silver <i>(Certified)</i>	Target LEED Silver <i>(In-Progress)</i>
2	Opera Grand Tower	UAE, Dubai	Emaar Properties PJSC	DMGBR <i>(Certified)</i>	Target DMGBR <i>(In-Progress)</i>
3	Msheireb Downtown Doha <i>Phase 4</i>	Qatar, Doha	Msheireb Properties	LEED Gold <i>(Certified)</i>	Target LEED Gold <i>(In-Progress)</i>
4	Qetaifan Island North at Lusail Qatar <i>Phase 1 – Infrastructure, Streetscape & Linear Park, Main Works Package 4</i>	Qatar, Doha	Qetaifan Projects	GSAS 4-Stars <i>(Certified)</i>	GSAS 4-Stars <i>(In-Progress)</i>
5	Al Nahda Entertainment Complex <i>Exit-15</i>	KSA, Riyadh	Saudi Entertainment Ventures Company	Target LEED Silver <i>(In-Progress)</i>	Target LEED Silver <i>(In-Progress)</i>

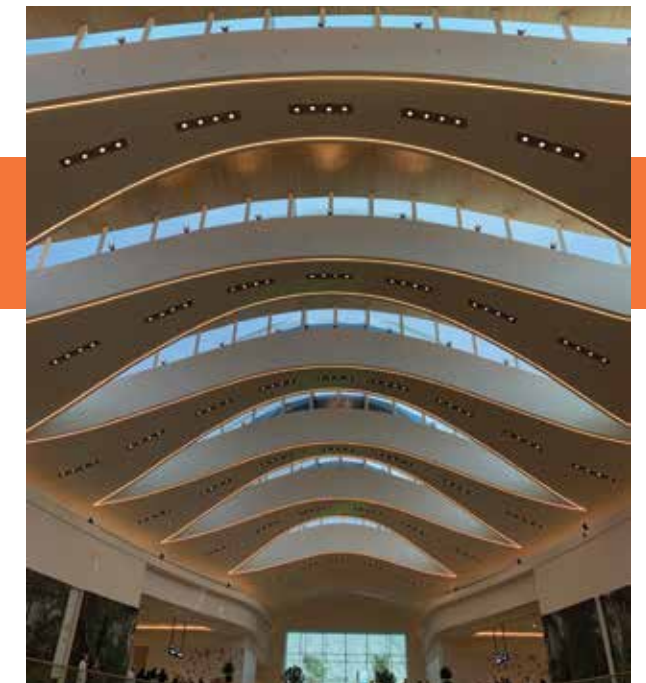
GREEN CERTIFICATION

PROJECTS

MALL OF OMAN

The joint venture (JV) of **Consolidated Contractors International Company (CCC)** and **Shapoorji Pallonji Middle East's Mall of Oman Project** was awarded the **Leadership in Energy and Environmental Design (LEED)** Platinum certification in May 2022.

The Mall of Oman is the **largest building** in Oman and the country's first major retail project to obtain this significant accreditation. The Mall of Oman was named the **Sustainable Project of the Year** at the **Construction Innovation Awards 2021** held on 29 September 2021 in Dubai, U.A.E.



LEED CERTIFICATION STRATEGY AND HIGHLIGHT

The LEED Platinum certification level was achieved due to implementing several sustainability features during the design and construction stages. The Mall of Oman project achieved a platinum certification under the LEED 2009 Core and Shell Development rating system with a total of 81 points.



Sustainable Sites

- Implementation of Erosion and Sedimentation Control Plan.
- Access to fuel efficient and eco-friendly mode of transportation.
- Bicycle storage facilities and network.

Water

- 49% water savings from the LEED design baseline.
- Water efficient landscaping.
- Native plants species

Energy

- 28.59% energy saving from the LEED design baseline.
- Enhanced refrigerant management.
- Enhanced commissioning of all systems.
- 10% on-site Renewable energy source.

Materials and Resources

- 42.99% of locally sourced materials.
- 82.5% construction waste diverted from landfills.
- 22.95% of recycled material used.
- Use of Certified wood by **Forest Stewardship Council (FSC)**.

Indoor Environmental Quality

- Low VOC content materials used such as adhesives, sealants, paints, coatings, flooring systems, etc.
- Thermal comfort.
- Implementation of Indoor Air Quality Management Plan during construction.

GREEN CERTIFICATION

PROJECTS

QETAIFAN ISLAND NORTH Doha, Qatar

Scope of project includes a linear park and infrastructure. Linear Park consists mainly of softscapes and landscape with most of the area serving as landscapes with different types of vegetation. It also includes ancillary buildings such as kiosks, toilets, central security room, main server rooms (ICT & S) and waste management room. The hardscape area consists of three pedestrian foot bridges along with a waterfall feature.

The infrastructure part of the project consists of roads, roundabouts and a paved promenade area also consisting of 3 road bridges. Additionally, there are two pumping stations, PS1 and PS2. The streetscape area consists of roads, cycle track, pavement, shrubs and grass and gravel areas.



■ GSAS CERTIFICATION STRATEGY AND HIGHLIGHT

- GSASv2.1 Design & Build – Parks Scheme - 4 Star Certification
- GSASv2.1 Design & Build – Districts & Infrastructure Scheme - 4 Star Certification

Energy

- 50% and 12% energy reduction for linear park and infrastructure respectively by implementing energy efficient fixtures.

Water

- 64% and 20% water saving by installing low flow plumbing fixture, irrigation with treated sewage effluent and native soft scaping for linear park and infrastructure respectively.
- 75% and 82% plant species were native in linear park and infrastructure respectively.

Materials

- 52% and 58% of local material used for linear park and infrastructure respectively.
- 25% and 21% of construction material was recycled material for linear park and infrastructure respectively.
- 90% of the excavated material from site was utilized for backfilling in the same project.
- 33% of material sourced responsibly with FSC certified wood and BES 6001 certified material.
- Utilizes Qatar steel, known for its minimal life cycle environmental impact, accounting for 25% of the overall project material cost.



Heat Island Effect

- Linear park features hardscape area with overall SRI value of 0.41.
- Infrastructure features hardscape with overall SRI value of 0.29.
- Cycle track features asphalt material with SRI value of 0.074.
- Canopies are installed with SRI value of 0.56.
- Footbridges and decking installed with SRI value of 0.82.

Light Pollution and Visual Comfort

- No vertical trespass. ON/OFF system implemented through photocell with timer.
- IESNA's minimum recommended illuminance and uniformity levels for pedestrian pathways.

Walkability and Parking Footprint

- 61% of pedestrian pathways featured shading.
- 2% of the total project area was designated for parking.

GREEN CERTIFICATION

PROJECTS

MSHEIREB DOWNTOWN, PHASE 4 Doha, Qatar



Msheireb Downtown Doha Phase 4 is an innovative and eco-friendly development project located in Doha, Qatar. It encompasses a mixed-use neighbourhood with residential, retail, office, and hotel buildings.

This project comprises 11 buildings with shared basement levels and is on track to achieve a **LEED Gold** rating for all the buildings.

LEED CERTIFICATION STRATEGY AND HIGHLIGHT

For LEED Gold certification, significant sustainable strategies and features were implemented during the design and construction stages. These features have been instrumental in ensuring that this project is environmentally friendly and promotes sustainable living practices.

Sustainable Sites

- 80% Total Suspended Solids (TSS) eliminated from stormwater discharge through sand filters.
- 222 permanent bicycle storage provided to encourage emission less mode of transportation.
- 1648 parking spaces with preferred parking spaces for low emitting and fuel-efficient vehicles.

Water

- 52% reduction from the baseline landscape water consumption by selection of native species and efficient irrigation system.
- 46% reduction of domestic water consumption by selecting ultra-efficient water fixtures.
- Condensate recovery from HVAC systems are used for toilet flushing and irrigation.



Energy

- 100% LED lighting instead of fluorescent bulbs/tubes.
- 75% hot water demand fulfilled by solar hot water.
- 1% of total building energy consumption through solar PV panels.

Materials and Resources

- 75% + construction waste diverted from landfills.
- 20% + construction materials are recycled.
- 50% + wood is certified by Forest Stewardship Council (FSC).
- 0 Mercury lighting used.
- Project equipped with automatic waste collection from ENVAC.

Indoor Environmental Quality

- 90% + building occupants have access to outdoor views from all occupiable space.
- 90% + building occupants have individual lighting controls.
- 30% fresh air ventilation supplied for all residential spaces.
- 100% liquid applied products are VOC compliant as per EPA 24.
- 100% flooring, ceilings and wall systems are certified by Greenguard or CRI.
- Motion sensors installed in common areas.
- SMACNA Indoor Air quality guidelines were strictly followed on site

GREEN CERTIFICATION

PROJECTS

ABU DHABI PLAZA MIXED DEVELOPMENT Kazakhstan

Abu Dhabi Plaza (ADP) is a mixed development with total area of approximately 500,000 m² consisting of 7 assets with each one (except Basement) targeting and following individually either **LEED V3 New Construction** or **LEED V3 Core & Shell** certification as detailed below:

- 14-Level Hotel (LEED Core & Shell Certified).
- 2-Level Mall (LEED Core & Shell Certified).
- 29-Level Business Center (LEED Core & Shell Silver).
- 31-Level Business Center (LEED New Construction Silver).
- 17-Level Residential Building (LEED New Construction Certified).
- 76-Level Residential-Offices Tower (LEED New Construction Silver).
- 4-Level Parking.



LEED CERTIFICATION STRATEGY AND HIGHLIGHT

Key strategies to achieve the above certifications include but not limited to the following:



Sustainable Sites

- Easy Access to public transport.
- Encouraged carpooling.
- Encouraged the use of low emitting and fuel-efficient vehicles.
- Reduction in Heat Island Effect.
- Minimization of environmental impacts during construction.

Water

- 40% water saving.
- Low flow water fixtures.
- Low flush water fixtures.

Energy

- 14-20% reduction in Energy.
- Efficient HVAC systems.
- Optimized façade systems.
- Low U-value insulation.
- Low LPD lighting system.
- Enhanced commissioning of all system.
- Strict measurement and verification Plans.

Materials and Resources

- 10-20% Recycled Material.
- 50% wood is certified by Forest Stewardship Council (FSC).
- Special garbage collection system to ensure efficient recycling process.

Indoor Environmental Quality

- Strict non-smoking policy.
- Implementation of Indoor Air Quality Management plan during construction.
- Low VOC and Urea Formaldehyde emissions for indoor material.
- 90% assets occupants with outdoor view (except the mall).
- Thermal comfort for occupants.

GREEN CERTIFICATION

PROJECTS

QATAR INTEGRATED RAIL PROJECT Doha Metro (Green Line), Qatar

The **Stabling Yard** (SY.RST) is part of the planned Railway network that supports the “**National Vision 2030**” of Qatar, which aims to transfer the country by year 2030, capable of sustaining its own development and providing high standards of living for all its people for generations to come.

The design of the SY.RST project particularly the Administration and ECC Building (SY.05) which is somehow similar but not as major as the Administration and ICC Building (DT.14) in Metro Depot 1 (DT.RSD) site. The project is designed and built to world-class standards of modernity and innovation, it remains deeply rooted in the country's history and community. CCC performed the construction work with the awarded scope including procurement, MEP and other building works for Administration and ECC Building (SY.05) of Doha Metro Project.



GSAS CERTIFICATION STRATEGY AND HIGHLIGHT

CCC was approached by the client **Mitsubishi Heavy Industries Ltd** to facilitate **GSAS Conformance to Design Audits** (CDA) documentation for the building.

The project was targeting **GSAS v2.1 Commercial 4 Stars**.

Sustainable Sites

- High SRI finishes for walls and roofs to limit post development albedo decrement by 0.29.
- HVAC equipment with optimum airborne noise levels to reduce additional post-development noise to 0.4 decibel amperes.

Water

- 25% water saving by using native soft-scaping and efficient indoor and outdoor plumbing fixtures.
- Installation of central black and grey water treatment plant to be used for irrigation.
- Water sub-meters installed to identify leaks and rectify.

Energy

- 20% reduction in Energy.
- Efficient HVAC systems.
- 92 m² of photovoltaic panels on roof to cater hot water requirements.

Materials and Resources

- 11% Recycled Material used.
- 93% local materials and equipment used.
- 15% permanent building elements designed for disassembly to facilitate future reuse.



Indoor Environmental Quality

- Operable windows to promote utilization of natural ventilation during winters.
- Mechanical ventilation provisions meet ASHRAE 62.1 baselines.
- Adequate LUX levels meeting IESNA standard for lighting.
- Low VOC products used for indoor environment.



AWARDS & RECOGNITION

SUSTAINABILITY LEADERSHIP AWARD 2021

The **Middle East Leadership Awards** are held annually. The Middle East Leadership Awards recognize Leaders / Organisations who have contributed value & made a change as a strategic tool for sustainable growth. Such Leaders/ Organisations who are impactful & believe that there is a MAD approach to their work (Making A Difference). CCC was awarded **Sustainability Leadership of the Year**.

The judges' criteria for leadership to be outstanding was based on several attributes, including:

- Environment strategist and change manager.
- Incorporating Ethical Values.
- Developing responsible leaders.
- Involvement in Communities & Protection of the Environment.
- Strategic Perspective & Building Collaborate Relationships.
- Effective and sustainable mobilisation of resources in support of programme and project work, including support from local communities.
- Demonstration of efficient management of financial and human resources, good governance practices, transparency and accountability, and effective communication.



GCC AND NATIONAL AWARDS AT MEED PROJECT AWARDS 2020

Consolidated Contractors Company (CCC), won several awards at the **MEED Project Awards**, in a ceremony held in Dubai on December 16th, 2020. The awards celebrate the GCC's dynamic projects industry and recognizes the best projects in demonstrating excellence across architecture, construction, and engineering.

The 2020 edition of the awards received over 130 entries from leading organisations, project owners, contractors, and consultants. 25 organizations from UAE, Saudi Arabia, Kuwait, Bahrain, and Oman were commended for their achievements across 19 unique categories for delivering outstanding projects, reiterating the efforts that the entire GCC is taking to develop infrastructure that is strategically vital to the growth of the region.

CCC WAS NAMED THE WINNER OF ONE GCC AWARD AND THREE NATIONAL AWARDS



3D Printed Single Family House for Saudi Arabian Ministry of Housing

- Innovation Medal 2020, GCC Region
- Innovation Medal, Saudi Arabia



Off Grid Portable Cabin (Accommodation and Office Units)

- Sustainability Medal, UAE



Empowering EMAAR's Opera Grand Tower with IoT Technology

- Innovation Medal, UAE

AWARDS & RECOGNITION



The Middle East Leadership Award
Sustainability Leadership of the Year

2021

2020

Qatar Sustainability Award
Green Contractor of the Year
Qatar Sustainability Award
Sustainability Medal



MENA Green Building Award
Training Initiative of the Year

2018

2017

MENA Green Building Award
Contractor of the Year



IPLOCA
Environmental Award
Construction Week Oman Award
Sustainable Project of the Year

2016

2015

Emirates Energy Award (EEA)
Gold Award



MENA Green Building Award
Best Green Initiative

2014

SUPPLY CHAIN



Our clients rely on our skills and experience to deliver high-quality projects. We achieve this through the support of our partners (suppliers and subcontractors) and we seek they meet the same high business standards as we set ourselves.

We have adopted a **Supply Chain Sustainability Strategy**. Our suppliers and subcontractors are being screened for their compliance with business conduct principles, some of which are specifically related to their impact on the environment and society including safety, labour practices, and human rights. CCC Sustainability team provides guidance for all subcontractors/suppliers for the Sustainable material requirements of each project. CCC has an internal material submittal flow path in place so that all materials go through the sustainability team for review. This will ensure compliance with the requirement and facilitate the tracking of materials.

We have developed an assessment form to monitor suppliers and subcontractors the sustainability categories.

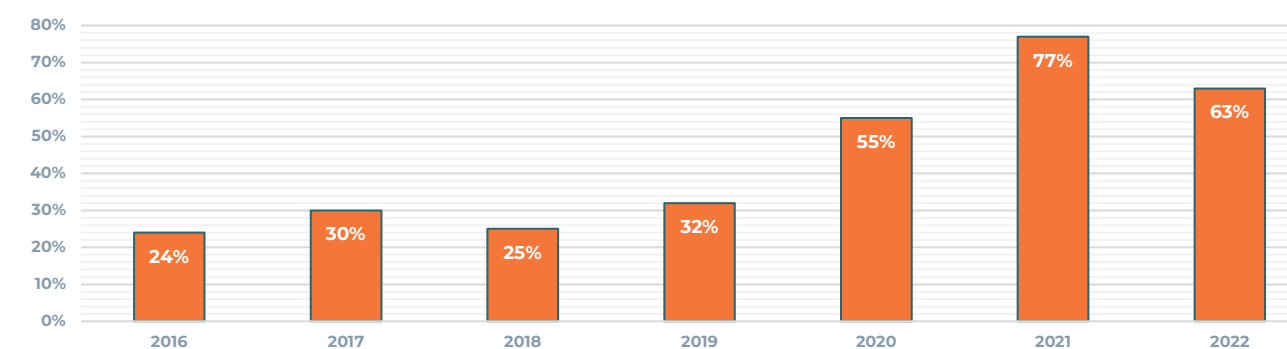
We have successfully measured our performance in the past years and aim to further enhance sustainability and transparency in our supply chain and procurement processes. During 2021-2022, CCC continued screening suppliers and subcontractors for their compliance with business conduct principles and topics related to sustainability impacts including environmental practices, safety, labour, 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. During the reporting period we managed to achieve the previous target as majority of our projects were green building projects targeting a specific green certification.

Below is the percentage of new suppliers and subcontractors screened using sustainable criteria.

The positive trendline shows our commitment to not only influence our company's operations but also to onboard like-minded companies that are playing their part in preserving the environment up to an achievable extent. CCC will continue to screen the suppliers and sub-contractors and hope to reach 100% by 2025.

PERCENTAGE OF NEW SUPPLIERS AND SUBCONTRACTORS SCREENED USING SUSTAINABLE CRITERIA



LOCAL VALUE

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

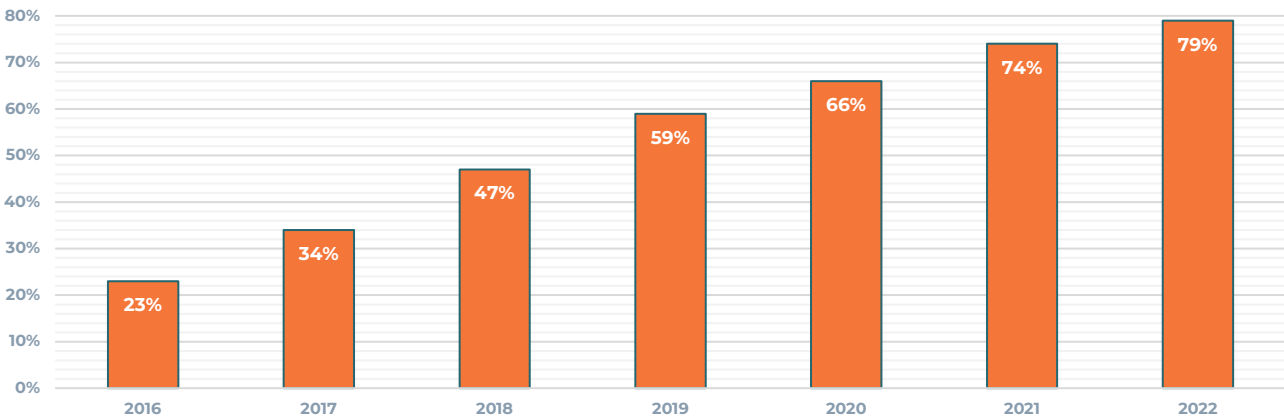
with authorities and institutions to satisfy them. For instance, the company contributes to local schools, roads, and hospitals either through voluntary work or by financing some of these development plans that help to facilitate the company's operations as well.



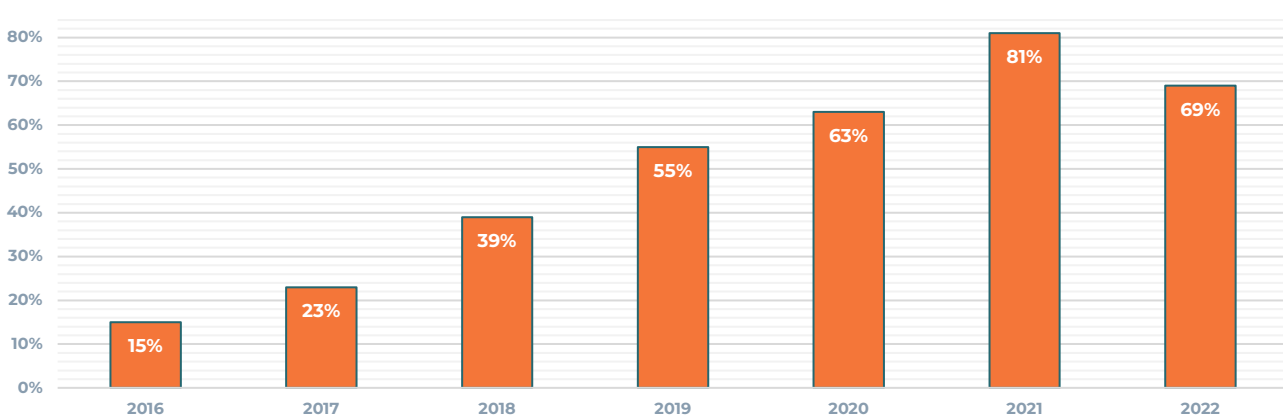
In 2022, CCC experienced a shift in the sourcing landscape that led to a reduction in the percentage of locally sourced materials from **81%** to **69%**. This change is primarily attributed to dynamic market conditions, including fluctuations in the availability and cost of local materials. We diversified our supplier base and explored international markets for specific construction materials, ensuring a resilient and robust supply chain.

Despite this shift, our commitment to quality, compliance, and sustainability standards remains unwavering. We actively manage risks associated with the local supply chain and engage with stakeholders to incorporate their perspectives. Looking ahead, we are dedicated to continuous improvement, with plans in place to enhance our local sourcing efforts and uphold our long-term sustainability goals.

PERCENTAGE OF LOCALLY BASED SUPPLIERS AND SUBCONTRACTORS



PERCENTAGE OF LOCALLY SOURCED MATERIAL



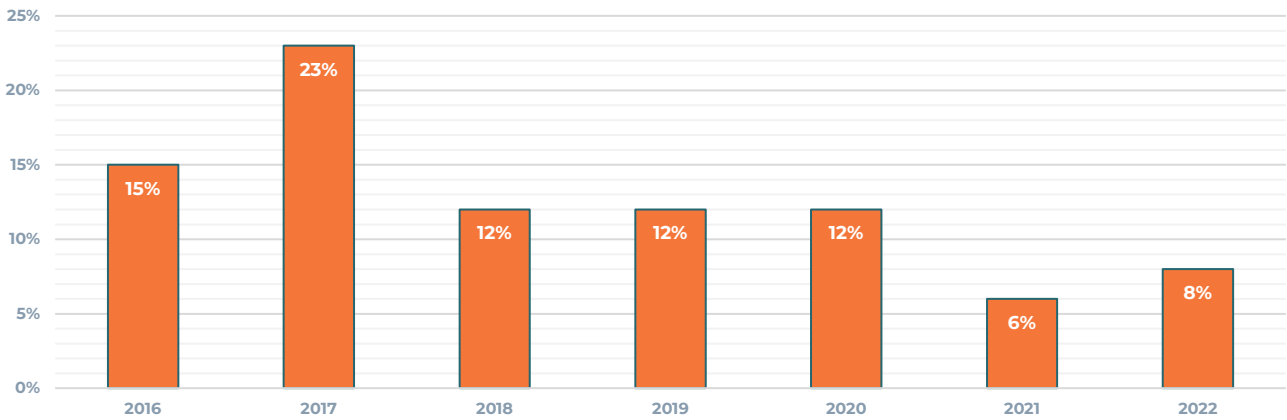
LOCAL VALUE



In this reporting period, we experienced a notable decrease in the percentage of local labour employed, from **12%** in 2020 to **6%** in 2021 and **8%** in 2022. This shift is primarily a result of evolving project demands and the need for specialized skills that were not readily available locally as majority of our operations are in Gulf region where there is a shortage of local labour.

We recognize the importance of fostering local employment opportunities and contributing to the communities in which we operate. Our global sourcing approach for labour aligns with our commitment to delivering high-quality construction projects on time and within budget. We remain dedicated to striking a balance between local hiring and accessing specialized skills when needed, ensuring that our projects contribute positively to both the local and global communities we serve.

PERCENTAGE OF LOCAL LABOUR

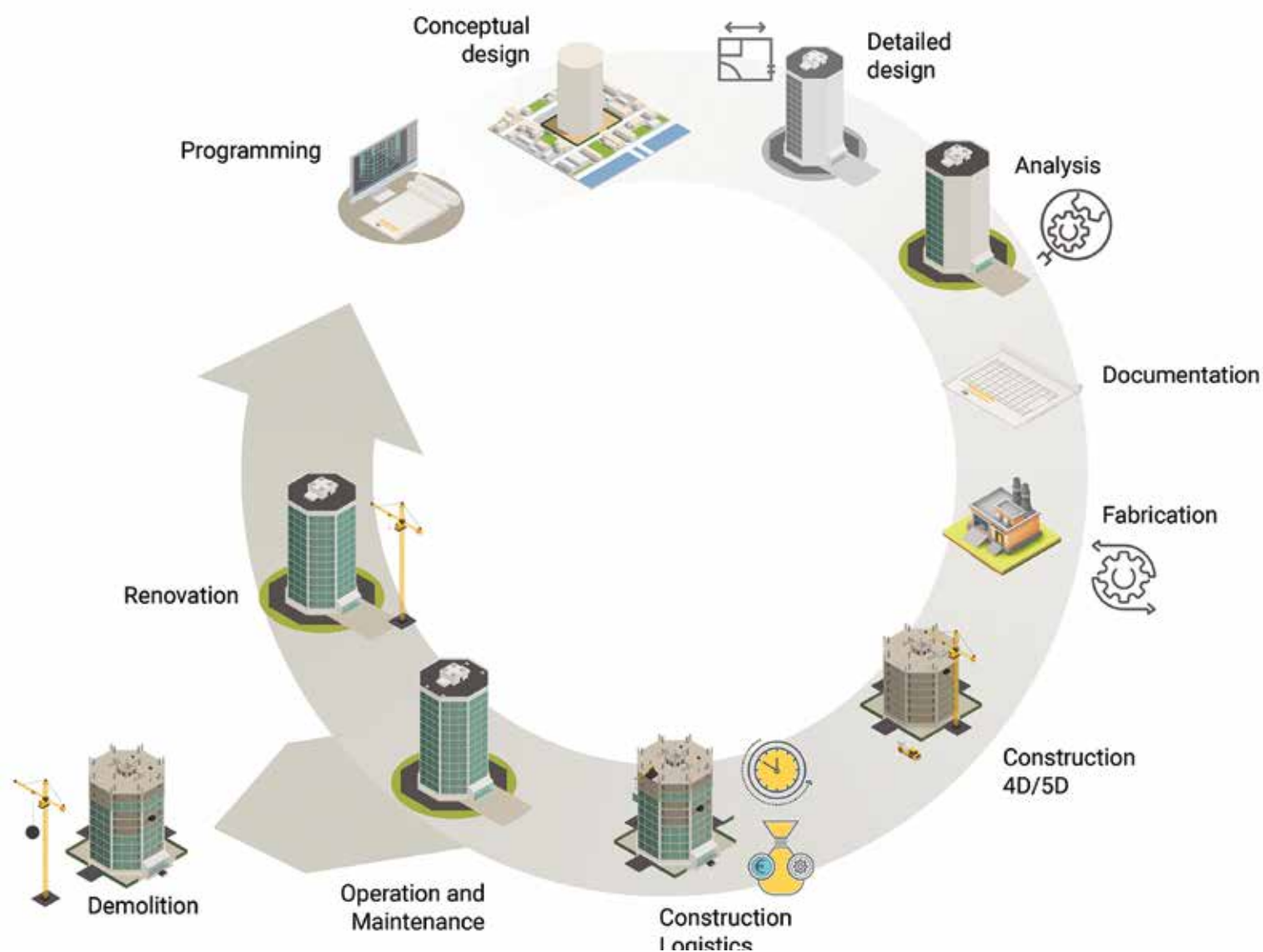


INNOVATION

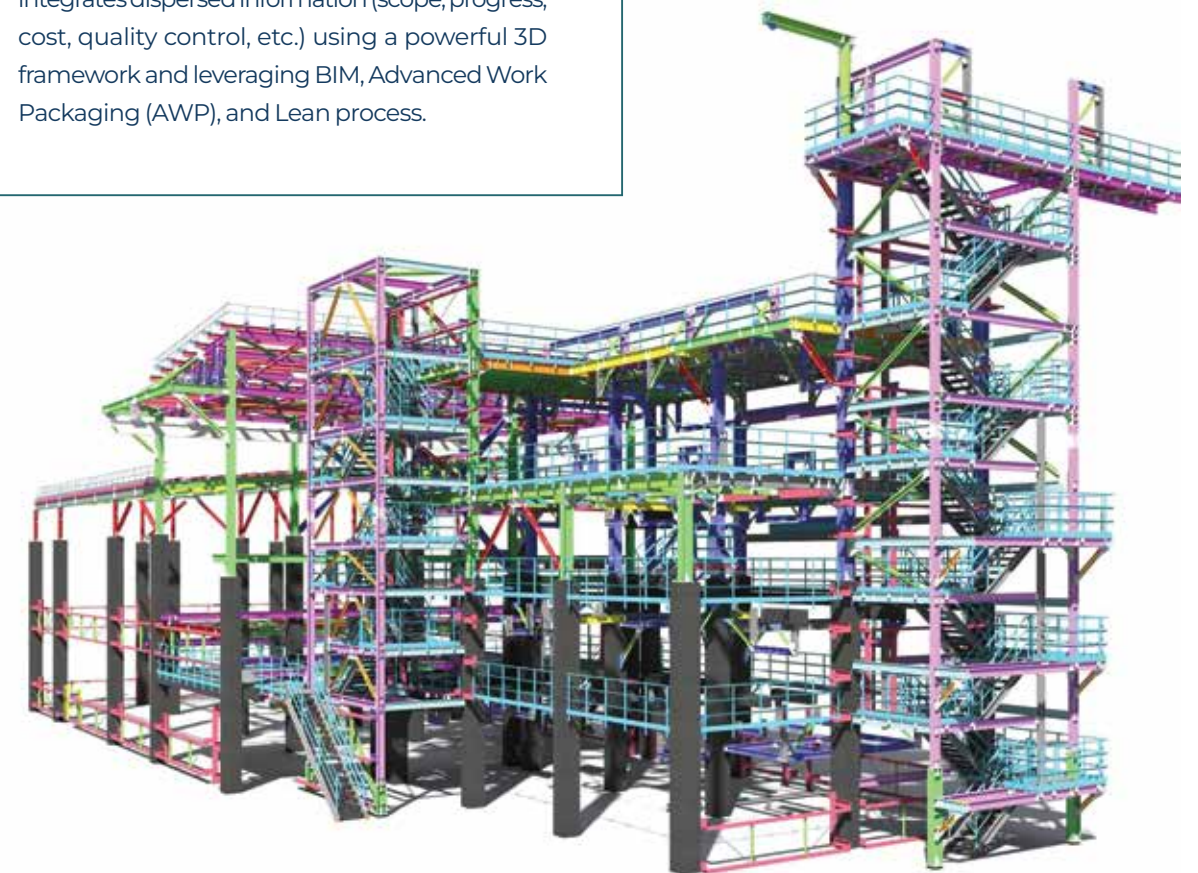
CCC has successfully maintained its position as one of the leaders in the engineering and construction industry by innovating both externally and internally. CCC's culture of innovation drives better, faster, and leaner business results activating good sustainability impacts.

DIGITAL TRANSFORMATION OF ENGINEERING & CONSTRUCTION EXECUTION THROUGH BIM INNOVATIONS

From early on CCC incorporated digitalization in the design and construction process of its projects. Since CCC's first **BIM success story** a decade ago – the **Ritz Carlton Hotel** in Doha, Qatar – numerous complex projects have been completed using **BIM 3D modelling**.



At CCC, we recognize the vital role of BIM in a digitalized construction industry and through our BIM centres, we provide services across the project lifecycle. Currently, we are taking the use of BIM to the next level by capitalizing on our experience with projects such as **Abu Dhabi's midfield airport**. We are identifying this next step as BIM-based project control strategy. Specifically, CCC's solution for project control (coded C3D) integrates dispersed information (scope, progress, cost, quality control, etc.) using a powerful 3D framework and leveraging BIM, Advanced Work Packaging (AWP), and Lean process.



Although currently in the industry BIM is not been filtered into the construction workplace planning, CCC is breaking new ground and is using BIM to apply **Advance Work Packaging** (AWP) and divide the construction project into several **Construction**

Work Packages (CWP) organized by location. With Advanced Work Packaging (recently implemented by CCC on a major oil and gas project in Oman) engineering, procurement and construction are aligned and overall project performance is improved.

INNOVATION

"CCC Start-up" capitalizes on CCC's established presence, diverse operational fields, and cross-disciplinary subject matter expertise to forge a comprehensive collaboration and cooperation framework with the start-up ecosystem.

CCC START-UP

This synergy enables start-ups to test their emerging technologies across various locations and real-world environments on a broad scale.

Following successful pilot programs, strategic alliances are formed with start-ups at different stages of their lifecycle. This collaboration provides the essential domain and market insights required, bridging existing gaps. A significant outcome of this approach is the continuous infusion of innovation into CCC's construction methodologies and daily operations.

*a good idea becomes
a great idea when you let it out*

Over the past few years, notable successes have been achieved with start-ups specializing in **IoT, Renewable Energy, 3D Printing, Additive Manufacturing, Drones, AI**, and more. Via this methodology, CCC can predict difficulties and address them in a timely manner.

With information integration and stakeholders' collaboration throughout a project's lifecycle, construction becomes faster, safer, less wasteful, and more cost-effective.



INNOVATION

CCC has embarked on a strategic initiative aimed at reducing its carbon footprint.

Adhering to the principle that what cannot be measured cannot be managed, CCC adopted the **Maximo system**. Since January 2021, this system has been instrumental in meticulously capturing fuel consumption for all its construction equipment. This precise data collection is pivotal for calculating accurate CO₂ emissions.

Furthermore, 2021 was established as a benchmark year by CCC. From that point onward, the company has been rigorously adopting advanced techniques to significantly reduce CO₂ emissions across the group.

MAXIMO SYSTEM



In collaboration with the open-source project C.U.R.A., CCC successfully converted a container into a portable Intensive Care Unit (I.C.U.) as part of its capacity-building efforts. C.U.R.A. proposes a quick-to-deploy solution to expand emergency facilities and ease the pressure on healthcare systems treating patients infected by the COVID-19 virus. C.U.R.A. aims to facilitate the work of medical staff in avoiding cross infection and hospital bottlenecks.

Through erecting C.U.R.A. containers, CCC aims to improve the efficiency of the existing design solutions of field hospitals, producing a compact I.C.U. Pod that is quick to deploy and safe to work in for medical professionals.

C.U.R.A.



Drones' technology has recently boomed in the construction industry, turning numbers into billions of dollars. CCC has been an early adopter and has become sure-footed in drone technology usage in construction, collaborating with Drones Start-ups.

The construction industry mainly uses drones for Engineering, surveying, and inspection purposes. A drone is of added value tool for construction projects. Drone usage in construction is cost-effective compared to conventional methods, as it minimizes manpower, saves time, improves communication, and documents every detail throughout the job site.

Progress monitoring for construction projects becomes easier, faster, and more precise by utilizing drones. It allows tracking of construction progress at regular time intervals from the same location.

DRONE TECHNOLOGY IN CONSTRUCTION SECTOR



CCC has successfully implemented, commissioned, and tested the first **Artificial Intelligence (AI)** video analytics technology to fight the COVID-19 outbreak in camps.

We leverage artificial intelligence technology functionalities to the next level. We facilitate and improve project controls such as facial recognition used for time attendance, automated headcount, security measures, and seize/contain the spread of COVID-19 outbreak in construction sites by monitoring employees' temperature readings.

AI & THERMAL CAMERAS



INNOVATION

APPLICATION OF OPENSOURCE FOR PROGRESS TRACKING AT FOUR SEASONS HOTEL PROJECT (Cairo, Egypt)

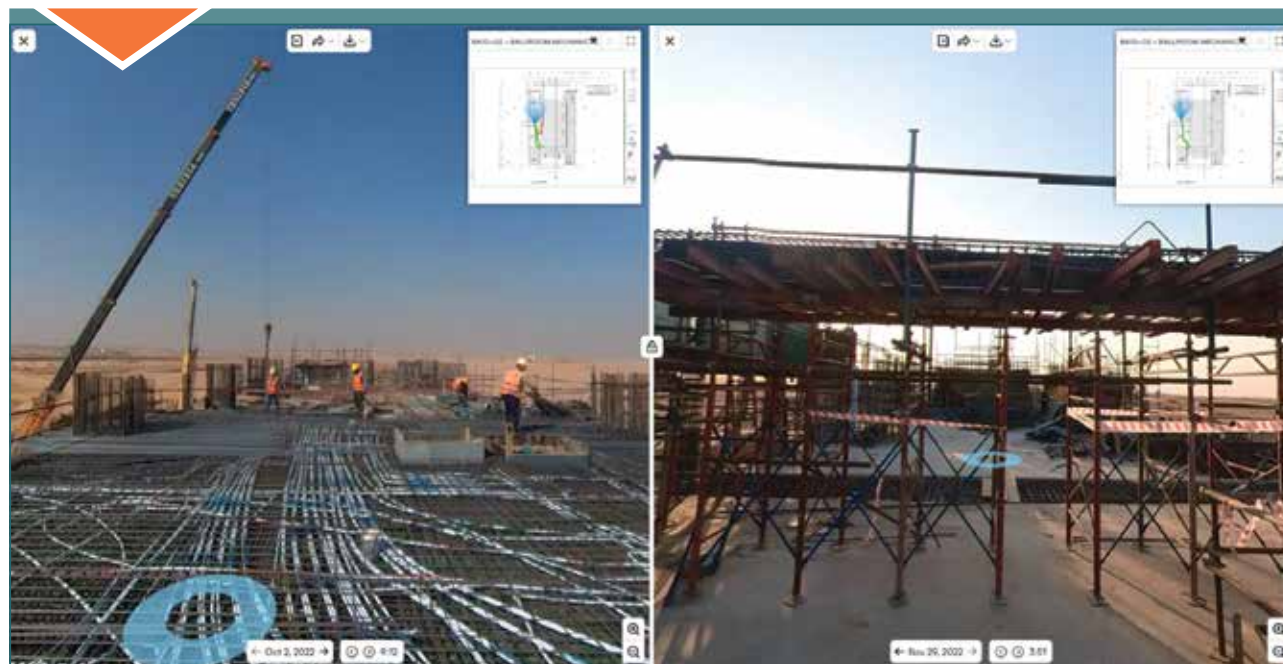


OpenSpace is a cloud-based job site reality capture solution that uses 360 cameras (attached to the helmet) technology to automatically capture and map each image into a virtual 3D (photogrammetry-based) model that can be used to compare actual job progress and share filed notes and jobsite data with the project BIM Model/s.

A BIM-based progress process was employed in place of the traditional progress workflow, and we were able to use **OpenSpace** solution in the following areas by utilizing 360-degree cameras to capture and share daily progress with the project's **BIM** model.

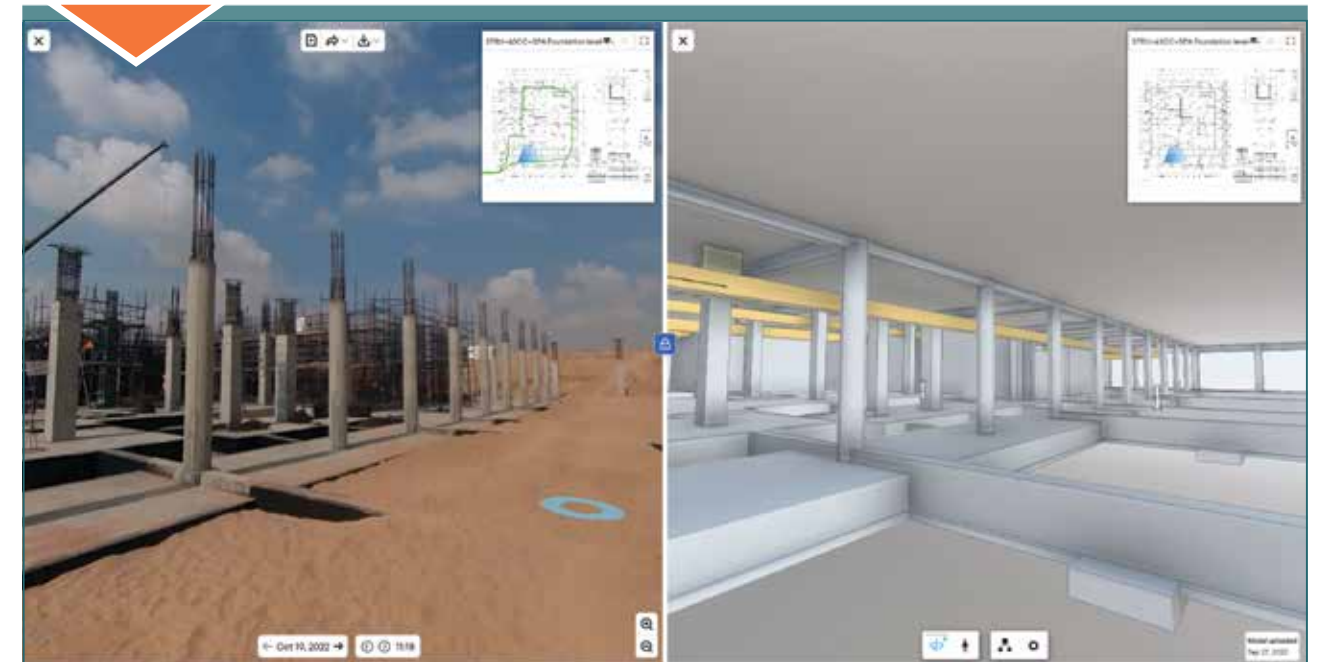
SITE PROGRESS DOCUMENTATION

By using 360-degree cameras to document and share daily site progress, we can develop a Timeline to track site development as well as compare two dates.



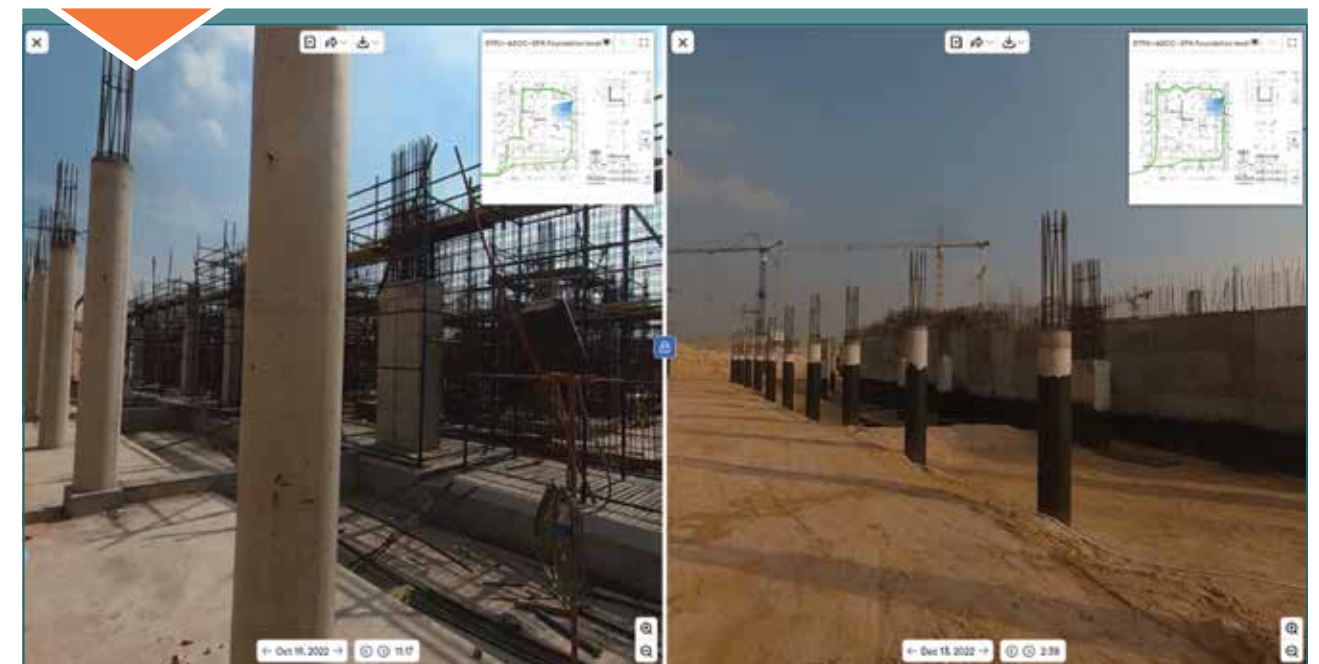
COMPARISON WITH BIM

Comparing virtual reality captures of a project's as-built site with the project's BIM model can be beneficial and helpful technology for verifying design and construction deviations.



SUBCONTRACTORS PROGRESS TRACKING

With OpenSpace technology, we can have lively documentation for site progress, which can help manage all subcontractors working on the project and track their progress effectively, saving a lot of time trying to verify what they've accomplished through traditional methods. (e.g waterproofing subcontractors).



ENVIRONMENT



CCC is aware that its core business sectors (building and infrastructure construction) have an impact on the Earth's natural resources. Therefore, we strive to effectively understand and manage the environmental impacts of our day-to-day operations and project execution.

To increase transparency, our system for grasping CCC's environmental impacts is based on the **GRI Sustainability Reporting Standards**. **Key Performance Indicators** (KPI's) are being collected and analysed since 2012, when we introduced procedures for assessing our environmental performance. Our records provide us with a basis for strategic thinking, detailed planning, and guided execution in terms of managing our environmental performance.

CCC emphasizes on environmental excellence as being an integral part of our construction operations. One of the ways to achieve this is by applying initiatives to mitigate our environmental impacts. At our projects, camps, and offices CCC follows a meticulous sustainability strategy underpinned by detailed practices in the fields of energy efficiency, water conservation, waste management and overall environmental responsibility.



ENVIRONMENTAL POLICY

CCC operates a fully documented **Environmental Management System** in compliance with **ISO 14001** and is certified by **Bureau Veritas**, addressing all the criteria referenced within the standards.

The efforts to develop the **Environmental Policy**, structure, capability, and resources to support the Environmental Management System depended on a joint effort between CCC community involving stakeholders, employees, suppliers, and clients from different regions worldwide.

We have developed a team structure that comprises of individuals with the necessary skills and expertise to support the organization's **Environmental Policy**. Depending on the project scope, the team structure may also include external advisors or consultants.

CCC GROUP ENVIRONMENT GOAL

CCC goal is to protect and prevent any harm or adverse effect upon environment that may result from its construction and operational activities. Environment-Protection is a core value of CCC company and one of its utmost priorities.



OUR COMMITMENT

We are committed to exerting all effort and providing all resources to protect the environment anywhere CCC operates. We shall take all preventive measures to prevent pollution, and eliminate hazards or at least minimize the risk and impact on the environment to the greatest extent possible. CCC shall comply with all requirements of **International Standards & Local Legislations**, and strive to apply **Best Common Practices** within Industry to achieve excellence and "world-class" performance toward **Environment-Protection** that is exemplary to all business partners.

CCC SHALL ACHIEVE GOALS OF ENVIRONMENT-PROTECTION THROUGH

- Develop, communicate, and implement a certified Environmental-Management System including Procedures and Policies which are in line and full compliance with the requirements of recognized International Standards and Local Regulations.
- Monitor implementation and evaluate performance of the Environmental-Management System continuously.
- Ensure Continual Improvement of the Environmental-Management System based on the new updates of the International Standards, best Common Practices & new Technologies within the Industry, Incident-Trend Analysis & Lessons Learned and own CCC experiences and expertise.
- Provide formal and mandatory Environmental Training, emphasize Environment-Protection theme in the HSE-Induction and communicate Environmental Literature continuously to promote Environmental Awareness among workers, business partners and local communities.
- Develop and implement a Pro-active Hazard-Identification & Reporting System in order to eliminate Hazards or minimize Risks to levels as low as reasonably practicable, and thus prevent potential Environmental Incidents before they occur.
- Create and encourage initiatives to promote positive Culture & Attitude toward Environment-Protection.
- Conduct Periodic and ad-hoc Internal and External Environmental Audits to ensure implementation and compliance with all requirements of the Environmental-Management System at all CCC Projects and Facilities.
- Report, investigate and analyse all Environmental Incidents, identify Trend-Type Root Causes, and implement Corrective Measures immediately to prevent reoccurrence of similar incidents.
- Implement stringent Enforcement & Accountability Schemes to ensure full compliance with the required Environmental Policies & Procedures by all levels of employees within the CCC Organization.
- Implement Sustainability-Practices to minimize harmful impacts on Environment, Employees, and local communities.
- Protect, conserve, or minimize any adverse effect that may result from construction activities upon Cultural, Historical and Heritage Sites located in the surrounding areas.
- Implement efficient techniques with stringent policies to ensure Conservation and Consumption of Freshwater Resources.
- Reduce air pollutants and greenhouse gas emissions by regulating energy use and fuel consumption.
- Reduce waste generation and promote Policies and Practices to Reuse/Recycle waste-materials.
- Manage and mitigate residuals from operational activities.

ENVIRONMENTAL TARGETS, GOALS AND OBJECTIVES

CCC will continuously strive to improve its Environmental-Management System and performance through CCC Executive Management setting HSE targets, goals, and objectives, and communicating these to all CCC personnel.

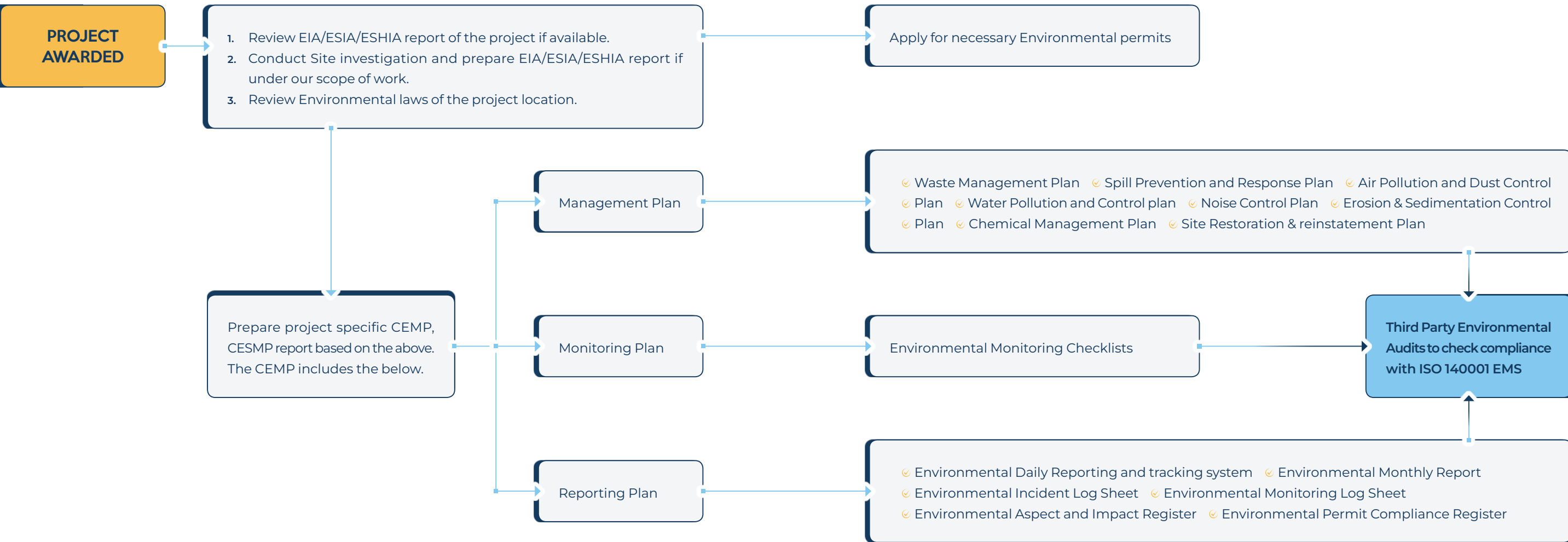
ENVIRONMENTAL MANAGEMENT SYSTEM



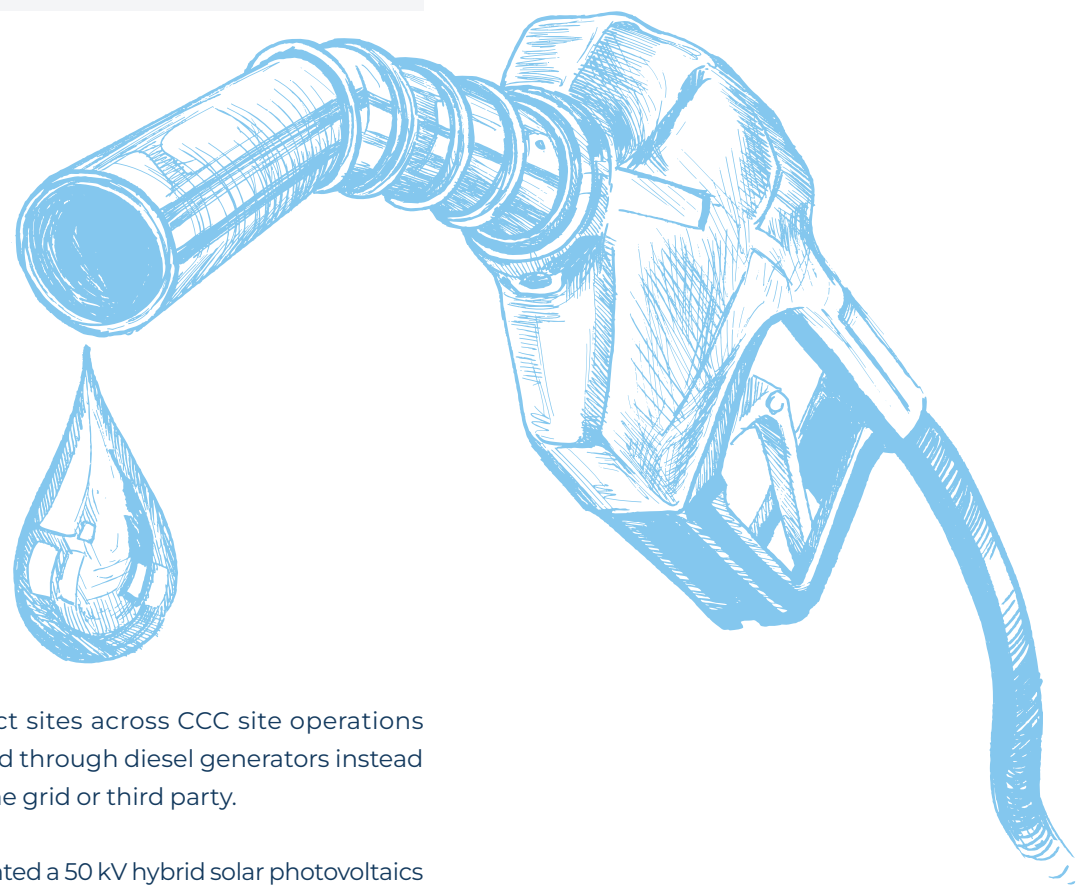
CCC's **Environmental Management System** (EMS) is a holistic environmental management plan that sets out guidelines and specific control measures for all environmental aspects encountered on our projects.

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.

The following is our **Environmental Management System** approach to every project:



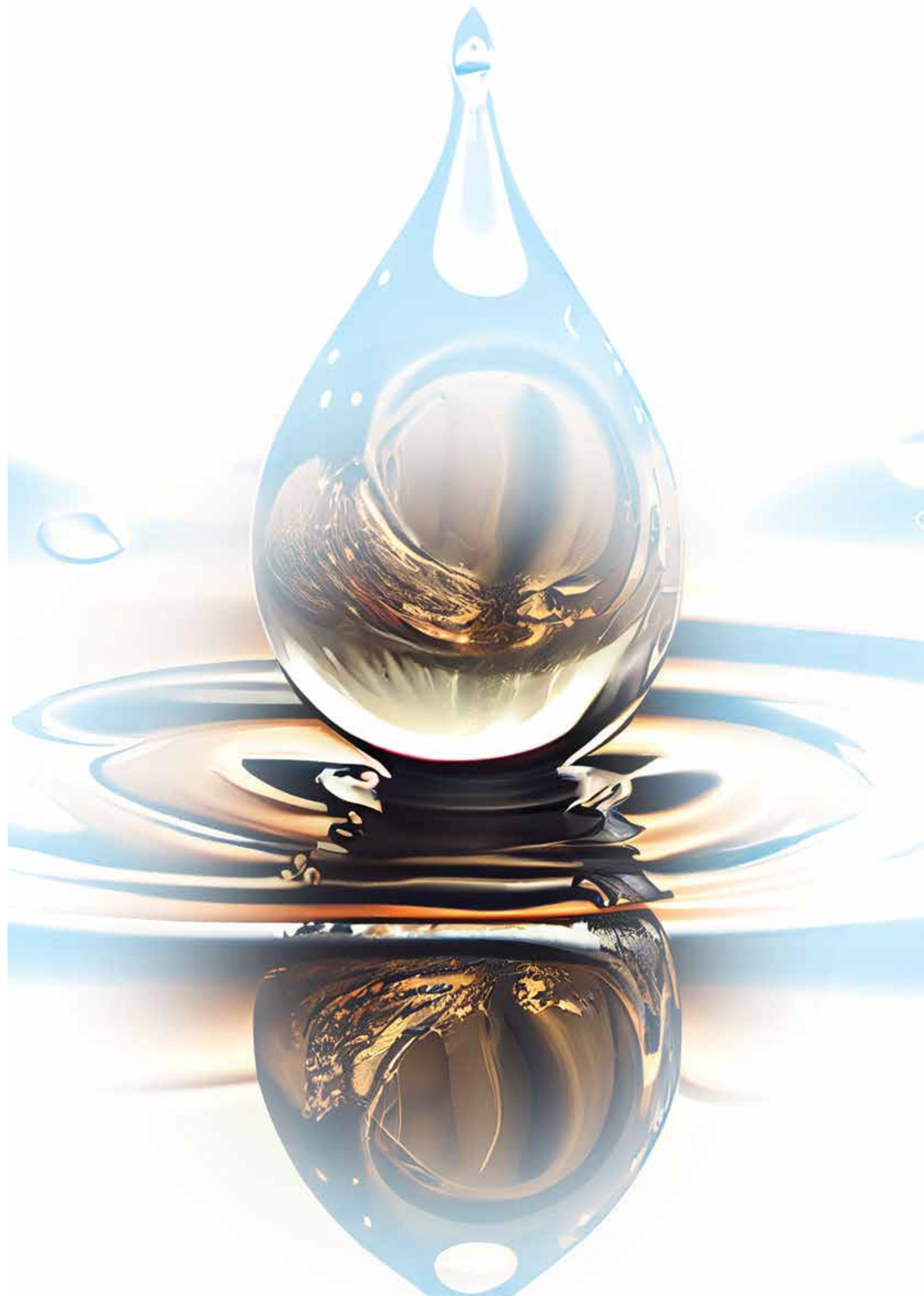
FUEL & ENERGY CONSUMPTION



In most of the project sites across CCC site operations electricity is generated through diesel generators instead of purchasing from the grid or third party.

In 2022 CCC implemented a 50 kV hybrid solar photovoltaics - diesel generator system combined with battery in the **City Gate Project** to cover the power supply needs of its offices.

	2021	2022
Total Fuel consumed (L)	62,086,529	51,166,552
Diesel Consumption within the organization (L)	52,517,987	43,125,442
Diesel Consumption by subcontractors (L)	6,012,301	2,624,158
Petrol Consumption (L)	3,556,241	5,416,952
Electricity generated and consumed through diesel generators (kWh)	9,190,234	7,546,952
Electricity purchased from Third party (kWh)	10,399,156	7,432,961
Electricity generated by Solar PV system	9,900	89,750



CARBON FOOTPRINT



The **Glasgow Climate Change Conference** aimed to address global emissions and prevent a temperature rise above 1.5°C. While not achieving complete success, it marked a positive step. Oil companies and **Engineering, Procurement and Construction (EPC)** contractors are adapting to the energy transition by shifting away from carbon-based sources.

At CCC, we align with these changes through:

- Internal efficiency enhancements
- Focus on cleaner energy sectors,
- Engagement in hydrogen & carbon capture projects

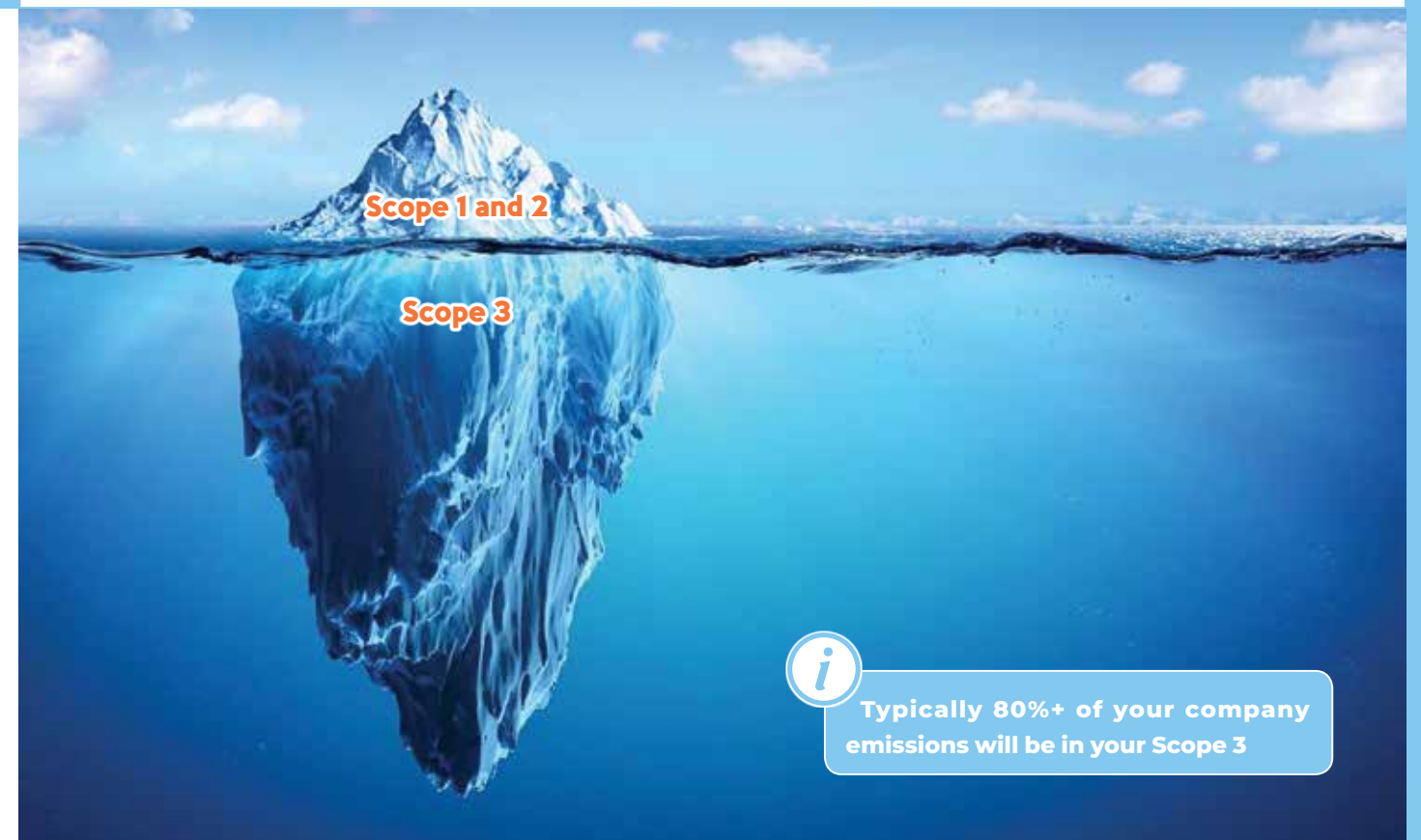


**UN CLIMATE CHANGE
CONFERENCE UK 2021**
IN PARTNERSHIP WITH ITALY



We actively manage our carbon footprint, tracking emissions based on **Greenhouse Gas (GHG)** and **CO₂e** protocols.

Our reporting includes material **Scope 1** and **Scope 2** emissions, and we're expanding to assess total **Scope 3** emissions, according to, covering various aspects like embodied carbon and transportation.



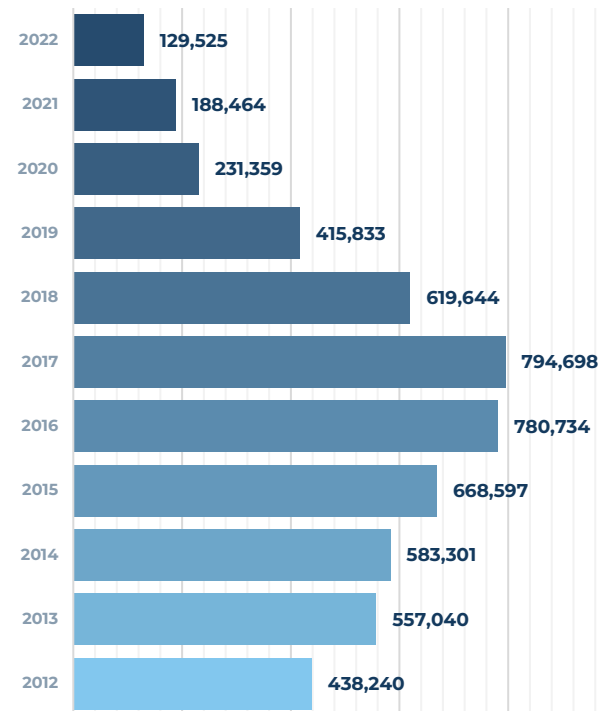
i Typically 80%+ of your company emissions will be in your Scope 3

CARBON FOOTPRINT

EMISSIONS (tCO₂eq) SCOPE 1

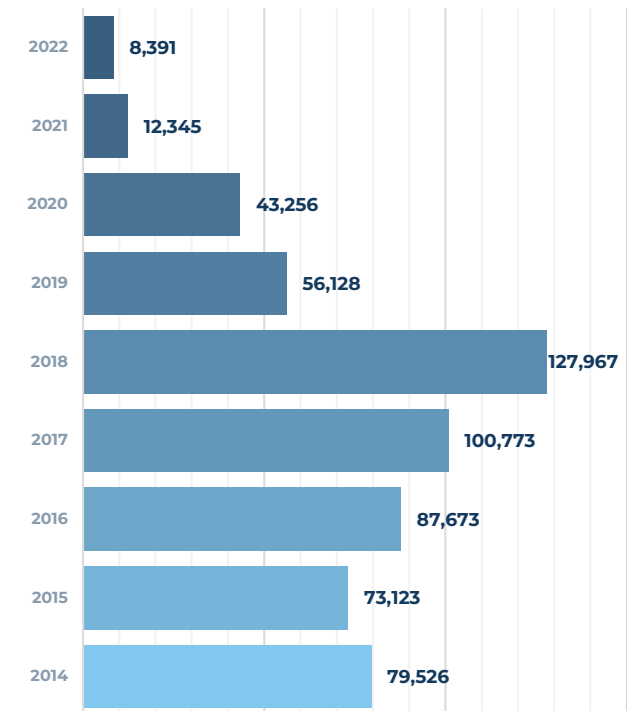
CCC diligently monitors and manages its **Scope 1 emissions**, which primarily stem from direct sources within our operations.

Through our proactive approach, our **Plant, Machinery, and Vehicles (PMV)** department employs **MAXIMO** software, a robust tool for calculating and tracking emissions resulting from fuel consumption by our fleet of vehicles, generators, and machinery. This software enables us to accurately assess our carbon footprint, identify areas for improvement, and implement strategies to mitigate emissions. The chart gives some insights about our **Scope 1 emissions** over the last decade.

EMISSIONS (tCO₂eq) SCOPE 2

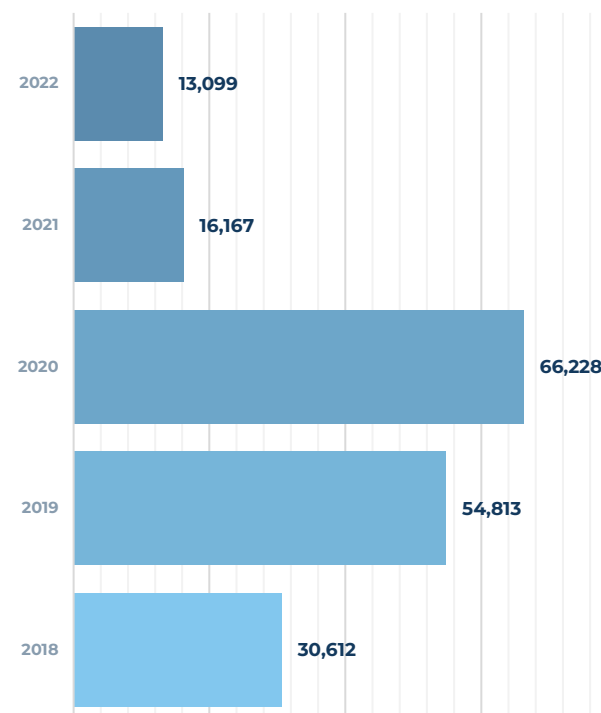
In evaluating **Scope 2 emissions**, it's important to highlight our reliance on temporary construction sites, where electricity mainly comes from on-site diesel generators instead of the grid. This unique approach significantly reduces **Scope 2 emissions** related to purchased electricity, as these sites don't regularly use grid-supplied power.

Our **Scope 2 emissions** primarily stem from permanent facilities like head offices consistently connected to the grid. Additionally, a building project connected to the grid during this reporting period contributed to the overall Scope 2 emissions calculation.

EMISSIONS (tCO₂eq) SCOPE 3

According to **Global ABC**, the construction and built environment contribute to **37%** of global CO₂ emissions, with calls during **COP26** to halve emissions by 2030. Responding to this, CCC launched CO₂ emission reduction initiatives in early 2021.

The first step involved monitoring and recording current emissions, primarily focusing on **Scope 1** and part of **Scope 2** emissions. While **Scope 3 emissions**, often the largest proportion of an organization's carbon footprint, aren't required to be quantified per the **GHG Corporate Protocol**, CCC aimed to measure them for a comprehensive understanding of GHG impact. Although not directly controlled, Scope 3 emissions present opportunities for emissions reduction, allowing CCC to influence suppliers and make informed contracting decisions.



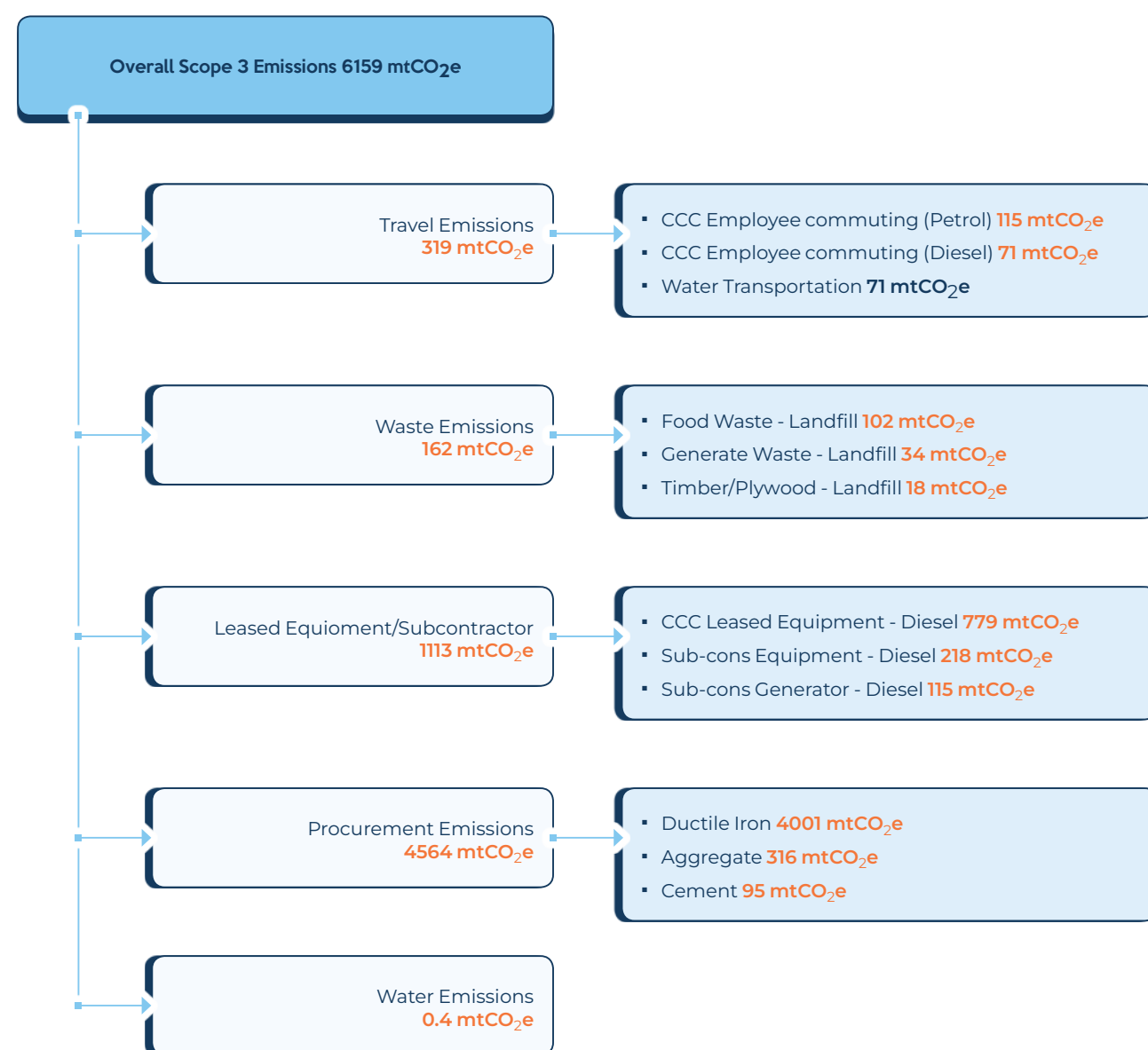
To enhance transparency and provide stakeholders with a thorough view of our GHG emissions, we've embarked on a pioneering effort to measure our Scope 3 emissions, adhering to the **ENCORD Protocol**. Unlike previous measurements limited to subcontractor emissions, this pilot project encompassed all Scope 3 categories, including embodied emissions in materials, transportation, and employee commuting. Focused on the **QIN4 project** in Qatar, the pilot covered a three-month reporting period from June to August 2022. The utilization of the **ENCORD Protocol** ensures a consistent methodology for reporting emissions across the construction sector's value chain, with a summarized diagram showcasing the top three emission sources from all categories.



CARBON FOOTPRINT



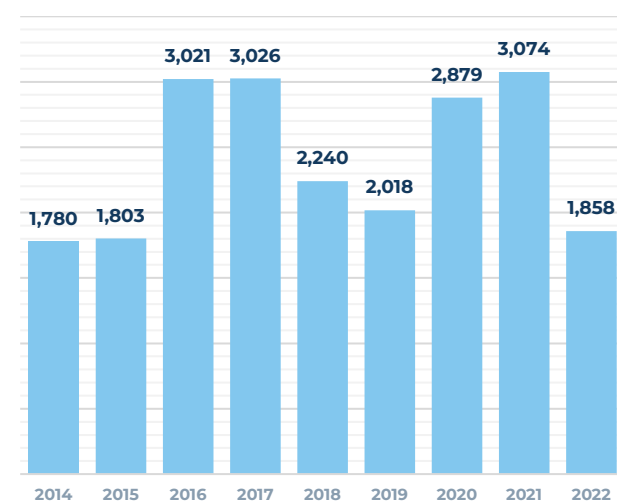
In the course of this pilot study, we encountered challenges related to missing activity data, including weightage for materials, details on manufacturers/suppliers (location, distance, and vehicle type), and transportation modes. Despite these challenges, our assessment of **Scope 3 GHG emissions** for the **QIN4 Project** from June to August 2022 revealed that approximately **65%** of total emissions were linked to the procurement of **Ductile Iron materials**. The second-highest emissions were from CCC leased equipment (Diesel), contributing to **13%** of overall emissions during the reporting period, followed by aggregate procurement, sub-contractor equipment, and food waste.



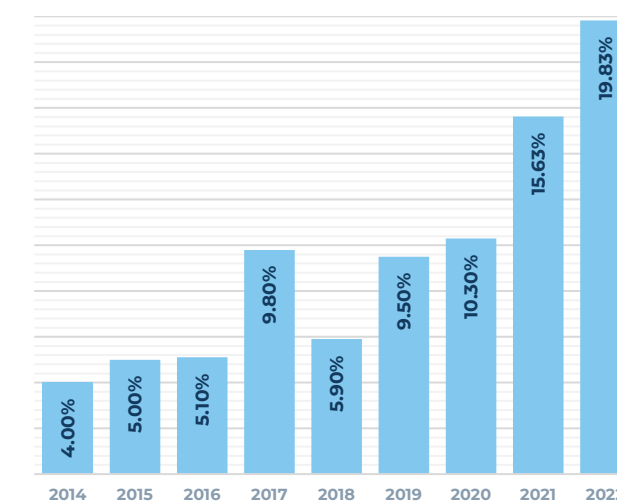
S.No	Emission Sources	mtCO ₂ e	Percentage
1	Paint	2.29	0.04%
2	Cement	95.32	1.55%
3	Aggregate	316.08	5.13%
4	Nail	6.56	0.11%
5	Polyethylene	31.36	0.51%
6	Water	0.44	0.01%
7	Cloth	1.12	0.02%
8	Water transport	62.93	1.02%
9	Waste 1 - General	34.40	0.56%
10	Waste 2 - Timber/plywood	17.86	0.29%
11	Waste 3 - metals	0.46	0.01%
12	Waste 4 Cardboard/paper	0.02	0.00%
13	Waste 5 - Demolition	5.13	0.08%
14	Waste 6 - Tyre	0.11	0.00%
15	Waste 7 - Food	102.70	1.67%
16	Waste 8 - Sewage	1.46	0.02%
17	Waste 9 - Used Oil	0.22	0.00%
18	Waste 10 - Batteries	0.03	0.00%
19	Waste 11 - First aid medical waste	0.01	0.00%
20	Waste 12 - Sewage	1.46	0.02%
21	Waste Transport	30.72	0.50%
22	Sub-cons activity Generator - diesel	115.38	1.87%
23	Sub-cons activity Equipment - diesel	218.16	3.54%

S.No	Emission Sources	mtCO ₂ e	Percentage
24	Sub-cons commuting data (Petrol)	25.53	0.41%
25	CCC Employee commuting (Petrol)	11.30	0.18%
26	CCC Employee commuting (Diesel)	71.67	1.16%
27	CCC Leased Equipment (Diesel)	778.95	12.65%
28	CCC Employee commuting company Leased Vehicle (Petrol)	115.46	1.87%
29	Carbon Steel	7.93	0.13%
30	Ductile Iron	4001.85	64.98%
31	Rockwool insulation	0.14	0.00%
32	Copper	0.76	0.01%
33	Non-woven polypropylene geotextiles	17.13	0.28%
34	PVC, UPC	10.70	0.17%
35	Plywood	2.44	0.04%
36	Timber	0.19	0.00%
37	OPC Hollow Block	2.19	0.04%
38	Aluminum	5.25	0.09%
39	Stainless steel	15.18	0.25%
40	Paper (tape)	2.23	0.04%
41	Electrical Tape	0.24	0.00%
42	Steel	0.25	0.00%
43	Galvanized Iron	36.50	0.59%
44	Plastic	0.24	0.00%
45	PVC Cables	8.32	0.14%
Total Scope 3 emissions for 3-month duration (Jun-Aug 2022)		6158.66	100%

CARBON INTENSITY (tCO₂ per million man-hours)



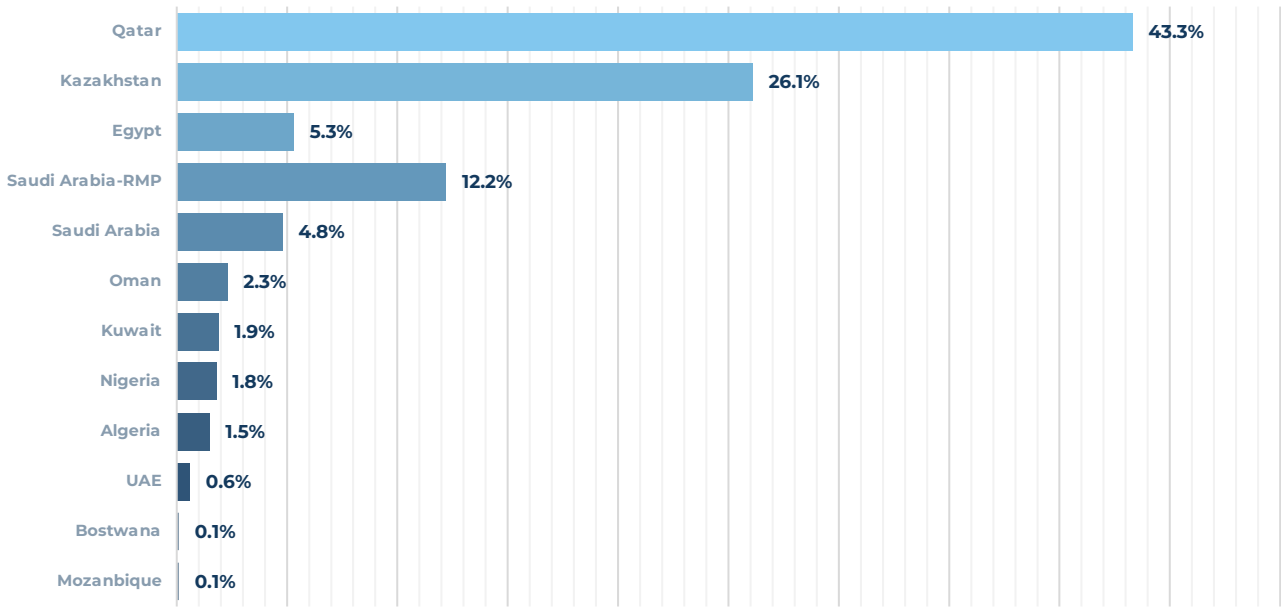
PERCENTAGE GHG REDUCTION



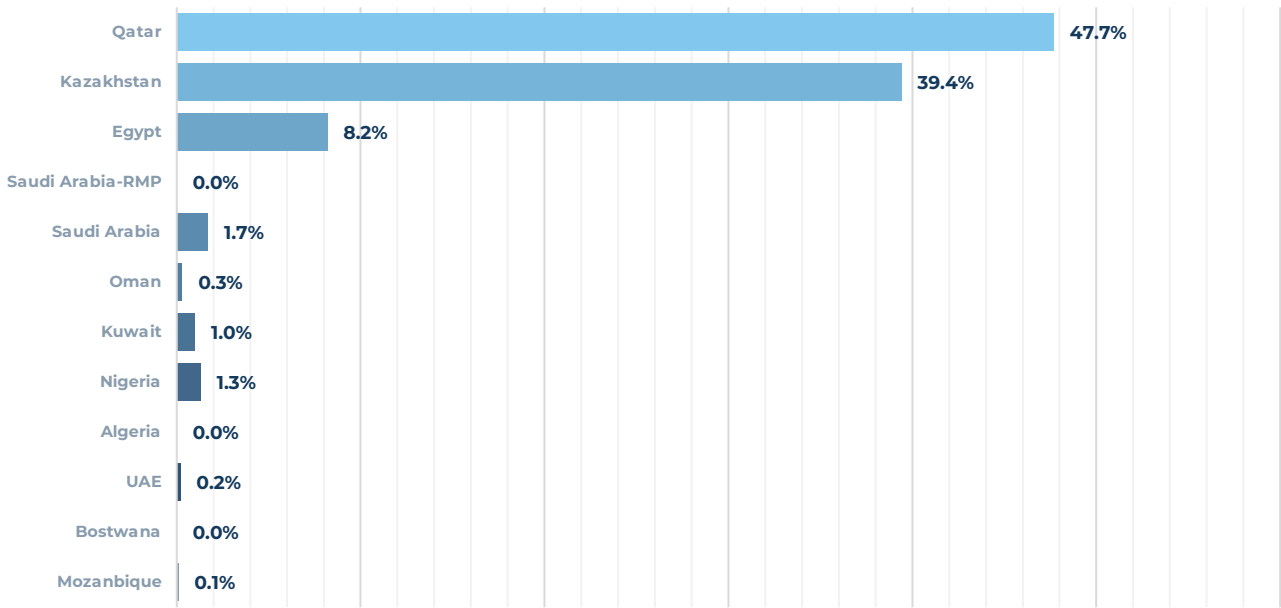
CARBON FOOTPRINT

WATER & WASTEWATER MANAGEMENT

EMISSIONS PER AREA 2021



EMISSIONS PER AREA 2022



At CCC, we recognize the critical importance of responsible water and wastewater management in our operations. As a construction company committed to sustainability, we implement comprehensive measures to minimize our water footprint and ensure the efficient use of this precious resource. Our projects incorporate advanced water conservation technologies and water-efficient construction practices. Dewatering discharge is mostly used for dust suppression or irrigation purposes if the water quality is within the acceptable limits.

Additionally, we prioritize the treatment and responsible disposal of wastewater generated during construction activities, adhering to stringent environmental standards. In most projects, wastewater is **100% recycled** through wastewater treatment plants or third-party companies. By continuously investing in **innovative solutions** and **promoting water-conscious practices** across our projects, CCC strives to contribute positively to local ecosystems and communities while minimizing the environmental impact associated with water consumption and wastewater discharge.



The chart presents the percentage of water recycled/reused over the years.

CCC continues to progress and improve our numbers by taking additional measures and making use of the latest technology.

WASTE MANAGEMENT

Recognizing the crucial role of effective waste management in reducing our ecological footprint, we emphasize responsible resource utilization, waste reduction, recycling, and the promotion of a circular economy. Beyond being a component of our sustainability initiatives, waste management is a fundamental principle guiding our operations.

We view each piece of waste as an opportunity to positively impact the environment. Our commitment involves efficiently managing waste, fostering innovation, and minimizing contributions to landfills.

To ensure effective waste management, we initiate a waste management plan at the project's outset, providing clear guidelines to the project team. Waste segregation at source is facilitated using color-coded skips, and regular training and Toolbox talks are conducted for site workers to enhance proper segregation. We collaborate with third-party recycling companies to divert our waste from landfills.



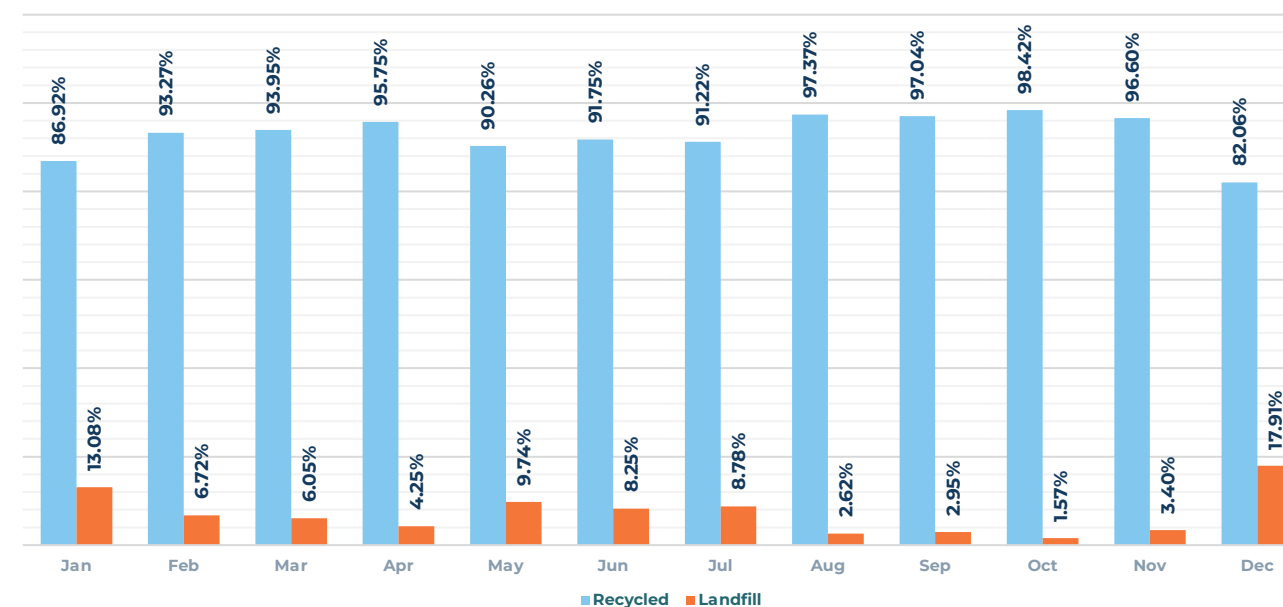
QETAIFAN ISLAND NORTH PROJECT

SUCCESS STORY

Qetaifan Island North project in Qatar achieved remarkable milestone in 2022. The project team was able to **divert 95.85% of waste** generated throughout the year.

This accomplishment underscores their dedication to minimizing the environmental impact of our operations and contributing to a more sustainable future by implementing innovative waste reduction and recycling initiatives.

QIN4 PROJECT WASTE DIVERSION GRAPH 2022



WASTE CATEGORY 2021 2022

WASTE CATEGORY	2021	2022
Overall	83%	72%
Plastic	100%	91%
Paper & Cardboard	100%	100%
Metal	100%	100%
Concrete & Asphalt	100%	100%
Timber	76%	46.8%
General	0%	0%



MATERIALS & CIRCULAR ECONOMY

As a construction company, we see it as our responsibility to actively adopt new technologies, particularly in Green procurement for raw materials. In addressing **GHG emissions**, our emphasis on circularity centers around reducing embodied emissions in construction materials by minimizing raw material input.

We believe promoting circular business practices contributes to a low-carbon future, aiding in the reduction of **Scope 3 Carbon emissions**.

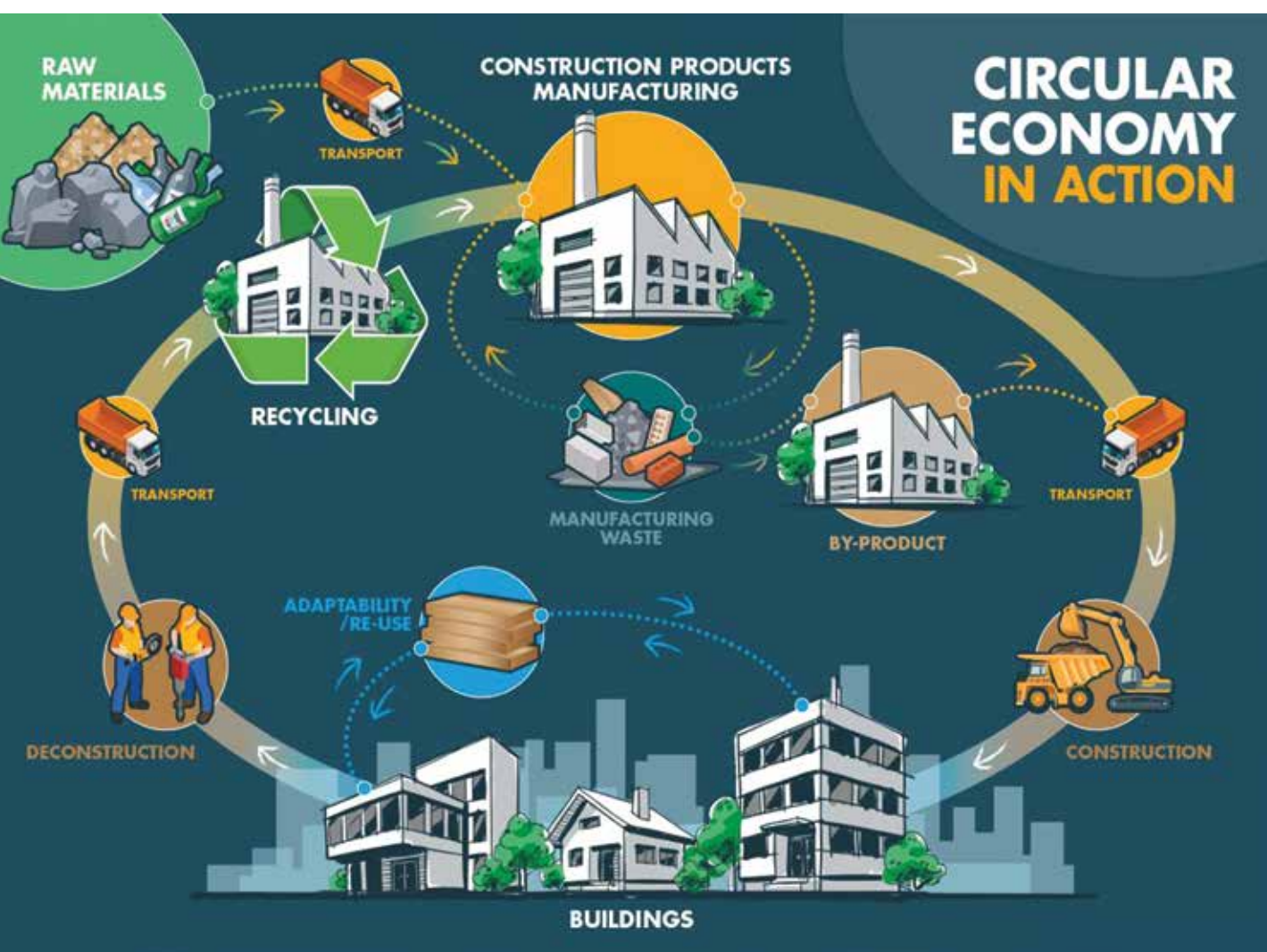
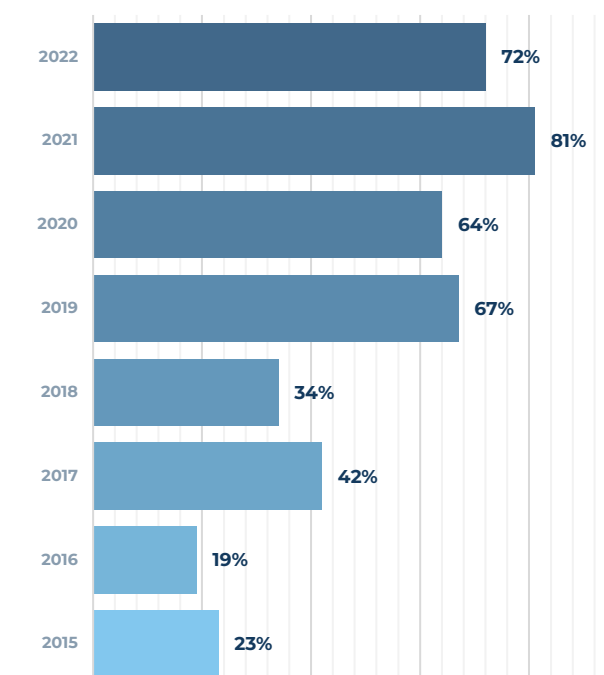
Integrating circularity principles into product design can lessen the need for raw materials, mitigating the risk of resource scarcity. By conscientiously procuring materials, leveraging advanced technology, and adhering to circular economy principles, we aim to significantly decrease the environmental impact of our projects. Our focus in line with the **circular economy** concept includes using materials with high recycled content, reusing existing products on the Jobsite, and avoiding resource disposal, such as in landfill.

REUSE/RECYCLE OF CONSTRUCTION WASTE

(Excess concrete, timber, metal, bricks, rebars)

Acknowledging the substantial environmental impact of construction, we implement a comprehensive waste management strategy to minimize our carbon footprint and foster a circular economy. Our construction sites undergo meticulous sorting and segregation, identifying materials for reuse or recycling and diverting them from landfills.

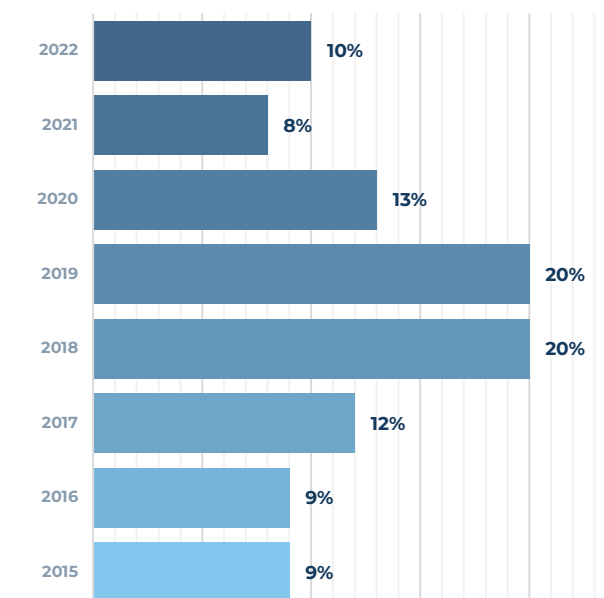
Collaborating with local recycling facilities, we actively integrate recycled materials into our processes. These measures not only decrease the demand for new raw materials but also contribute to conserving natural resources, showcasing CCC's commitment to responsible and eco-friendly construction practices.



TOTAL USE OF RECYCLED INPUT MATERIAL

At CCC, our commitment to sustainable construction includes integrating recycled materials into projects, driven by green building certifications, sustainability requirements, or company policy.

Prioritizing recycled content reduces environmental impact related to resource extraction. From reclaimed metals to recycled aggregates, we source materials meeting quality standards and supporting our sustainability goals. This lessens reliance on finite resources and contributes to the circular economy by giving new life to materials that might otherwise become waste.



MATERIALS & CIRCULAR ECONOMY

REUSING WOODEN WASTE



THE FIRST MOVERS COALITION

CCC proudly joins the **First Movers Coalition (FMC)**, aligning with global efforts for a net-zero transition by 2050. FMC leverages corporate purchasing power to decarbonize challenging industrial sectors, aiming for early markets in emerging clean technologies.

CCC's involvement spans sectors like **Steel** and **Cement**, with a focus on replacing fossil based **SCM's** with **Green Concrete**. **Ground Granulated Blast Furnace Slag (GGBS)** is key to this, **reducing CO₂ emissions by 90%** compared to **Portland Cement production**. CCC's **Net Zero Cement** approach, incorporating GGBS, is applied across Middle East projects, showcasing a commitment to sustainable practices.



CCC PROJECTS	AREA	CONCRETE (M ³)	G.C %	GREEN CONCRETE (M ³)
COMPLETED PROJECTS				
Grand Opera Building	UAE	72,833	80%	58,266
Abu Dhabi Airport	UAE	651,914	80%	521,531
Landmark Tower	UAE	207,184	90%	186,466
Al Bustan Street North	Qatar	229,619	80%	183,466
Mega Reservoirs	Qatar	792,284	90%	713,056
ONGOING PROJECTS				
NEOM Green Hydrogen Plant	KSA	200,000	90%	180,000
Zuluf Onshore Oil Facilities	KSA	82,000	95%	78,000
Riyadh Entertainment Complex	KSA	132,000	90%	120,000
Cumulative Quantities		2,367,834	86.2%	2,041,014

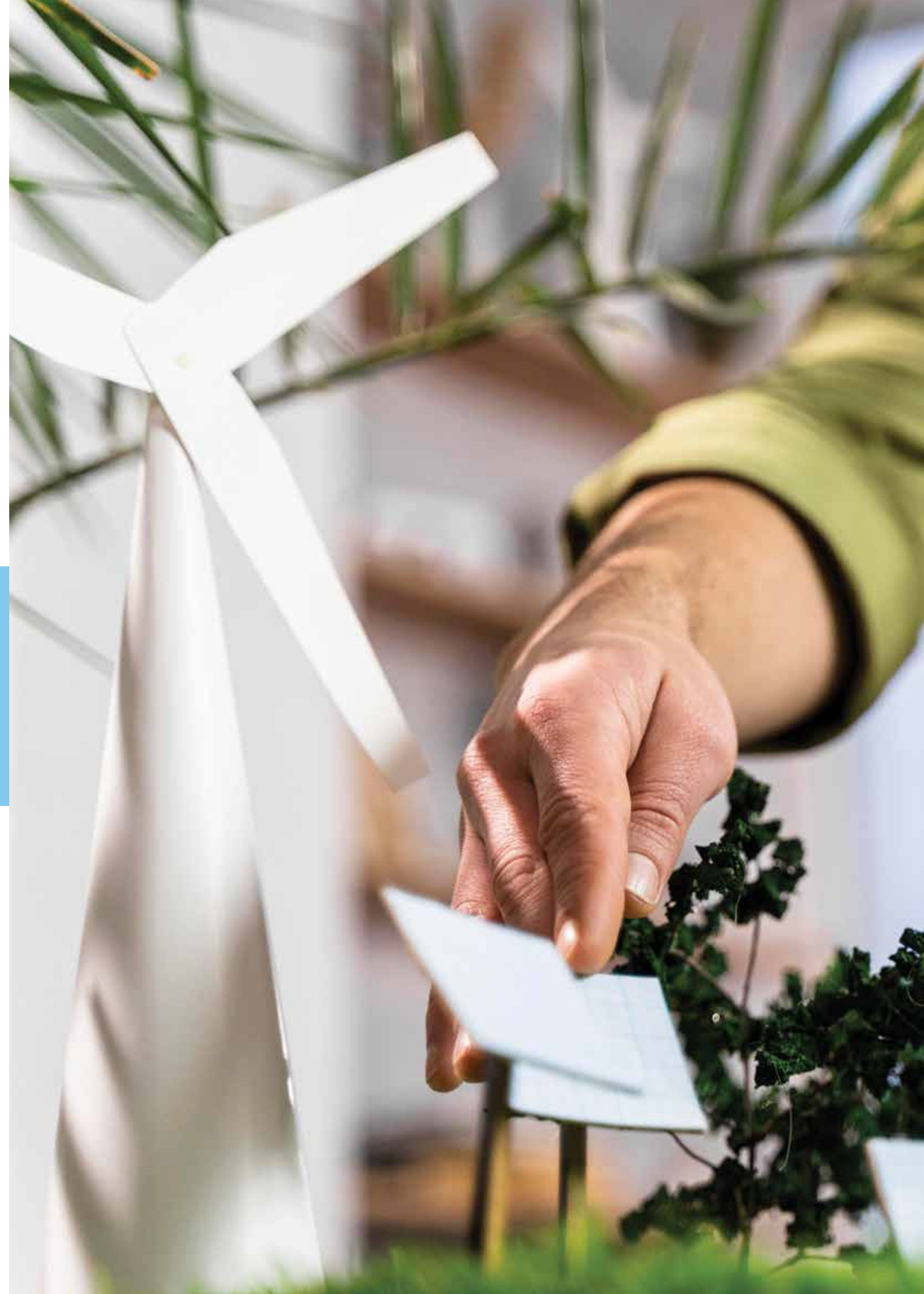
BIO-DIVERSITY

CCC acknowledges the potential environmental impact of construction projects on natural habitats and biodiversity. Although we lack influence in site planning, location selection, and design, CCC recognizes its responsibility in mitigating habitat destruction.



The first step involves monitoring and reporting project site biodiversity, with monthly **KPI's** tracking species affected and actions taken. CCC is proactively implementing measures to reduce impact, including noise reduction, water quality monitoring, dust suppression, speed restrictions, tree relocation, and ecologically sensitive refuelling practices.

Notably, an **Ecology Management Plan** was implemented for the **Qetaifan Island North Package 4** project in Qatar, demonstrating CCC's commitment to environmental protection. Safety measures and training are also emphasized for encounters with wild animals during construction activities.



CASE STUDY

PLASTIC & WOODEN WASTE MANAGEMENT

The effective disposal of waste, particularly plastic and wood waste, poses a critical environmental challenge amid growing global demand for these materials. To address this, a case study at the **North Field Expansion (NFE) Onshore Project** in Qatar explored two disposal options, selling waste to a recycling company or sending it to a landfill at the Waste Management Facility in Ras Laffan.

Through cost and environmental impact analysis, the study aimed to identify the most effective and sustainable waste management approach.



PLASTIC WASTE		WOODEN WASTE	
QUANTITY	350 TONS	QUANTITY	578 TONS
DISPOSAL TO LANDFILL		DISPOSAL TO LANDFILL	
Cost of Disposal To Landfill	45,500 QR	Cost of Disposal To Landfill	104,040 QR
Cost of Diesel Consumed	22,050 QR	Cost of Diesel Consumed	19,603 QR
Cost of Segregation	21,050 QR	Cost of Segregation	35,166 QR
Total Profit (+) / Loss (-)	-88,934 QR	Total Profit (+) / Loss (-)	-158,809 QR
SELLING TO THIRD-PARTY RECYCLING COMPANY		SELLING TO THIRD-PARTY RECYCLING COMPANY	
Total Selling Price	367,500 QR	Total Selling Price	144,500 QR
Cost of Segregation	213,847 QR	Cost of Segregation	351,661 QR
Total Profit (+) / Loss (-)	+153,653 QR	Total Profit (+) / Loss (-)	-207,161 QR
Cost Benefit	+242,587 QR	Cost Benefit	-207,161 QR
Net Profit (+) / Loss (-) from both Plastic & Wood Waste Recycling +35,426 QR			



ENVIRONMENTAL INITIATIVES

ENVIRONMENTAL CAMPAIGN ON WORLD ENVIRONMENT DAY, QATAR 2022

From June 5 to June 9, CCC in Qatar conducted impactful environmental awareness activities for its workforce in celebration of **World Environment Day**. The week commenced with an inauguration event, where CCC's management and Qatar Energy emphasized the significance of environmental conservation. Employees pledged to conserve resources and reduce pollution.

Throughout the week, various activities such as tree planting, talks, and training sessions on waste management, recycling, and plastic waste reduction were organized. Daily challenges further engaged the staff in environmental initiatives, fostering a sense of responsibility and positive change.



As part of the environmental awareness initiatives, an on-site environmental quiz and waste reuse competition were conducted at CCC in Qatar. The competition encouraged staff to submit innovative ideas for repurposing old items, promoting awareness

about reusing instead of discarding. Winners of the best idea competition received prizes, and all participants were rewarded with cash incentives, fostering a culture of sustainability and creativity among the workforce.



DAY 1

REDUCING ENERGY CONSUMPTION

- Staff members were requested to reduce the use of energy
- All air conditioners temperature was set at 24 degrees
- All lights in site offices were switched off to promote the use of natural day light

DAY 2

MANAGING FOOD & PLASTIC WASTE

- Awareness posters to informing staff about the quantity of food waste produced from the previous month
- Staff were requested to either eat the left overs or take them home with them in order to reduce the food waste quantities
- Use glass instead of plastic bottles for drinking water

DAY 3

PAPERLESS DAY

- Printing on both sides of paper kept mandatory in the offices
- Paper waste recycling implemented
- All staff observed the day by switching off all the printers for the whole day

DAY 4

REUSE, RECYCLE & SAVE WATER

- To conserve water usage in site offices, water saving needle spray aerators installed in tap faucets
- Water level adjustable knobs in the flush tanks of toilets were installed

DAY 5

CARBON EMISSIONS REDUCTION

- All the staff members were informed about this through emails providing tips on how they can help reduce the carbon footprint individually and collectively

TREE PLANTATION DRIVES, 2021-2022

During this period, CCC employees actively participated in tree plantation drives, planting a total of **4,490** trees across various operational areas. Additionally, **250** trees were donated in Athens and planted by the local community.

CCC recognizes the environmental benefits of tree planting, such as reducing the urban heat island effect, improving air quality, mitigating stormwater runoff, and providing habitat for wildlife.

Understanding the positive impact, CCC is committed to increasing its efforts in tree planting initiatives to contribute to environmental improvement.





SOCIAL

At CCC, our core operations prioritize fostering a safe and nurturing work environment while upholding human rights and demonstrating responsibility as an employer.

We are dedicated to establishing a strong safety culture and utilize resources diligently. Human rights protection is not just morally imperative but a strategic priority for sustainable success.



We align our practices with international standards and continually strengthen our stance on human rights.

We believe workplaces should inspire innovation, embrace diversity, and offer equal opportunities. Empowering employees to contribute to CCC's growth is fundamental to our employment philosophy.



HEALTH, SAFETY & ENVIRONMENT

HSE



CCC is renowned globally for its excellence in **Health, Safety, Environment, and Sustainability (HSE&S)**, which are fundamental principles guiding our business operations.

We recognize our moral, social, and commercial obligations to prioritize the health and safety of our employees, prevent harm to people, property, and the environment across all CCC operations worldwide.

We are dedicated to allocating adequate resources to protect the well-being of all stakeholders, including employees, communities, subcontractors, and clients.

Our goal is to achieve **“World-Class”** HSE&S excellence and foster a culture of caring where every individual contributes to a **“Zero Accident”** environment, shares our core values, understands their role, and actively engages in HSE&S matters.



HSE MANAGEMENT SYSTEM

The **HSE Management System** at CCC is aligned with international standards such as **ISO 45001** and **ISO 14001**, as well as local regulations.

The Corporate HSE Department holds **ISO 45001:2018** certification and regularly updates it to meet evolving standards. This system is adaptable to meet specific partner requirements and integrates local legislation and global standards.

CCC is committed to continual improvement, incorporating new standards, lessons learned, technology, and stakeholder expectations into its HSE policies and procedures.

HSE POLICY

The **HSE Policy** at CCC has been updated by the **HSE Group Department** to encompass **Health, Safety, Environment, Security, Welfare, and Wellbeing** targets. It emphasizes achieving **“Zero Incident Targets”** and **“World-Class HSSE Excellence.”**

All CCC employees are expected to thoroughly understand the policy's mission and contribute to its goals. Key objectives include attaining world-class HSE&S excellence, preventing incidents, maintaining a safe and environmentally responsible workplace, and promoting a proactive HSE&S culture.

CCC commits to full compliance with relevant legislation, providing resources for implementation, establishing an internationally recognized **HSE&S Management System**, and delivering mandatory training. Additionally, it ensures high-quality accommodations, identifies hazards, conducts audits, fosters a positive safety culture, and emphasizes enforcement and accountability mechanisms for complete compliance.

HEALTH, SAFETY & ENVIRONMENT

HSE



HSE TRAINING

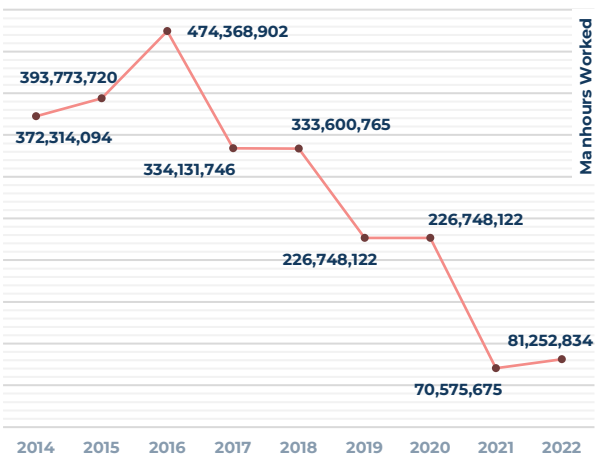
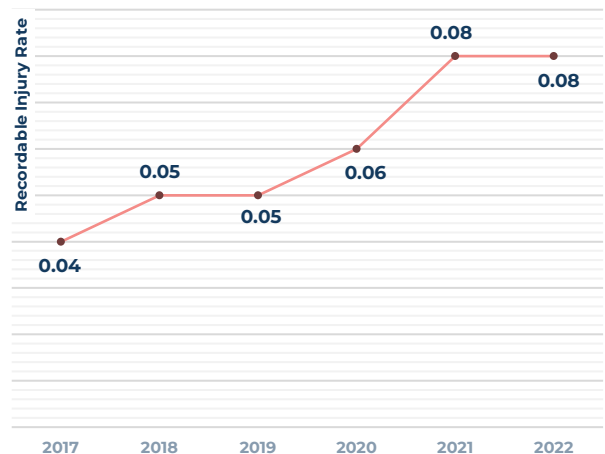
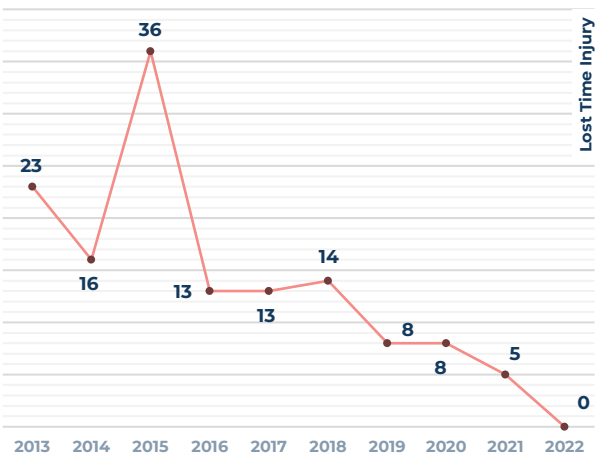
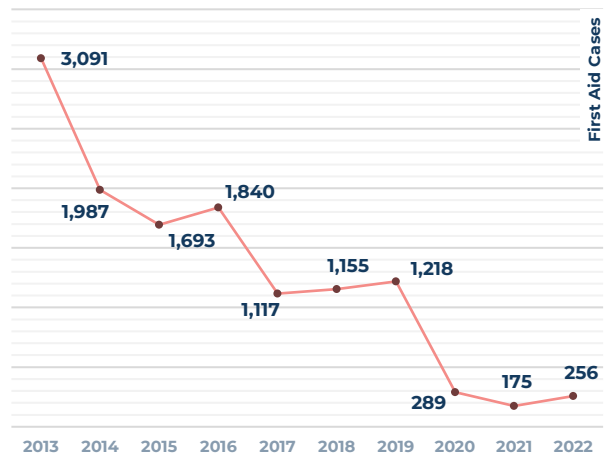
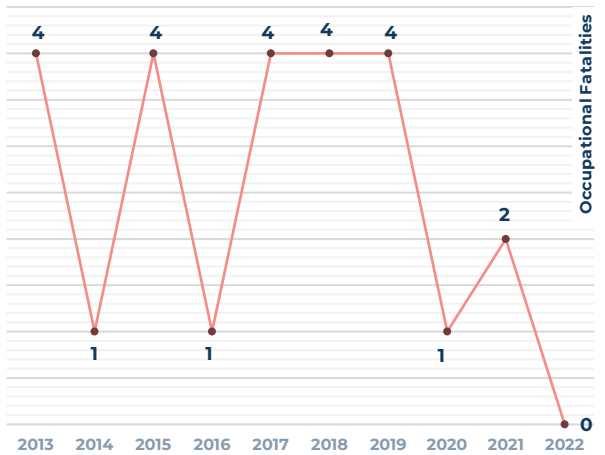
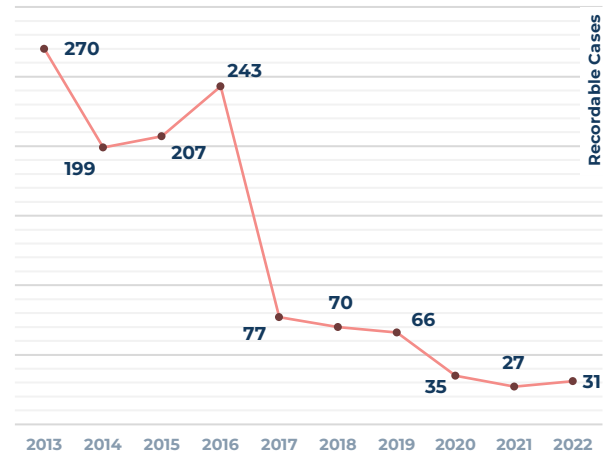
CCC adopts a proactive strategy to cultivate and sustain a robust safety culture.

Our primary focus revolves around **Health, Safety, and Environment (HSE)** training, and we have developed a comprehensive array of training materials. The training we offer throughout CCC's operations adheres fully to our HSE management system and any relevant project-specific criteria.

Our training initiatives are designed to elevate the competence of our workforce at all organizational tiers, enabling them to carry out their duties in a secure, dependable, accountable, and efficient manner.



HSE PERFORMANCE



INTERNATIONAL COURSES ON OCCUPATIONAL HEALTH & SAFETY

- NEBOSH
- OSHA

INTRODUCTORY TRAININGS

- HSE Procedures overview
- New Project HSE Goals and Objectives
- HSE Issues and Challenges

HIGH-LEVEL TRAININGS

- HSE Management and Leadership
- Lead HSE Auditor

REFRESHER TRAININGS

- Safety Officer
- Train the Trainer

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

TOTAL HSE TRAINING HOURS	2021	2022
Total hours worked	70,575,675	81,252,834
Total workforce	23,106.00	22,563.00
HSE Training Hours	442,054	477,721
Average Training Hours per Employee	19	21

HEALTH, SAFETY & ENVIRONMENT

HSE



LESSONS LEARNED OF 2021 & 2022 FOR SAFER 2023



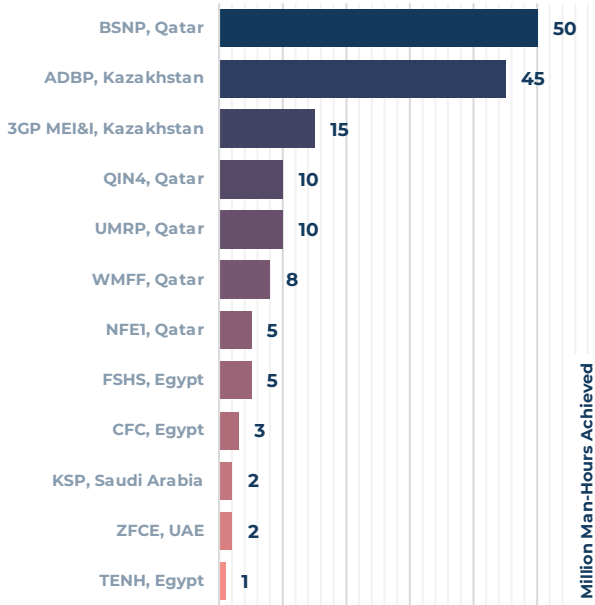
CCC experienced fatalities and **Lost Time Injuries** (LTIs) during the reporting period, prompting serious concern from top management regarding employee safety and its impact on the company's reputation and project acquisition. Recognizing that all incidents were preventable, an **action plan** was devised in 2022 to address these issues proactively. It's emphasized that lessons learned must be taken seriously to foster an injury-free work environment across all CCC projects and operations.

Project Directors and **Managers** are urged to be actively involved and provide necessary resources for implementing recommended actions. Identified lessons include enhancing subcontractor verification, improving safety measures for rigging, lifting, electrical work, traffic management, working at heights, confined space entry, and machine operation to prevent recurrence of similar incidents and enhance overall safety.

HSE MILESTONE ACHIEVEMENT

The **HSE Group Department** at CCC celebrates a significant milestone of achieving **millions of man-hours without Lost Time Injuries** (LTIs) at CCC Projects. This accomplishment highlights the commitment to safety, compliance with regulations, and CCC's culture of prioritizing safety for all stakeholders. Gratitude is expressed to contributors, with acknowledgment of Top Management's support in raising HSE standards.

The achievements are credited to adherence to CCC's core values. The HSE Group congratulates all involved and emphasizes the importance of maintaining safety practices to achieve **"Zero Injuries and Workplaces Free from Accidents"** globally.



HEALTH, SAFETY & ENVIRONMENT

HSE



HSE AWARDS / CERTIFICATES OF ACHIEVEMENTS



HUMAN RESOURCES

Throughout our 72 year history, we have established a strong and diverse global presence in multiple countries. This strategic positioning enables us to leverage the opportunities arising in emerging markets, while also maintaining robust positions in well-established enterprises worldwide.

One of the key drivers behind CCC's continued success is the fundamental importance we place on the human element, a core principle that has guided our values and practices from the very beginning. The human factor remains an essential and integral component of CCC's organizational culture and business operations.

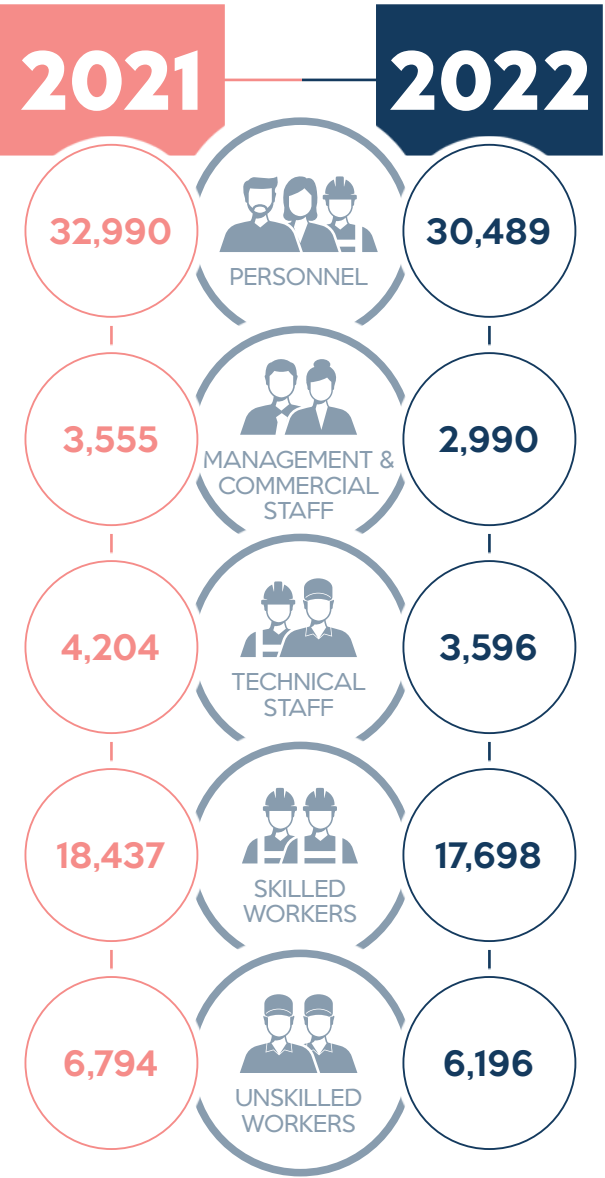


EMPOWERING OUR GLOBAL WORKFORCE FOR A SUSTAINABLE FUTURE

In response to the challenges of 2021, including the COVID-19 pandemic and economic crisis, CCC implemented cost-cutting measures and workforce reductions while prioritizing morale, engagement, and reskilling initiatives.

Despite ongoing decline in 2021 and 2022, CCC **scaled down HR initiatives** to match reduced market demand, aiming to preserve its familial company culture and enduring employee relationships. With signs of economic improvement in 2022 and reduced effects of the pandemic, CCC focused on upcoming recovery, especially with new projects in Qatar and Saudi Arabia, prompting efforts to rehire released workforce members. The workforce numbered **32,990** in 2021 and **30,489** in 2022, with significant recruitment in key regions due to active project development.

Additionally, the company engaged roughly **15,000** contracted workers through subcontractors and personnel from joint ventures. Egypt, Qatar, and Saudi Arabia stood as the nations with the most significant recruitment during the reporting period. With the inclusion of Kazakhstan, these locations continued to house the majority of CCC's personnel, both staff and workers, aligning with the projects the company is actively developing within these countries.

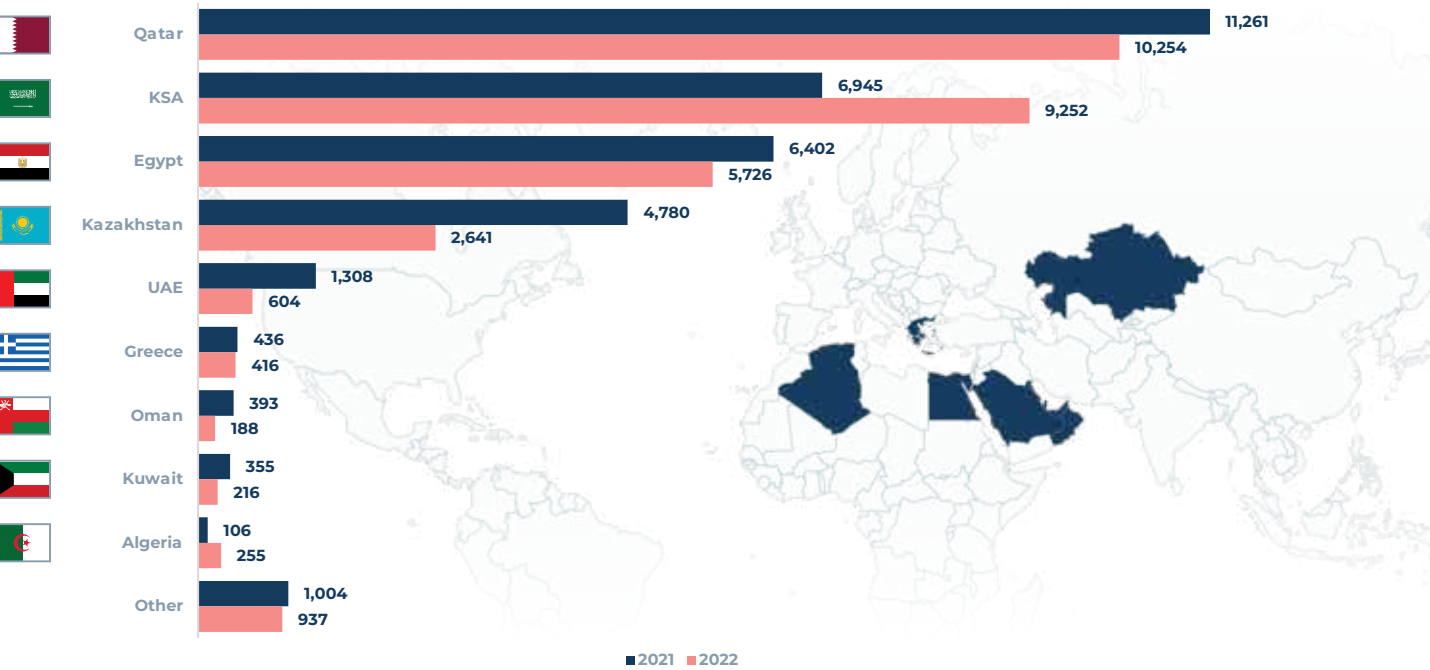


HUMAN RESOURCES

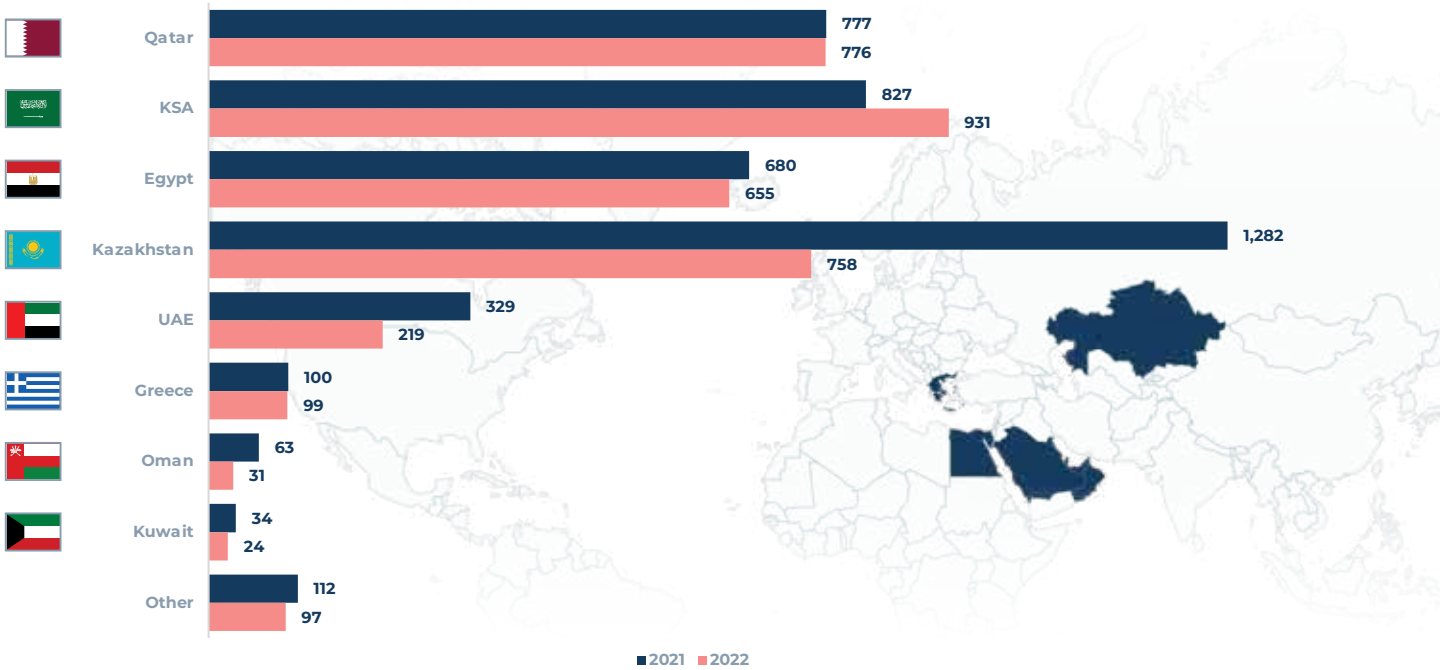
Countries of Operation

WORKFORCE BREAKDOWN

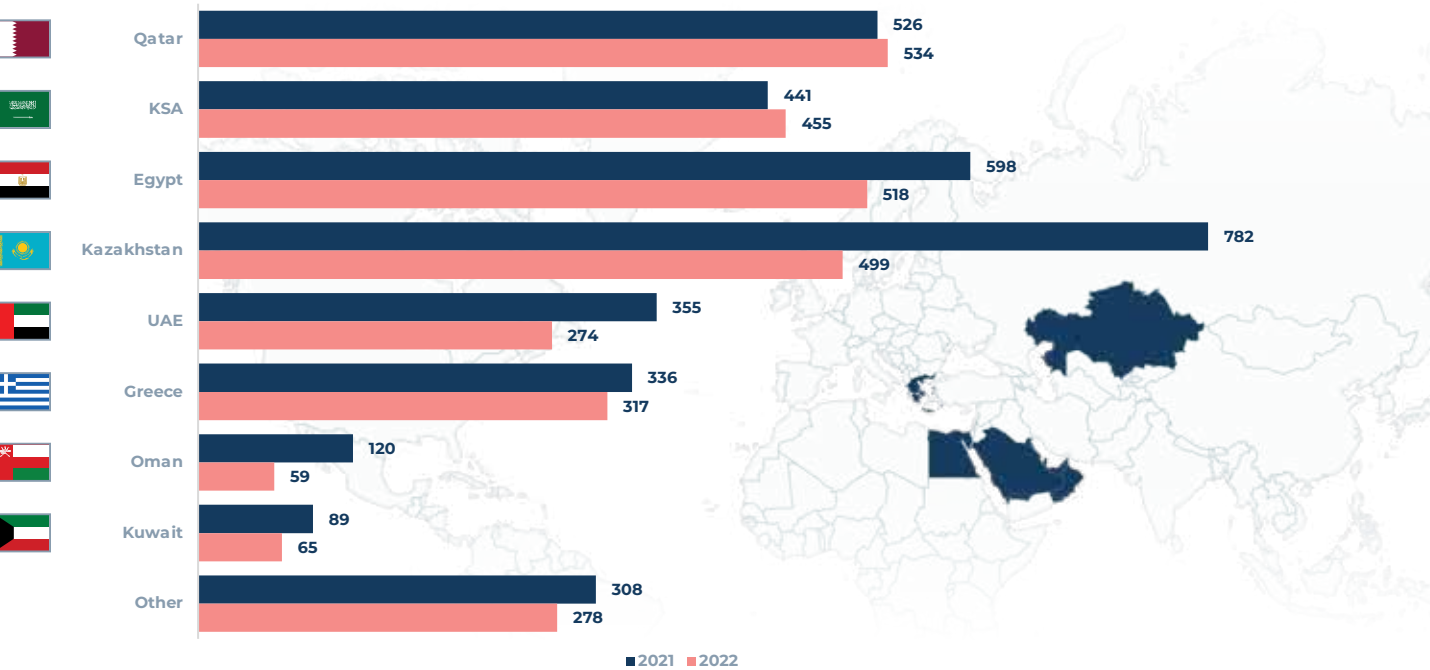
TOTAL WORKFORCE



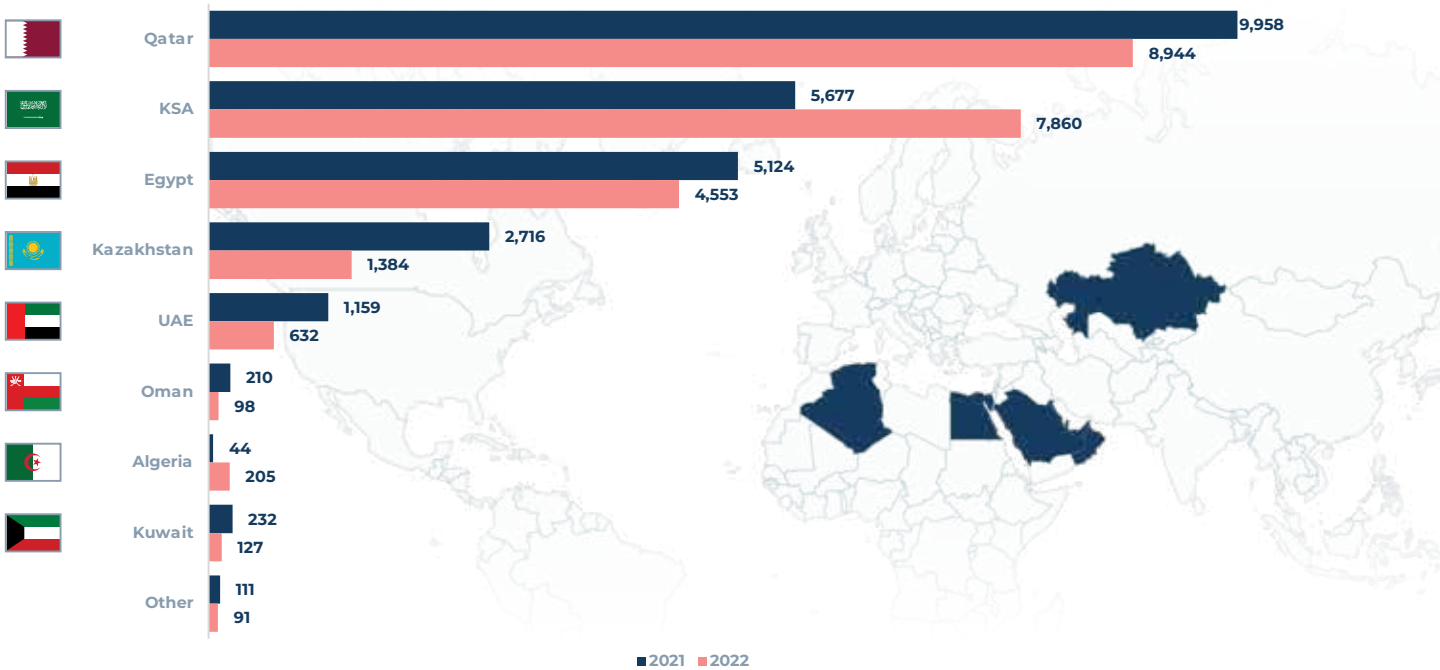
TECHNICAL STAFF



MANAGEMENT & COMMERCIAL STAFF



SKILLED/UNSKILLED LABOUR

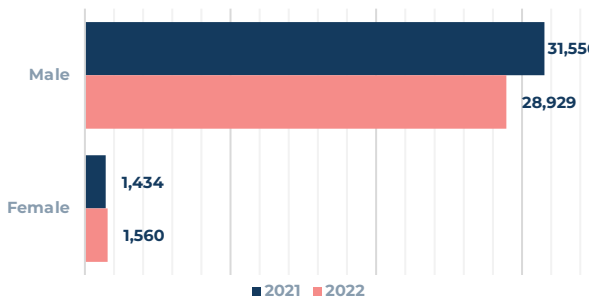


HUMAN RESOURCES

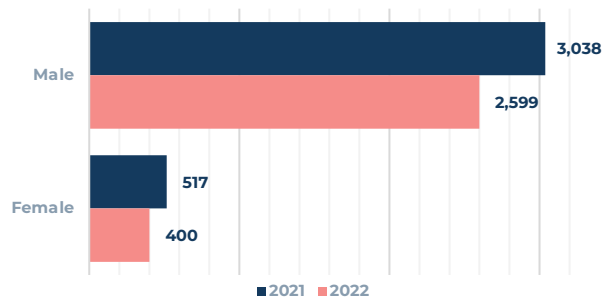
Gender

WORKFORCE BREAKDOWN

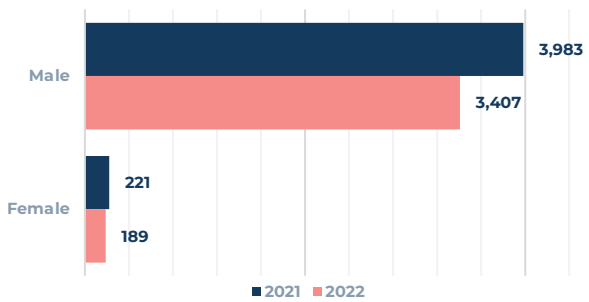
TOTAL WORKFORCE



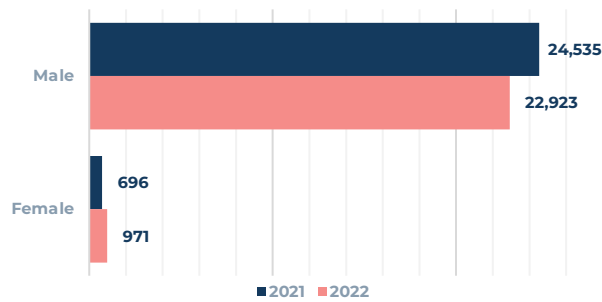
MANAGEMENT & COMMERCIAL STAFF



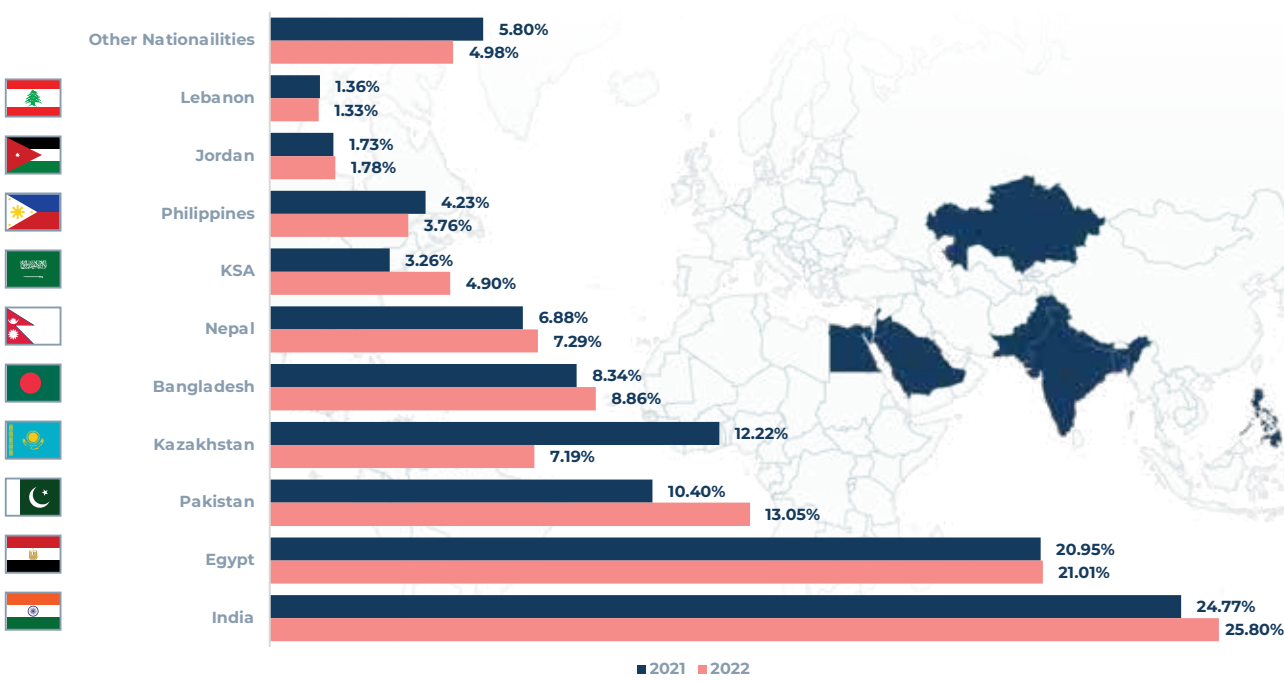
TECHNICAL STAFF



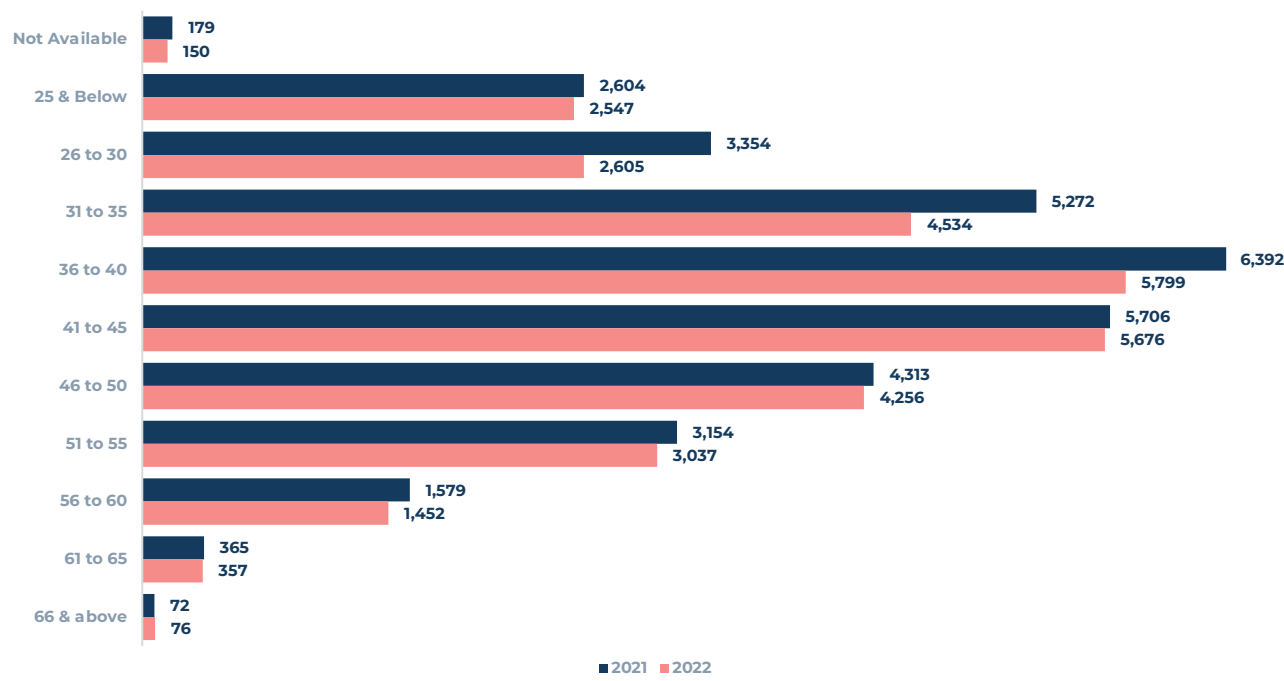
SKILLED/UNSKILLED LABOUR



NATIONALITIES



STAFF AGE GROUPS



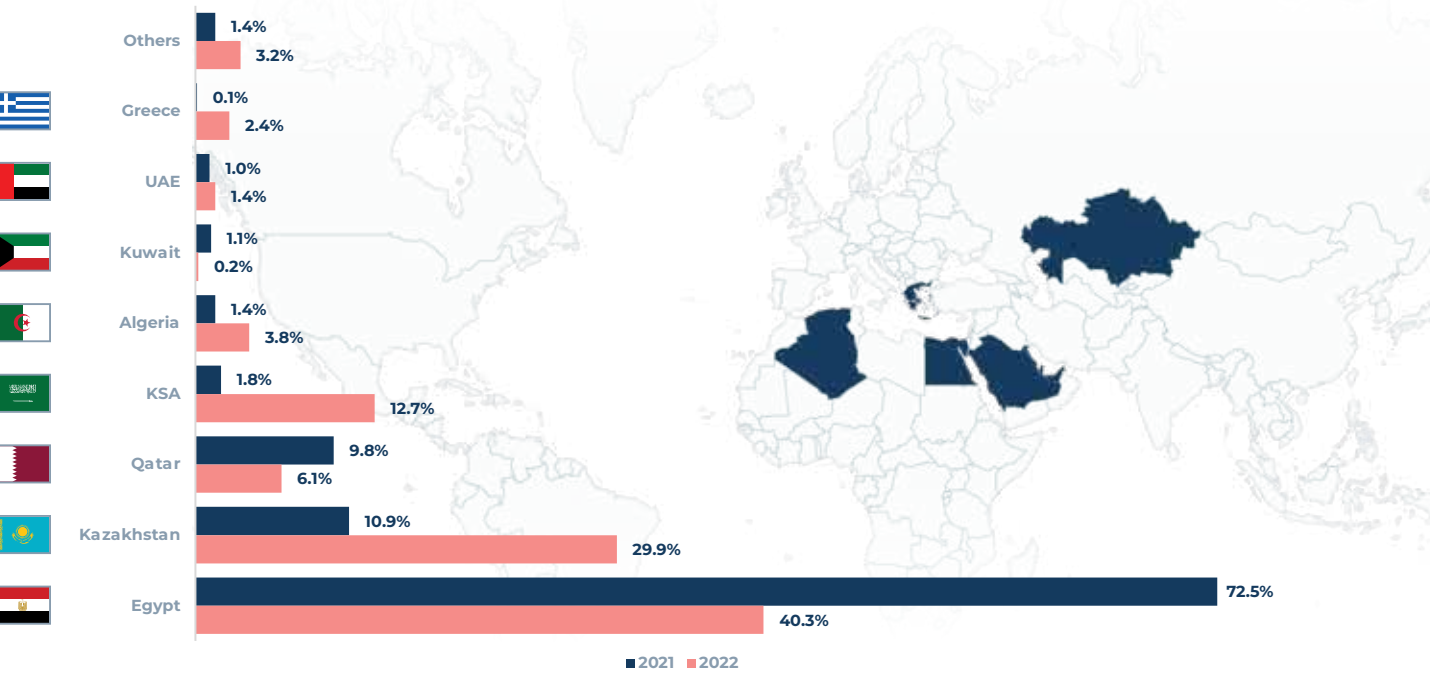
HUMAN RESOURCES

POLICIES

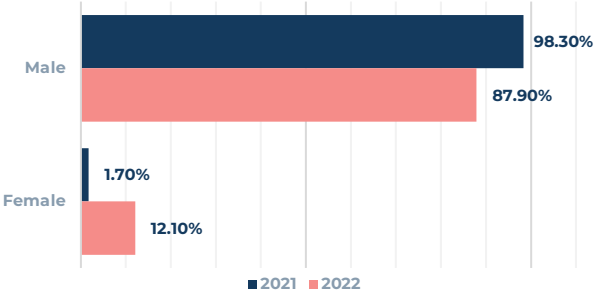
New Hires

WORKFORCE BREAKDOWN

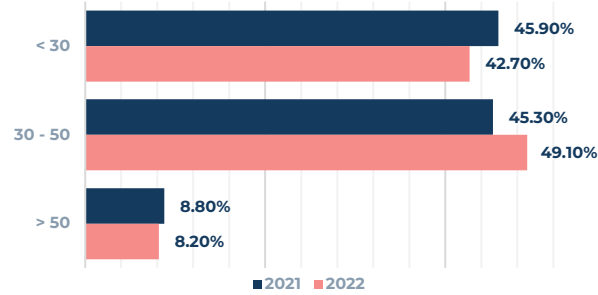
TOP COUNTRIES (%)



GENDER (%)



AGE GROUPS (%)



As part of CCC HR Policy, all staff are hired on full time basis. No staff is hired on temporary or part-time contracts. Staff are provided Company's benefits commensurate to their level or as required by the local labour laws when such benefits are not part of the Company's policies. The following benefits are currently being provided to staff in all locations: medical insurance, accident insurance, workmen's compensation, parental leave (where applicable by law). In principle, where the parental leave is required by law, all married employees are entitled to it.

PARENTAL LEAVE (2021-2022)		PERCENTAGE OF EMPLOYEES RETURNED AFTER PARENTAL LEAVE	PERCENTAGE OF EMPLOYEES STILL ACTIVE AFTER ONE (1) YEAR OF RETURNING FROM PARENTAL LEAVE (2021-2022)	
MALE	FEMALE		MALE	FEMALE
149	79	100 %	87%	84%

For the employees, any HR related change can take as little as one-month notice prior to implementation, depending on the change. However, certain notice periods may be dictated by contractual and legal requirements such as notice of termination of employment which can vary, depending on the maximum period allowed by law as stipulated in the contract of service. Employees receive regular feedback on their performance and development. The statistics show the percentage of employees based on gender that received performance and development reviews.

YEAR	2021	2022
FEMALE	61%	59%
MALE	71%	76%
OVERALL TOTAL	71%	75%

- **Employee Notification and Feedback:** At CCC, transparency and communication with employees are highly valued. HR changes usually require a notice period of at least one month, varying depending on the nature of the change and legal requirements. Notice periods are determined by both legal limits and contractual agreements.
- **Performance Evaluation and Feedback:** We are committed to fostering a culture of continuous improvement and development among our employees. Regular feedback on performance and development is provided to all employees. The statistics show the percentage of employees based on gender who received performance and development reviews.
- **Zero Tolerance for Child Labor and Enslavement:** CCC strictly prohibits child labor and enslavement, adhering to local and international laws, including UN standards. Our processes ensure accurate verification of age and social status to prevent exploitation and falsification of documents.
- **Ethical Commitment:** Our commitment to sustainability and ethical business practices is embedded in our "Core Values, Guiding Principles & Code of Practice", our "Ethics & Compliance Manual", and our "CCC Sustainability Policy". Any form of human exploitation directly contradicts these fundamental tenets that shape our operations.
- **Supplier Engagement and Compliance:** We only collaborate with suppliers, vendors, subcontractors, and partners committed to human rights, complying with laws, regulations, and audits, including facility and staff access. Contract terms allow termination for unsatisfactory performance.

At CCC, we are committed to ensuring that our HR policies uphold the highest standards of integrity, transparency, and respect for human rights. These policies not only reflect our values but also contribute to building a sustainable future for all.

In the context of construction, favourable work conditions significantly relate to:

- Good worker accommodation facilities.
- Clean food and proper hygiene.
- High quality safety standards on our project sites.

HUMAN RIGHTS

CCC consistently embraces fundamental human rights principles pertaining to work ethics and is committed to cultivating a culture centred on respect, diversity, and equal opportunities. These principles are deemed crucial not only to everyday life but also integral to the company's business ethos.

CCC's commitment to respecting and safeguarding internationally proclaimed human rights includes, but is not limited to:

- Upholding the **United Nations Universal Declaration of Human Rights** (UDHR).
- Adopting the principles outlined in the **United Nations Global Compact**.
- Complying with all relevant local employment and labour laws.
- Adhering to rigorous **Occupational Health and Safety** (OH&S) directives and procedures tailored to specific projects.
- Actively promoting diversity and ensuring fair employment opportunities for all.

By incorporating these principles into its operations, CCC demonstrates a dedication to ethical business practices and the well-being of its employees, fostering an inclusive and respectful work environment.

In our induction training for new hires, as well as in our **Ethics & Anti-Corruption training**, we place a significant emphasis on reinforcing **CCC's Core Values** and promoting the utmost respect for human rights. These training programs serve as integral components of our onboarding process, ensuring that every new team member is well-acquainted with and aligns with CCC's foundational principles.



By incorporating discussions on Core Values and human rights respect into our training initiatives, we aim to instil a strong ethical foundation within our workforce. This commitment reflects CCC's dedication to fostering a workplace culture that upholds integrity, values diversity, and actively respects the rights of every individual.

Through these training efforts, we seek to cultivate a cohesive and responsible team that embodies our organizational values.



POLICIES

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.

Respecting Human Rights Principles: As set out in the United Nations Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

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:

- Employees
- Local Communities
- Supply Chain



TRAINING & DEVELOPMENT

CCC prioritizes nurturing a skilled and driven workforce to achieve its strategic objectives. Through robust training and development programs, CCC focuses on enhancing employees' job proficiency and supporting their personal growth. Despite the challenges posed by COVID-19 in 2021 and 2022, CCC remained committed to conducting tailored internal training sessions, emphasizing management, leadership, and technical skills.



This dedication underscores CCC's ongoing efforts to strengthen its workforce's expertise across various domains. Additionally, as a **Global Registered Education Provider** for the **Project Management Institute**, CCC offers in-house training aligned with the **Project Management Professional (PMP)** exam certification, enabling participants to earn internationally recognized credits known as **Professional Development Units (PDUs)**.



LAUNCHING OF CCC's KNOWLEDGE MANAGEMENT PORTAL "FANOUS"

A diverse array of specialized webinars was launched and conducted via CCC's Knowledge Management platform, "**Fanous**." These sessions were led by industry experts, many of which integrated valuable insights and case studies derived from CCC projects. The objectives of Fanous were:

- Gather existing knowledge in CCC and establish best practices/ methods.
- Learn from our past mistakes.
- Save people from wasting their time in preparing documents that others have already developed.
- Connect CCC staff with company experts.
- Provide staff with access to different points of view on a given subject.
- Build a culture that encourage and promotes innovation.
- Establish timely feedback system from sites back to MOA.
- Support improvements in Quality & Productivity.



TRAINING & DEVELOPMENT

PARTNERSHIP WITH COURSERA

In fulfilment of the vision of CCC's leadership, the Company's commitment to its **Founding Fathers' Core Values**, and its **Digital Transformation Strategy**, in early 2021, CCC signed a one-year pilot partnership with **Coursera** to complement the existing set of in-house training and webinars that have been in place for many years.

The objective of this partnership was twofold:

- To provide e-learning opportunities to up to 500 of CCC's engineers and non-engineers across the group, with a target of completing at least 1,500 courses in various subjects.
- To host on the Coursera platform, in the form of "CCC authored courses", some of CCC's internal training courses.



coursera

2,345

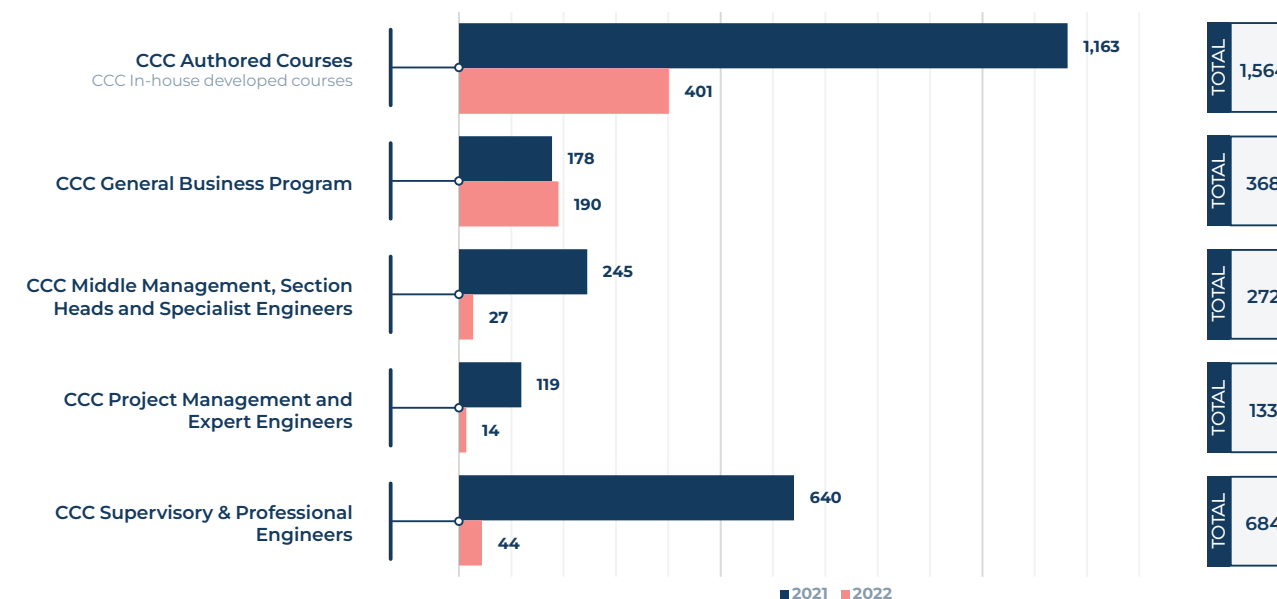
2021

THROUGHOUT THE TWO YEARS, **4,277** CCC EMPLOYEES COMPLETED OVER **20,000** OF TRAINING ON COURSERA

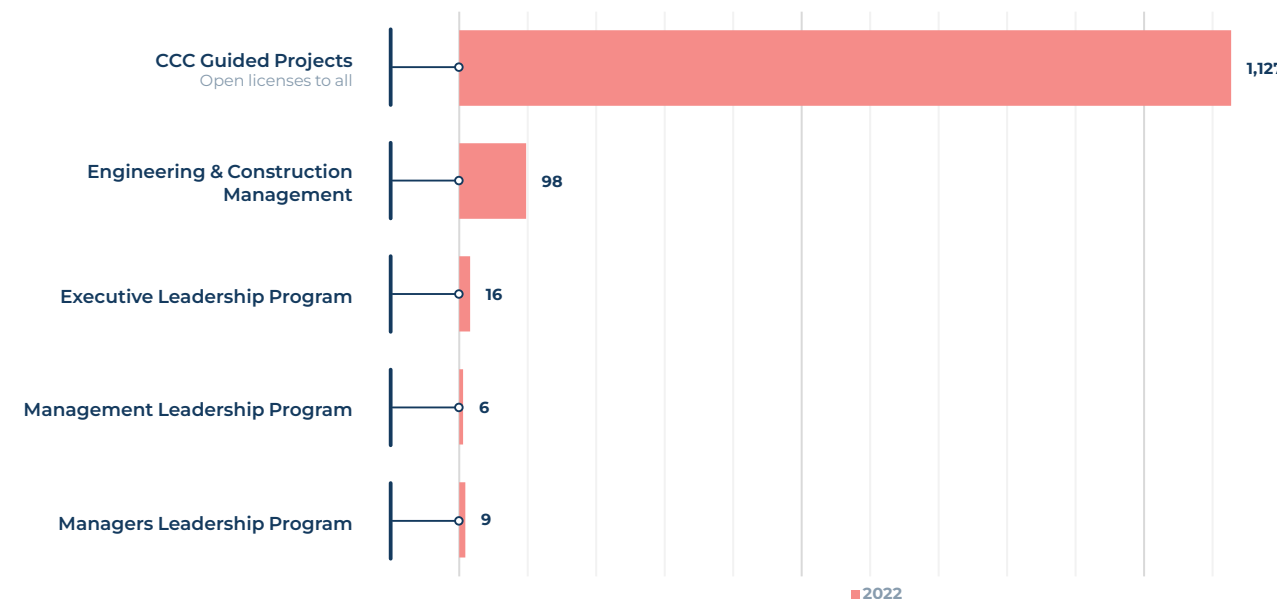
1,932

2022

PROGRAMS, 2021-2022

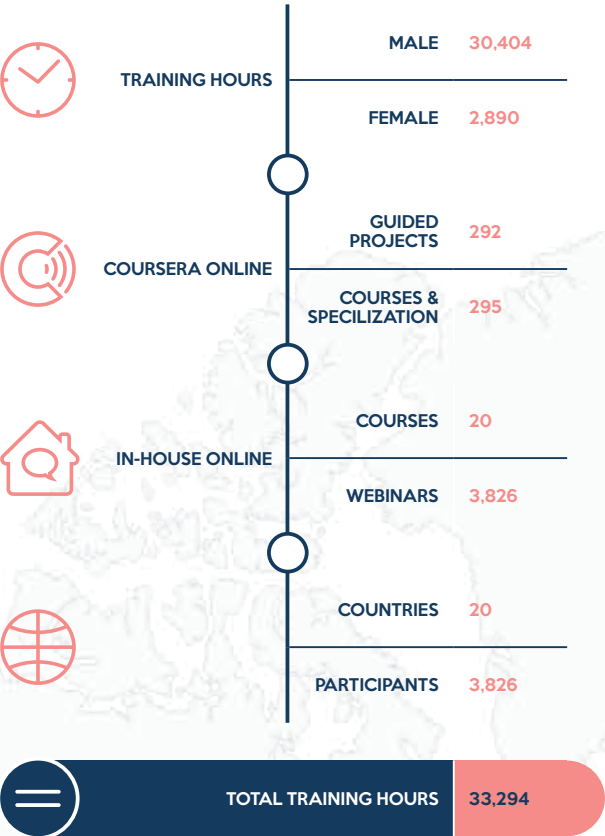


PROGRAMS, 2022



TRAINING & DEVELOPMENT

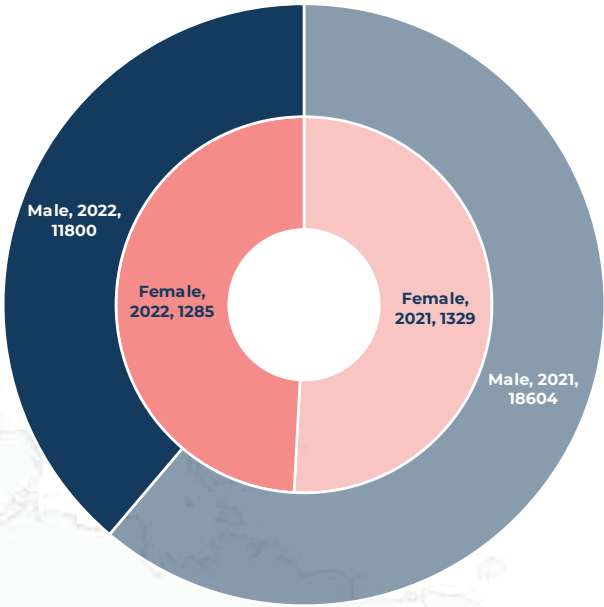
CCC's INHOUSE COURSES & WEBINARS



Over the past 19 years, CCC has upheld its standing as an **Authorized Training Partner (ATP)** for the **Project Management Institute (PMI)**. As a result, CCC's in-house training sessions covering areas like Risk Management, Productivity, Planning, and various other topics are aligned with the preparation for the **Project Management Professional (PMP)** exam certification. These courses enable CCC participants to accrue **Professional Development Units (PDUs)**, internationally recognized credits meeting the prerequisites set by PMI for credential holders.

Not only will CCC continue to seek e-learning as a tool to upskill and reskill its core staff through courses and specializations with contents specific to CCC. It will also count on the continued commitment and dedication of staff towards their own self-development in ensuring that the e-learning achieves the benefits intended for their advancement, progression, and becoming the future leaders of the Company.

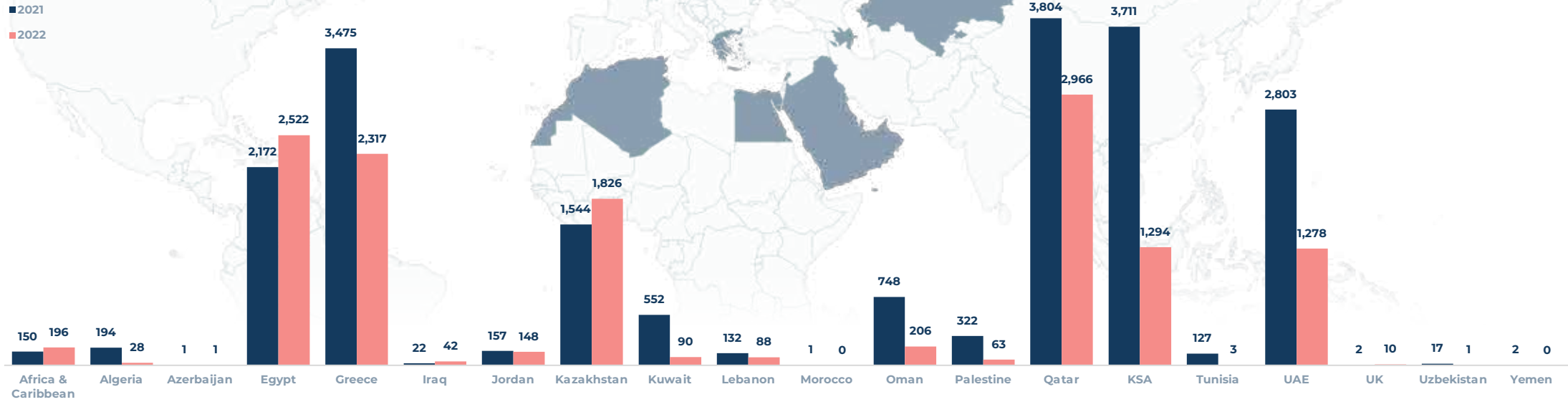
TRAINING HOURS BY GENDER



TRAINING HOURS PER EMPLOYEE (2021-2022)



TRAINING HOURS IN TERMS OF COUNTRIES, 2021-2022



PROJECT MANAGEMENT

- Risk Management
- Planning & Scheduling
- Productivity Improvement In Construction
- Project Definition Rating Index (PDRI)
- Integrated Proj. Risk Assessment (IPRA)
- Delay Analysis Methodologies
- Disruption and Contentious Issues
- Construction Project Delivery Systems
- Construction Project Planning, Scheduling, and Control
- ECRI Engineering & Construction Risk

PERSONAL DEVELOPMENT

- Modern Public Speaking & Presentation Skills
- Effective Time Management Skills
- Motivation Skills for Managers
- Critical Problem Solving Skills
- Critical Problem-Solving Skills & Decision Making
- Negotiation Skills
- Public Speaking & Presentation Skills
- Motivation Skills
- Time Management
- Problem Solving & Decision Making
- Good to Great
- Team Building Skills
- Effective Communication Skills
- Advanced Emotional Intelligence (EQ)
- Emotional Intelligence

LEADERSHIP

- Leadership Skills (AR)
- Creating a High-Performing Team

DESIGN

- Value Engineering
- Value Engineering in Construction
- BIM Applications and Best Practices

CONSTRUCTION CONTRACTS

- Contract Administration
- Contracts, Important Legal Issues
- Subcontractors' Management
- Contractual Perspective of Claims

ETHICS

- Audit & Fraud Investigation
- Ethics & Compliance Induction

WOMEN

EMPOWERMENT

CCC's Women Empowerment Initiative, launched in 2018, aligns with **global development goals**, emphasizing women's empowerment as vital for sustainable development.

The initiative includes top management support, affirmative actions, policy formulation, and awareness-raising efforts to promote gender diversity. CCC is dedicated to creating an inclusive environment for female employees, recognizing their valuable contributions. The journey towards empowering women is ongoing, with plans to involve more women, provide comprehensive training, and promote their presence in leadership roles, aiming for a more inclusive and empowering organizational environment.

SUSTAINABILITY
WEBINARS

Throughout 2020 and 2021, we sustained our series of webinars focused on sustainability. These sessions provided valuable training opportunities, showcasing insights from industry-leading experts who shared their perspectives with CCC on sustainable solutions within the construction sector.

- 3D Printer Technology
- LEED for Construction Projects
- Alternative Energy Innovations
- High Efficiency HVAC Systems
- Utility scale low-cost thermal solution
- Environmental services
- Sustainable Construction solution (Glazing Work)



- CCC **Women's Empowerment Forum** established, gathering feedback from members.
- Conducted an **Employee Satisfaction Survey** targeting women to understand their perspectives, emphasizing inclusivity and addressing their concerns.
- Used the **United Nations Women's Empowerment Principles Gender Gap Analysis Tool** to assess gender equality performance and plan improvements.
- Signed the **CCC Human Rights Policy**, committing to equal opportunities, inclusivity, and diversity.
- CCC's Bulletin features articles on "**Women's Empowerment**," showcasing initiatives and shedding light on pertinent topics.
- Celebrated achievements of CCC women on **Green Building** projects for **International Day of Peace**.
- Articles on advancing women's empowerment shared on **CCC's Knowledge Management** platform, "**Fanous**".
- Commemorated **International Women's Day** by honoring and celebrating female employees, affirming their contributions.
- Supported leadership programs for women through corporate social responsibility initiatives, such as the **Women Research Leadership Program**, facilitated by the **African Research Excellence Fund (AREF)**.

GREECE
**RACE
FOR THE
CURE**

άλμα
ωής

AREF
Africa Research
Excellence Fund



In 2022, CCC launched the **Economic Empowerment for Saudi Women Project**, a collaborative initiative with **Education for Employment (EFE)**.

This project culminated in the successful completion of the **Workplace Success Program**, benefiting **25 young women** who received training and placement in various sectors. CCC has also been actively involved in initiatives such as **Building Resilience** and **Self-Reliance of Young Women Farmers** in Minya, Egypt.

Furthermore, CCC has supported the **Zhurekke Fund** (Hearth to Heart Fund), contributing to women's empowerment through **Education for All** and the **empowerment of vulnerable women** in Kazakhstan.

Additionally, CCC annually participates in the **Race for the Cure**, a global event organized by the **Hellenic Association of Women with Breast Cancer "Alma Zois"** in Athens. This participation reflects CCC's commitment to raising awareness about breast cancer and generating funds for its prevention.

The company's multifaceted approach to women's empowerment underscores its dedication to making a positive impact on various fronts. CCC's commitment to endorsing and actively participating in such initiatives underscores its dedication to advancing women's leadership capabilities and making substantial contributions to their success across various professional domains.





GOVERNANCE



CORPORATE STRUCTURE

CCC's **organizational framework** is shaped by its **Board of Directors**, the apex governing entity of the company.

In line with best practices in **Corporate Governance**, the **Board supervises the Group's structure and business management**. Serving as **guardians of the company's assets**, the Board members, through their strategic choices, **guarantee the evolution and consistent expansion** of CCC's **services, market presence, and financial health**.



The **Board of Directors** supervises the operations of CCC, ensuring they prioritize the company's best interests and those of its stakeholders.

The deep-rooted family ownership of CCC, combined with their dedication to the Group, reinforces the **Company's Value**. This commitment not only preserves the longstanding reputation and profitability of our organization but also protects its legacy.

Our foundational tenets -encompassed by our **Core Values, Guiding Principles, and Code of Practice**- mandate that every company action is executed with utmost honesty, integrity, and in strict adherence to the law.

Our approach to Risk Management bolsters our Corporate Governance, reinforcing the oversight of our Board and enriching the decision-making process. Foremost, we uphold a robust ethical stance, with an unwavering stand against bribery and corruption.

BOARD OF DIRECTORS



SAMER S. KHOURY

■ Chairman

Mr. Khoury is active in many economic institutions around the world. He serves as the Chairman of **Palestine Electric Company**.

Mr. Khoury is a board member of more than 28 regional and internationally renowned organizations and Arab and international institutions operating in the field of economics.

Mr. Khoury holds a **Master's** degree from the **University of Southern California** and a **Bachelor's** degree in **Civil Engineering** from **California State University** in the United States.



WAEI S. KHOURY

■ Board Member

Mr. Wael Khoury serves as a Member of the **Board of the CCC Group** and as **President of Petroleum and Minerals**. In addition to his role within CCC.

Mr. Khoury is a Director of a number of companies in the financial, insurance, investment and water sectors. He also plays a part in the charity sector, in particular as a **Director of the Antiochian Orthodox Society** of Great Britain.

Mr. Wael Khoury holds a **Master's** degree in **Engineering Administration** from **George Washington University** in Washington D.C. and a **Bachelor's** degree in **Civil Engineering** from the **California State University** in the United States.



SUHEIL H. SABBAGH

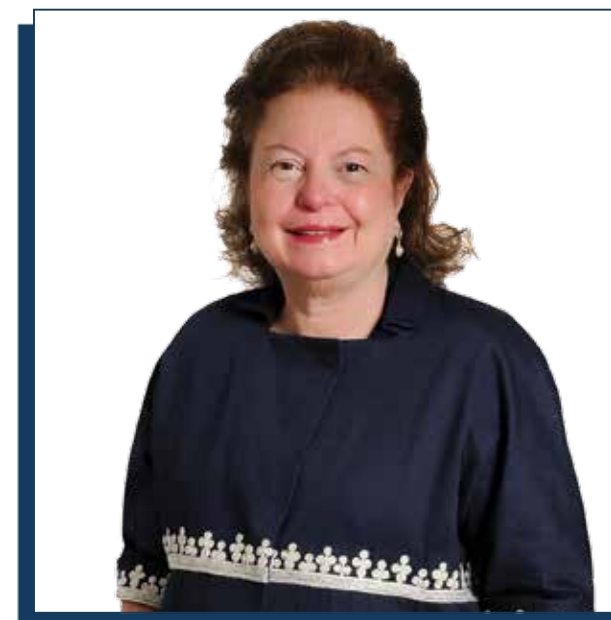
■ Board Member

-Mr. Suheil Sabbagh is currently **President of the Human Resources Group** and a **Managing Partner at Consolidated Contractors Company**.

Mr. Sabbagh continuously contributes to the decision making processes necessary for the continued growth, expansion and diversification of CCC. Additionally, Mr. Sabbagh is recognized for continuing the **humanitarian** and **social welfare contributions** initiated by his late father.

He is the **Chairman of the Board of Education** at the **American Community School** in Athens. He is a member of the **UNESCO World Federation of Engineers**, a contributing member to the **Executive Board for Lion's Club**, Athens and a member of the **Jordan Young Presidents Organization**.

Suheil H. Sabbagh holds a **B.Sc. in Computer Science** from **Webber University**, USA.



SALWA S. KHOURY

■ Board Member

Salwa Khoury is an **Adjunct Associate Professor of Economics and Finance** at the **American University** in Dubai.

She received her **Ph.D. in Economics** from the **University of California**, Davis. Her speciality is money and banking. She has lived in the United Arab Emirates since 1987. Salwa Khoury has taught economics at the **Centre for American Education** in Dubai, and at the **Emirates Banking Institute** in Sharjah.

She has taught **economics** courses and **finance** courses at the **American University** in Dubai for more than twenty years. Currently, she is teaching two finance courses at the American University in Dubai. Salwa Khoury is a member of the **Board of Trustees of Balamand University**, Lebanon, and a member of the **Board of Regents of Bethlehem University**, Bethlehem.

BOARD OF DIRECTORS



TAIMA S. KHOURY-KAWAR

■ Board Member

Mrs. Taima graduated with a **Bachelor of Science** degree in **Finance** from **California State University** and received a **Master's** degree in **Business Administration** in 1989. She worked as a **Financial Controller** for private investments of the Khoury Family from 1990 until 2002.

Mrs. Taima is on the Board of the following institutions:

- **King Hussein Cancer Foundation** and the **Royal Art Gallery**.
- Member of the **Board of Trustees** of both **Jordan River Foundation** and **The Welfare Association**.
- **President of Jordan Education for Women Empowerment and Learning Society (JEWELS)**.
- **Board Chairwoman of the Education for Employment Jordan** (EFE Jordan) from 2010 until 2014 and she is currently a member of the Board.



NAZIH ABDUL KADER

■ Representing "DANA CCC SAL"

Nazih has a long journey of over 45 years in the construction industry all of which has been in different capacities from projects management to executive management in various countries. Throughout his career, he carried out major mega projects in various **infrastructure schemes, health care, major urban developments** and **world-scale energy** projects.

Nazih Abdul Kader serves on the **Board of Trustees of Lebanese School Qatar LSQ, AUB Alumni Qatar Chapter, Advisor** and a **Member of AACE**.



HANI ALI

■ Representing "SAFAD HOLDING SAL"

Mr. Hani Ali graduated from the **American University of Beirut**, Lebanon, in 1969 with a **Bachelor of Engineering (Electrical)** degree.

Mr. Ali joined CCC in July 1969 and assumed various responsibilities in Jordan, Kuwait, Lebanon and Libya.

Mr. Ali was in charge of **IMCO** (a CCC sister company) for the maintenance of the Instrumentation and **Control Systems of the Oil Fields Installations** of Kuwait Oil Company before being transferred in 1979 to the CCC Main Office in Greece.

Mr. Ali established the **Electro-Mechanical Dept.**, the **Electrical & Instrumentation** construction capabilities of CCC, the **Central Procurement Dept.** and the **Plants Engineering Dept.** for the Engineering, Procurement and Construction of Oil & Gas projects.



ABDEL HALIM RATEB

■ Representing "AL BAHI SAL"

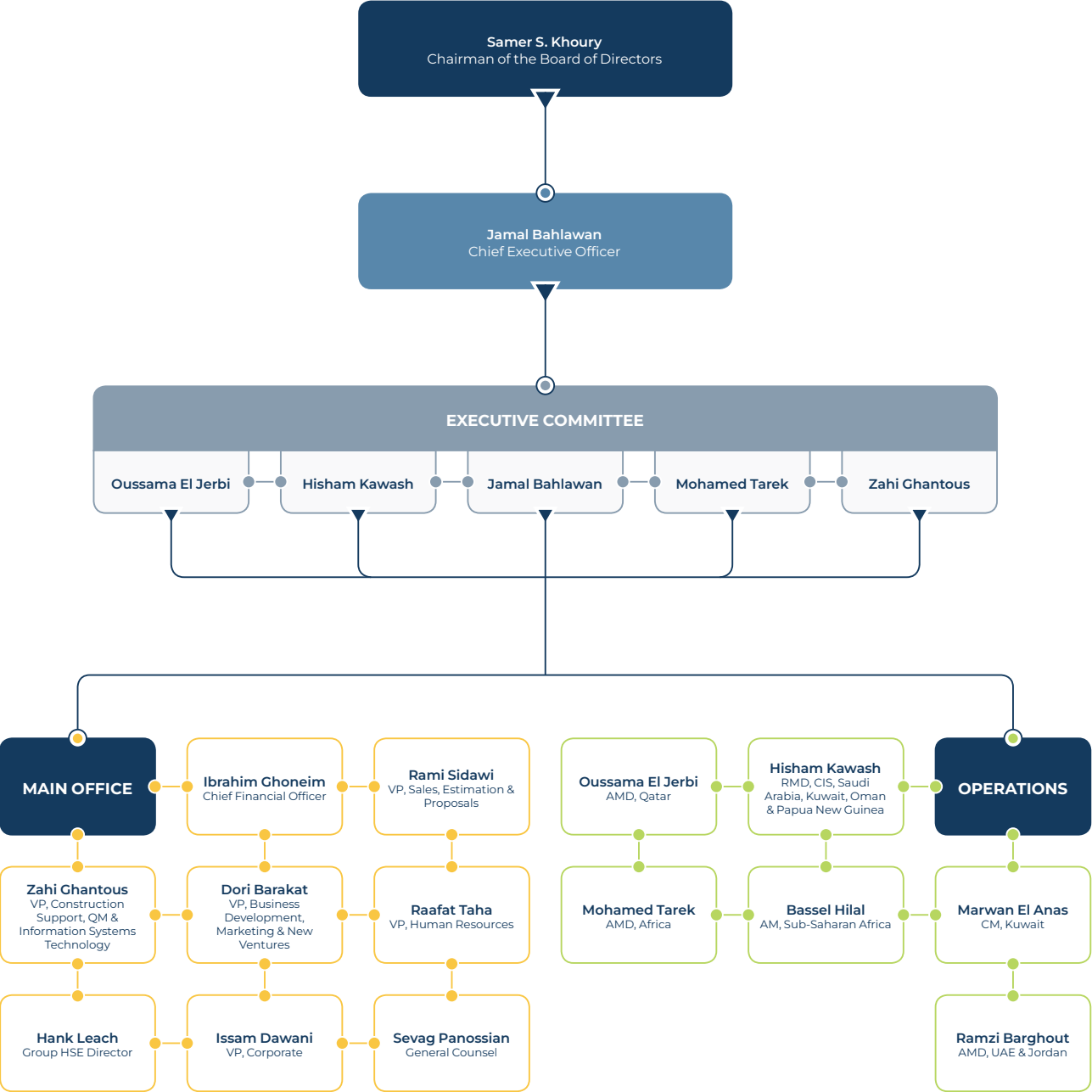
Mr. Rateb joined CCC in 1976 in Kuwait. Throughout his 45-year journey with CCC, Mr. Rateb undertook several responsibilities covering site and office senior roles.

His last post prior to joining the CCC Board of Directors was **Group Vice President - Budgets, Monitoring & Internal Audits**.

Mr. Rateb holds a **Bachelor of Science** degree in **Civil Engineering** from the **University of Alexandria** in Egypt (1976) - **Faculty of Engineering**.

HIGHEST GOVERNANCE BODY

CCC's GOVERNING COMMITTEES & COMPANY LEADERSHIP



NOMINATION OF HIGHEST GOVERNANCE BODY

The **Nomination** and selection processes for the **Highest Governance Body** and its **Committees** are complex, involving a multifaceted approach to sourcing candidates with diverse backgrounds and skill sets. Internal nominations, external searches, and thorough vetting ensure alignment with the organization's values, objectives, and stakeholder expectations.

Criteria include stakeholder perspectives, particularly from shareholders, to capture diverse viewpoints. Emphasis is placed on fostering diversity among board members, ensuring a mix of experiences and expertise relevant to the organization's sustainability goals.



ROLE OF THE HIGHEST GOVERNANCE BODY

The **Highest Governance Body** and senior executives play a crucial role in guiding the organization toward sustainable development. They actively participate in shaping the organization's purpose, values, and long-term strategies. Engaging with stakeholders, they incorporate diverse perspectives into comprehensive impact assessments. Regular reviews and deliberations integrate findings into strategic planning, policies, and initiatives, demonstrating a commitment to responsible practices.

In overseeing due diligence processes, they engage stakeholders to strengthen them, ensuring alignment with sustainability objectives. Regular reviews assess effectiveness, fostering continuous improvement.

Delegating impact management responsibility, they appoint senior executives and department managers. Reporting mechanisms ensure transparency and accountability, facilitating informed decision-making and driving sustainability efforts.

HIGHEST GOVERNANCE BODY

TRAINING & EVALUATION OF THE HIGHEST GOVERNANCE BODY

The organization actively **enhances the knowledge and skills of its highest governance body** through tailored **training sessions, workshops, and access to resources on sustainable practices and emerging trends**. Participation in forums and collaborations with experts fosters a culture of learning and informed decision-making aligned with long-term sustainability goals.

Robust processes evaluate the highest governance body's performance in overseeing impacts on the economy, environment, and society. Regular reviews, self-assessments, and external evaluations assess effectiveness and guide responsible decision-making. Stakeholder feedback and adherence to governance principles contribute to continuous improvement.

Senior staff undergo **annual performance evaluations**, with bonuses and career paths determined by performance against set targets and **KPIs**. Remedial coaching and training are provided for underperformance, with termination considered in extreme cases of continuous and severe underperformance.



REMUNERATION FOR THE HIGHEST GOVERNANCE

Our remuneration policies undergo periodic revisions to align with market conditions and internal demands. **Corporate HR conducts internal and external studies** to justify revisions or additions, considering short- and long-term cost impact, equitable pay, retention rates, and labor law compliance. HR recommendations are reviewed and approved by Management based on corporate levels of authority.

Standard Remuneration Policies apply to all senior staff levels in each country of operation, covering **fixed pay, performance bonuses, and termination payments compliant with local labor laws**. Senior staff performance is evaluated annually against set targets and **KPIs**, with discretionary bonuses determined by Management paid out in the following year.



CONFLICT OF INTEREST

The organization maintains a robust framework overseen by the **Highest Governance Body** to address **Conflicts of Interest**. Clear policies and procedures are in place for identifying, disclosing, and managing conflicts, supported by regular assessments and training sessions to promote ethical decision-making.

Transparent disclosure of conflicts of interest to stakeholders is a priority, encompassing details on cross-board collaborations, cross-shareholding relationships, controlling shareholders' influence, and related party transactions. This disclosure includes the nature of relationships, associated transactions, and outstanding balances, ensuring stakeholders are well-informed about potential conflicts impacting the organization.



A systematic approach ensures effective communication of critical concerns to the highest governance body. Structured reporting mechanisms promptly communicate identified critical issues, risks, or emerging challenges to the board through regular meetings, reporting sessions, and comprehensive briefings, enabling informed decision-making in a timely manner.



STAKEHOLDER ENGAGEMENT



The Group's approach is to **engage** shareholders by creating **stakeholder maps** in order to categorize them based on their level of influence and interest. Mapping them hierarchically is often helpful in order to define the key stakeholders and how much involvement or consideration they each need.

A stakeholder map typically takes the form of a visual diagram or flowchart. These assist in allocating resources and communication efforts more effectively, focusing on engaging and involving stakeholders according to their impact on the project's stages or outcomes.

The meaningful engagement of the shareholders is achieved by the Regular updates and two-way feedback. Regular project updates and reports are provided in order to inform stakeholders of progress, changes, and upcoming milestones.



REMEDICATION
OF NEGATIVE
IMPACTS

CCC CORE VALUES



The organization takes an accountable and proactive approach to addressing identified negative impacts, committing resources and efforts to their resolution, including financial commitments, resource allocation, and a dedicated remediation team. A multi-tiered grievance system is in place, involving clear processes for identification through direct engagement with affected parties, such as surveys, community meetings, or reporting channels.

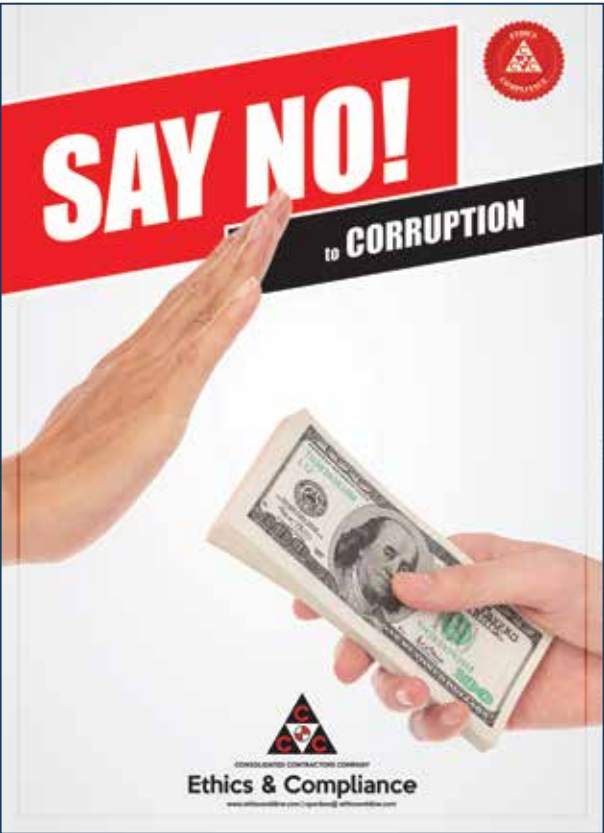
Trained personnel efficiently handle incidents, and participatory problem-solving approaches, including community-led dialogues and mediation sessions, are employed. Stakeholder consultations shape mechanisms' structure, policies, and procedures for inclusivity and effectiveness.

A comprehensive monitoring and evaluation framework assess the efficacy of grievance mechanisms and remediation processes. This includes tracking grievances received, resolution timelines, and satisfaction rates, with stakeholder feedback informing process refinement. Periodic reports showcase specific case studies or success stories resulting from effective grievance redressal efforts.

**NO CRITICAL CONCERNS
OCCURRED OR REPORTED TO
THE HIGHEST GOVERNANCE
BODY DURING THE REPORTING
PERIOD (2021-2022).**

“Founded over seven decades ago, CCC’s corporate spirit is deeply rooted in the personal beliefs of its Founders. Our organizational culture stands out, playing a pivotal role in CCC’s advancement and adaptability. This unique culture permeating CCC is anchored in our set of 17 fundamental values and principles.”

- Integrity, Honesty & Reliability
 - Trust, Transparency & Humility
 - Sense of Belonging & Harmony for all Company Employees
 - We Aim to Be Second to None in All We Do
 - Fairness to all Stakeholders
 - We Respect Hierarchy & Accountability
 - Protecting Human Life is Our Goal
 - We Encourage Innovation
 - We Nourish Long-Term Relationships
- Our Staff is Our Greatest Asset
 - Commitment to Preserve the CCC Family Culture
 - Commitment to the Community
 - Commitment to the Environment
 - Commitment towards Anti-Corruption
 - Commitment to Change for the Better
 - Appreciation of our Staff
 - Commitment to the Development of Future Generations

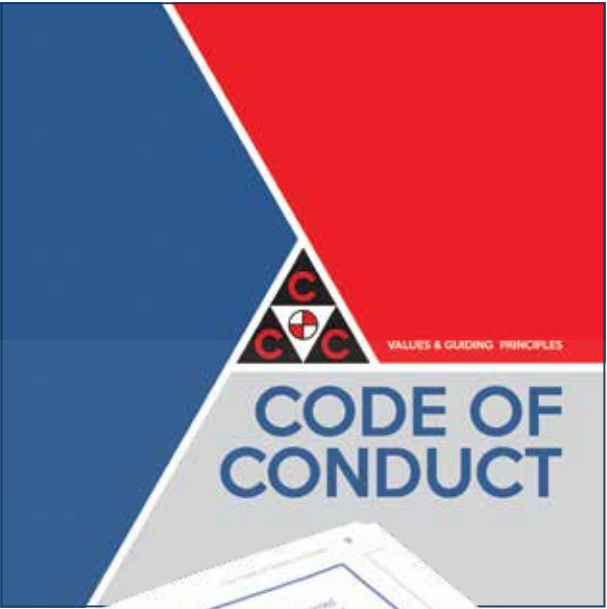


CODE OF PRACTICE

At the heart of CCC's Core Values and Principles lies the **CCC Code of Practice**. This code delineates that all undertakings must be carried out with honesty and integrity, always adhering to the law and any applicable legal stipulations.

CCC is committed to ensuring that every employee is well-acquainted with this code, offering consistent training sessions on corporate ethical protocols and procedures. These sessions also reinforce the moral standards and conduct that each individual is expected to maintain consistently during their tenure.

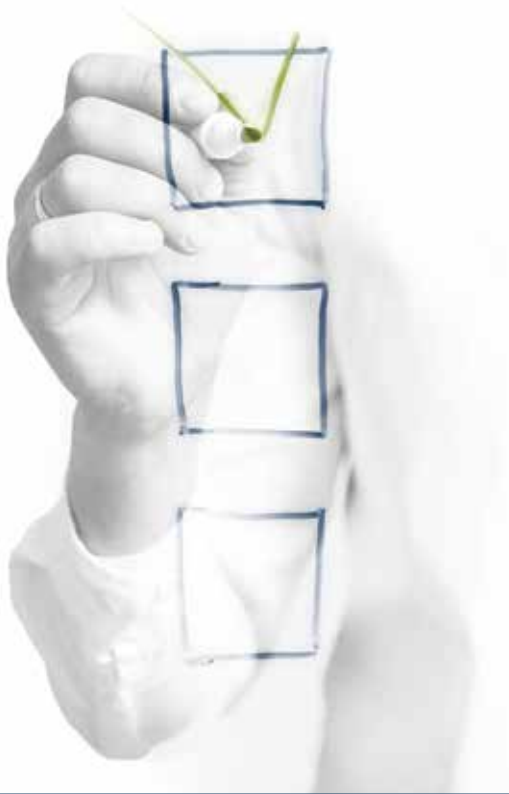
All members of CCC are bound by the company's **Guiding Values, Principles**, and the **Code of Practice**. Non-compliance or breach of our policies may result in disciplinary measures, up to and including potential termination.



“GOLDEN RULE” THE RULES OF CONDUCT SUPPORT POSITIVE CHANGE

CCC's “Golden Rules” emphasize the importance of **Ethics and Compliance**, centring on **principles of honesty, integrity, competence, respect, and responsibility**. While severe violations of these rules could lead to disciplinary measures, minor discrepancies can be addressed and rectified in-house. At CCC, we exemplify ethical behaviour across all facets of our operations and offer guiding principles as a bedrock for ensuring trust and effectively aligning with stakeholder expectations.

▼ The Foundational Principles that encapsulate CCC's “Golden Rules”



RESPECT

We treat everyone with respect.



INTEGRITY

We act with integrity and comply with our work obligations honestly.



KNOWLEDGE

We only undertake work that we have the knowledge, skills, and resources to carryout.



ACCOUNTABILITY

We show Accountability through taking responsibility for our actions and act to deter wrongdoing.

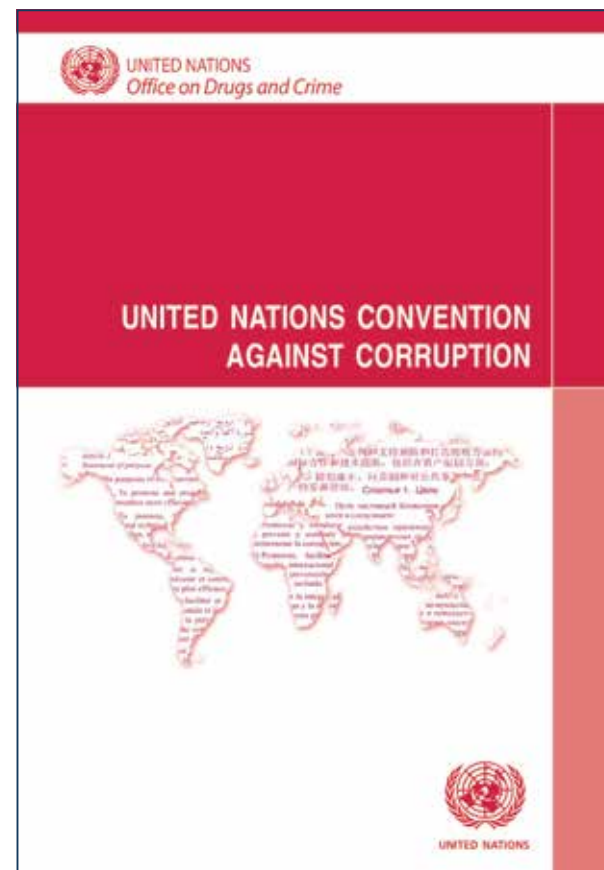
PROFESSIONAL ETHICS & ANTICORRUPTION

Prioritizing **Ethics Compliance** is fundamental to CCC's operational approach.

Among CCC's **17 Core Values and Guiding Principles**, as outlined in its **Code of Practice**, stands a steadfast commitment to anti-bribery and anti-corruption measures. CCC's dedication to these principles is encapsulated in its **Legal Management Manual**, the **Ethics & Compliance Manual**, which showcases the company's resolve to root out bribery and corruption from its global operations.

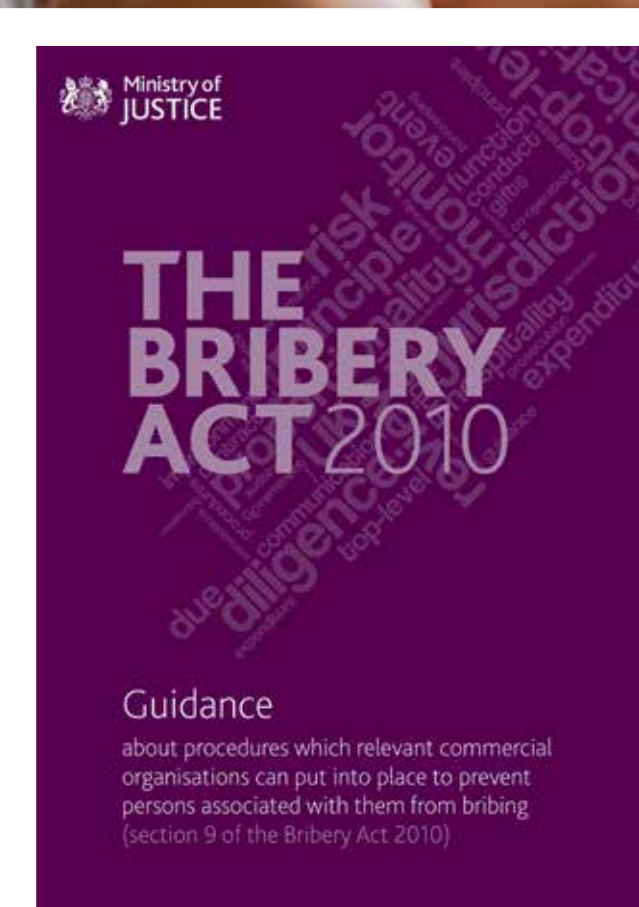
Furthermore, this commitment is not limited to CCC alone; every agent, consultant, representative, and other third-party affiliates are bound to adhere to the anti-corruption regulations pertinent to the countries we operate in. Furthermore, we affirm our dedication to combating corruption by upholding the following commitments:

- 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 Bribery
- The Pearl Initiative
- The US Foreign Corrupt Practices Act (FCPA), 1977
- The OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1999



PROFESSIONAL

ETHICS & ANTICORRUPTION

“Throughout the years, we sustain our dedication to upholding integrity by training thousands of our global management, commercial, and technical teams on ethical practices and anti-bribery and anti-corruption policies.”

In its relentless pursuit of global excellence, CCC takes proactive steps to communicate its anti-corruption and ethics policies to all the countries of its operation, ensuring a unified commitment to integrity across diverse landscapes.



Recognizing that effective communication is key, CCC has implemented a comprehensive strategy to disseminate these crucial policies to the management of each country of operation and to each CCC employee.

Recent statistics given below proudly highlight the success of these efforts, revealing that CCC has successfully communicated its anti-corruption and ethics policies to **73.6%** of management staff in various areas of operation.

ETHICS & COMPLIANCE GOVERNANCE AREA MANAGEMENT COMMITMENT				
Region	Communicated	Acknowledged	Completed	Percent (%)
CIS	248	192	178	72 %
EU	390	310	305	78 %
ASIA	2	1	1	50 %
AFRICA	35	31	31	89 %
GCC	1416	1148	1130	80 %
MENA	706	465	414	59 %
TOTAL	2797	2147	2059	73.6 %



TRAINING PROGRAM

These statistics in terms of employee category is given in the table below. These statistics not only underscore CCC's commitment to a standardized ethical framework but also demonstrate the company's dedication to instilling a culture of integrity and accountability at every level of its operations worldwide.

ETHICS & COMPLIANCE GOVERNANCE INDIVIDUAL COMMITMENT					
Region	Employee Category	Communicated	Acknowledged	Completed	Percent (%)
AFRICA	Supervisory & Professionals	15	13	13	87 %
	Senior Staff	6	6	6	100 %
	Clerical & Technical Support	7	6	6	86 %
	Management	6	5	5	83 %
	Top Management	1	1	1	100 %
CIS	Supervisory & Professionals	132	98	90	68 %
	Senior Staff	76	63	60	79 %
	Clerical & Technical Support	27	18	15	56 %
	Management	11	11	11	100 %
	Top Management	2	2	2	100 %
EU	Supervisory & Professionals	86	62	61	71 %
	Senior Staff	148	129	126	85 %
	Clerical & Technical Support	96	69	69	72 %
	Management	44	38	37	84 %
	Top Management	16	12	12	75 %
GCC	Supervisory & Professionals	557	438	435	78 %
	Senior Staff	454	387	378	83 %
	Clerical & Technical Support	289	222	217	75 %
	Management	103	88	87	84 %
	Top Management	13	13	13	100 %
MENA	Supervisory & Professionals	282	165	140	50 %
	Senior Staff	246	175	161	65 %
	Clerical & Technical Support	107	68	58	54 %
	Management	67	54	52	78 %
	Top Management	4	3	3	75 %
ASIA	Senior Staff	1	1	1	100 %
	Clerical & Technical Support	1	0	0	0 %
TOTAL		2,797	2,147	2,059	73.6 %

PROFESSIONAL

ETHICS & ANTICORRUPTION

CCC has extended the reach of its anti-corruption and ethics policies to encompass its network of suppliers and subcontractors. CCC has effectively communicated the policy an outstanding **99.9%** of its suppliers and subcontractors, ensuring that the entire supply chain aligns with the company's high standards of integrity. By engaging with external partners on these crucial policies, CCC not only establishes a collective commitment to ethical conduct but also contributes to fostering a broader industry culture that values transparency and accountability.



ETHICS & COMPLIANCE GOVERNANCE

GOVERNANCE BODY MEMBERS

Region	Communicated	Acknowledged	Completed	Percent (%)
CIS	7	5	3	43 %
EU	41	25	17	41 %
AFRICA	2	1	0	0 %
GCC	29	16	10	34 %
MENA	4	3	2	50 %
TOTAL	83	50	32	38.6 %



ETHICS & COMPLIANCE GOVERNANCE

BUSINESS PARTNERS

Region	Business Partner	Communicated	Acknowledged	Completed	Percent (%)
AFRICA	Supplier/Vendor	2	2	2	100 %
	Subcontractor	4	4	4	100 %
CIS	Supplier/Vendor	20	20	20	100 %
	Subcontractor	5	5	5	100 %
EU	Supplier/Vendor	22	22	22	100 %
	Subcontractor	5	5	5	100 %
GCC	Supplier/Vendor	725	724	724	100 %
	Subcontractor	114	113	113	99 %
	Other	7	7	7	100 %
MENA	Supplier/Vendor	335	335	335	100 %
	Subcontractor	60	60	60	100 %
	Other	1	1	1	100 %
ASIA	Supplier/Vendor	26	26	26	100 %
	Subcontractor	8	8	8	100 %
AMERICAS	Supplier/Vendor	7	7	7	100 %
	Subcontractor	1	1	1	100 %
OCEANIA	Supplier/Vendor	11	11	11	100 %
	Subcontractor	11	11	11	100 %
TOTAL		1,364	1,362	1,362	99.9 %



TRAINING PROGRAM

CCC stands as a stalwart in the construction industry, and its commitment to ethical practices and anti-corruption measures is unwavering. Recognizing the pivotal role of its **Highest Governing Body** in shaping the organizational culture, CCC places paramount importance on training its leadership on anti-corruption and ethics policies. **The company has implemented rigorous training programs** to ensure that its governing body is well-informed about the latest global standards and best practices in combating corruption.

PROFESSIONAL

ETHICS & ANTICORRUPTION

Similarly, the below statistics show the number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.



ETHICS & COMPLIANCE GOVERNANCE EMPLOYEES

Region	Employee Category	Communicated	Acknowledged	Completed	Percent (%)
AFRICA	Supervisory & Professionals	8	5	4	50 %
	Senior Staff	8	4	4	50 %
	Clerical & Technical Support	2	2	1	50 %
	Management	6	6	2	33 %
	Top Management	2	1	0	0 %
CIS	Supervisory & Professionals	145	111	59	41 %
	Senior Staff	27	22	9	33 %
	Clerical & Technical Support	4	4	2	50 %
	Management	7	6	3	43 %
	Top Management	7	5	3	43 %
EU	Supervisory & Professionals	166	114	69	42 %
	Senior Staff	105	78	45	43 %
	Clerical & Technical Support	4	4	2	50 %
	Management	93	77	37	40 %
	Top Management	41	25	17	41 %
GCC	Supervisory & Professionals	814	538	333	41 %
	Senior Staff	293	200	125	43 %
	Clerical & Technical Support	30	27	12	40 %
	Lump Sum	2	1	1	50 %
	Management	77	52	34	44 %
	Top Management	29	16	10	34 %
MENA	Supervisory & Professionals	380	278	149	39 %
	Senior Staff	135	96	55	41 %
	Clerical & Technical Support	14	13	6	43 %
	Management	14	10	6	43 %
	Top Management	4	3	2	50 %
ASIA	Clerical & Technical Support	2	1	0	0 %
TOTAL		2,419	1,699	990	40.9 %

TRAINING PROGRAM

CCC proudly reports an exemplary record during the specified reporting period, with a commendable achievement of zero reported anti-corruption cases. This outcome stands as a testament to CCC's unwavering commitment to fostering a culture of integrity, transparency, and ethical conduct within its operations.

Through robust anti-corruption policies, rigorous training programs, and effective communication strategies, CCC has successfully cultivated an environment where employees, management, suppliers, and subcontractors are aligned with the highest standards of ethical behaviour.



ETHICS & COMPLIANCE GOVERNANCE TOTAL NUMBER AND NATURE OF CONFIRMED INCIDENTS OF CORRUPTION


Region	Employee Category	Number of Confirmed Incidents
ALL	All	0

The absence of reported cases underscores the company's dedication to proactive prevention and the establishment of a resilient anti-corruption framework. CCC's commitment to maintaining a clean and principled business environment not only safeguards its reputation but also reinforces its leadership role in promoting ethical business practices within the construction industry.



WHISTLEBLOWING & REPORTING

Central to CCC's Ethics and Compliance Manual is the **Whistleblowing and Reporting Policy**. We actively promote whistleblowing and have taken measures to prominently display reporting avenues across all of CCC's global locations. Keeping in mind our diverse, multinational workforce, these channels are provided in multiple major languages.



CONSOLIDATED CONTRACTORS GROUP S.A.L.

WHISTLEBLOWING COMMUNICATION PORTAL

CCC Ethics Webline - Open Box, is a confidential service that allows CCC employees and stakeholders to speak to a trained professional in order to raise concerns or report issues related to violations of policies, procedures, standards, laws and regulations witnessed at work.

REPORTING GUIDELINES

• Conflicts of interest	• Theft and bribes
• Abuse of designated role or position	• Violations of the law, policies and procedures
• Breach of confidentiality	• Inappropriate gifts and entertainment resources
• Inappropriate personal use of CCC's resources	

Employees are expected to report, in full confidentiality, to the CCC's whistleblowing hotline:

• www.ethicswebline.com

• openbox@ethicswebline.com

To guarantee impartial assessment of whistleblowing submissions and to encourage candid reports, every reporting mechanism, whether online, via email, mail, is designed to safeguard the anonymity of the whistle-blower.



INTERNAL AUDITS

CCC's Internal Audit department is essential for ensuring the effectiveness of risk management, governance, and control mechanisms. They conduct process evaluations, audit adherence checks, and investigate potential fraudulent activities, while also overseeing remedial actions.

A key aspect of CCC's internal audit practice is its dedication to adhering to company protocols and proactively addressing fraud through deterrence, prevention, and identification. Internal auditors meticulously assess the strength of internal control systems to manage risks of malfeasance effectively.



CORPORATE POLICY & MANUALS

Essential to CCC's commitment to business integrity are its **Corporate Policies & Manuals** that emphasize **anti-corruption** and **anti-bribery** measures.

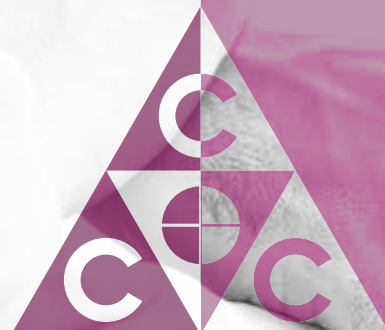
- **Conflict of Interest Declaration** - senior staff and personnel in crucial positions are required to sign this annually.
- **Project Commitment Declaration** - project management and personnel in crucial positions are required to sign this during the project.
- **Subcontractors Procedure** - an online application of continuous risk based.
- **Monitoring** of third parties.
- **Risk Manual & Risk Assessment** schedule incorporates various compliance risks (bribery, corruption, forced labour).

GLOBAL COMPLIANCE OFFICER

To extend our reach across CCC's diverse geographical footprint, we've established regional **Compliance Officers**. Their role mirrors that of the central **Corporate Ethics Compliance Officer** but is tailored to the localized context of their respective regions.

As compliance ambassadors, they uphold CCC's commitment to **Ethics and Anti-Corruption**, ensuring consistent adherence to approved protocols and conducting regular compliance training sessions. Additionally, they offer advisory support, aligning with the Corporate Ethics Compliance Officer on ethical matters, and delegate responsibilities to **Compliance Coordinators** at the project level within their territories.

To maintain their proficiency, we provide periodic training sessions for these compliance officers, both online and in person.



COMMUNITY



Since the establishment of CCC, the principles of Corporate Social Responsibility (CSR) have been ingrained at the heart of our management values.



Our CSR philosophy is rooted in the unwavering belief of CCC's founders that a company should consistently contribute to society and prioritize the interests of stakeholders as a primary concern. This foundational perspective has shaped our approach to business, emphasizing a commitment to social responsibility, sustainability, and the well-being of the communities in which we operate.

CCC remains dedicated to upholding these principles, ensuring that our business practices positively impact society and align with the values set forth by our founders.



CORPORATE SOCIAL RESPONSIBILITY



A BRIEF INTRODUCTION OF CCC's CSR PHILOSOPHY / STRATEGY

CCC's **Corporate Social Responsibility Department (CSR)** undertakes the role of “**Corporate Citizenship**” to ensure that business values and behaviour are aligned to balance between improving and developing the company's business as well as **improving the quality of life** of its workforce, their **families, local communities, and societies** at large.

Its corporate giving strategy is to improve the social and economic livelihood of marginalized and underprivileged communities. Its strategy and community development includes developing cooperation with **Non-Governmental Organizations (NGOs)** to build and carry out impactful projects to benefit local communities, as well as provide support and in-kind contribution in the form of volunteerism in areas where CCC possesses expertise and leverage. CSR's goal focuses on the following themes of crucial importance, and which are in line with the **UN Compact Sustainable Development Goals** of the **UN Global Compact**.



CSR IMPACT in Numbers

2021-2022



47

CSR INITIATIVES
/ PROJECTS



85

VOLUNTEERING
ACTIVITIES



12,646

VOLUNTEER
HOURS



At CCC with strategic partnerships with NGOs and leveraging our expertise, we're committed to uplifting marginalized communities and fostering inclusive growth.



46

EMPLOYEE
WELFARE ACTIVITIES



1,057

TOTAL
VOLUNTEERS



351,321

TOTAL
BENEFICIARIES

CORPORATE SOCIAL RESPONSIBILITY



CSR PROJECTS

Throughout 2021-2022, a cumulative total of **47 CSR initiatives** were implemented across diverse operational areas within CCC. These initiatives encompassed sponsorships and project grant agreements with esteemed partners. They were strategically designed to benefit disadvantaged communities, spanning areas such as capacity building, job creation, healthcare, and entrepreneurship.

Projects were executed in **Kazakhstan, Saudi Arabia, Qatar, UAE, Greece, Egypt, Palestine**, and various regions in **Africa**. Leveraging collaborations with both local and international **Non-Governmental Organizations (NGOs)**, our CSR endeavors have effectively contributed to advancing the **17th Sustainable Development Goal: Partnerships for the Goals**.



EDUCATION FOR ALL EMPOWERMENT OF VULNERABLE WOMEN, Kazakhstan

CCC, in partnership with the **Zhurekten Zhurekke Fund**, initiated a CSR project in Atyrau to empower underprivileged women. The project provided **100** women with two-month professional training in various trades like **social media, makeup artistry, and culinary skills**.

Following the training, workshops and meetings enhanced their soft skills and business management abilities. As a result, **59** women either started their own businesses or found employment, showcasing the project's success in fostering empowerment and economic independence.



PROJECT IMPACT

*This initiative has significantly influenced the lives of **100** individuals and their families, thereby contributing to the advancement of **Sustainable Development Goals**.*



PROJECT IMPACT

*This initiative has significantly influenced the lives of **32** individuals, thereby contributing to the advancement of **Sustainable Development Goals**.*



CCC SUPPORTS HEALTH RESEARCHERS ACROSS AFRICA

CCC, alongside **Africa Research Excellence Fund (AREF)**, hosted two grant writing workshops for **African Health Researchers**, aiding early-career talent in securing research funding and producing impactful outputs. The virtual sessions, led by expert facilitators, spanned two weeks with a focus on post-doctoral women researchers and those from underserved African countries.

Participants gained skills in **proposal writing, project planning, and understanding funding landscapes**, fostering leadership in their fields. This initiative aligns with **CCC's CSR Mission** to empower marginalized communities through capacity-building initiatives.

CORPORATE SOCIAL RESPONSIBILITY



ECONOMIC EMPOWERMENT FOR SAUDI WOMEN

CCC supported **Education for Employment (EFE)** in their job training and placement program for Saudi women. **25** women successfully completed the program, expressing gratitude for the inspiring trainer and valuable training experience.

EFE's Director of Programs in the Gulf Region expressed pride in the partnership, highlighting its contribution to **Women's Employment in Saudi Arabia** and **Vision 2030**. EFE is working on placing the graduates into entry-level positions and inviting them to join their alumni network for ongoing support and learning opportunities.



PROJECT IMPACT

*This initiative has significantly influenced the lives of **25** individuals and their families, thereby contributing to the advancement of Sustainable Development Goals.*



PROJECT IMPACT

*This initiative has significantly influenced the lives of **265** individuals (100 males, 165 females), thereby contributing to the advancement of Sustainable Development Goals.*



YOUTH ENTREPRENEURSHIP & EMPLOYABILITY PREPAREDNESS PROGRAM, Qatar

CCC's **CSR** collaborated with **INJAZ Al-Arab** to launch the "**Youth Entrepreneurship and Employability Preparedness Program**" in Qatar. It benefited **265** Junior High School students, with interactive sessions led by CCC volunteers trained by INJAZ.

The program focused on **career decision-making, entrepreneurship, and soft skills**. Students gained hands-on experience and mentorship, boosting their confidence and shaping their aspirations positively. One student expressed gratitude, saying it inspired them to consider entrepreneurship. Overall, the program prepares students for success beyond the classroom.

CCC PARTICIPATES IN QATAR'S SUSTAINABILITY WEEK CAMPAIGN

CCC projects in Qatar actively participated in **Qatar's 2021 and 2022 Sustainability Weeks**, which were organized by the **Qatar Green Building Council** and the **Earthna Center for Sustainable Future**. These week-long campaigns aimed to engage the community in sustainability-oriented activities and raise awareness about meeting present needs without compromising the well-being of future generations.



CCC made significant contributions to these initiatives by championing the nation's sustainability vision and actively supporting the achievement of sustainable development goals. Among its endeavors were the dissemination of informational videos on environmental sustainability, the organization of a paperless day, and the mobilization of employees for activities such as tree trimming, planting, and beach cleaning.

Through its dedicated involvement in Qatar's Sustainability Week, CCC reiterated its commitment to implementing sustainable construction projects. It acknowledged the crucial role of fostering a prosperous global society and nurturing a greener environment for its own long-term success.



CORPORATE SOCIAL RESPONSIBILITY

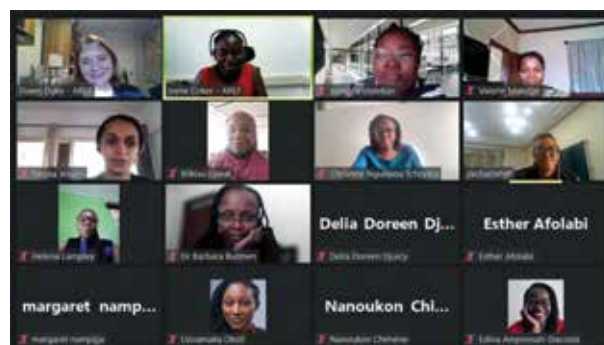


WOMEN RESEARCHERS HEAD TOWARDS LEADERSHIP; WOMEN LEADERSHIP PROGRAM

The **Women Research Leadership Program**, supported by CCC and facilitated by the **African Research Excellence Fund (AREF)**, catered to the research needs of 20 early-career post-doctoral health researchers from 10 Sub-Saharan African countries. The program comprised eight virtual three-hour sessions led by expert facilitators, co-facilitators, and guest speakers with extensive experience in career development, research strategy, and grant funding.

In addition to training sessions, participants engaged in action learning groups to address specific career challenges, receiving support and guidance from fellow participants and AREF facilitators. Each researcher was assigned an individual mentor to assist in career development, team building, and securing funding for research interests.

During the program's closing ceremony, CCC's CSR Consultant, Rosie Nasser, expressed pride in the collaboration with AREF, emphasizing the importance of equipping African researchers with the skills and expertise to advance health and biomedical research. The program enabled early-career women to establish themselves as research leaders, overcome obstacles, and secure funding for their research objectives. It not only enhanced their skills but also boosted their confidence, enabling them to lead research agendas critical to Africa's health.



PROJECT IMPACT

*This initiative has significantly influenced the lives of **20** individuals, thereby contributing to the advancement of **Sustainable Development Goals**.*



CORPORATE SOCIAL RESPONSIBILITY



2021-2022

VOLUNTEERING ACTIVITIES

As a signatory of the **UN Global Compact** (UNGC), CCC is committed to aligning its **Corporate Socially Responsible** initiatives and **Volunteering Activities** with the **17 Sustainable Development Goals** (SDGs) outlined by the UN. This framework guides CCC in its efforts to enhance social, economic, and environmental conditions within the communities where it operates. By leveraging the SDGs, CCC aims to create meaningful impacts that address pressing global challenges while contributing to the well-being of local populations.

CCC actively engages its employees in various volunteering actions designed to support marginalized communities and advance progress towards the SDGs. Through these initiatives, CCC not only fosters a culture of corporate citizenship among its workforce but also makes tangible contributions to sustainable development on a local and global scale. By aligning its activities with the SDGs, CCC demonstrates its commitment to responsible business practices and its dedication to making a positive difference in the world.



EDUCATIONAL & CAPACITY BUILDING ACTIONS



PRO BONO LEADERSHIP AND MANAGEMENT TRAINING

CCC collaborated with the **Odyssea** organization to introduce an online **Leadership and Management Skills Training** course.

The three-week program was led by CCC's head of Training and Development, who volunteered his time and expertise to equip Odyssea beneficiaries with essential skills for enhancing their employability opportunities and professional lives.

CCC VOLUNTEERS PROVIDE MENTORING TO VULNERABLE STUDENTS

CCC volunteers generously devoted their time to mentor students at the Social Hackers Academy (SHA) in Athens. This mentorship program, developed jointly by CCC's CSR team and the Academy, aimed to nurture students' soft and life skills, preparing them for the tech industry.

Volunteers mentored students enrolled in the 7-month Front End Web Development course, acting as supportive "Big Brothers" by offering guidance and addressing questions related to their studies or personal lives. Mounir Kassem, a Mechanical Site Engineer in Kazakhstan, expressed confidence in his team's commitment and potential for success, highlighting their goal-oriented nature and the productive relationships formed during weekly meetings.



CORPORATE SOCIAL RESPONSIBILITY

EDUCATIONAL & CAPACITY BUILDING ACTIONS



BE A MENTOR; CHANGE A LIFE MENTORSHIP PROGRAM FOR PALESTINIAN YOUTH

In partnership with **Education for Employment (EFE)**, CCC launched the “**Be a Mentor; Change a Life**” program to empower Palestinian youth. CCC volunteers from various locations mentored Palestinian youth virtually over six months, guiding them in career goal-setting, enhancing performance, and fostering professional relationships.

Volunteer **Abdullah Mismar** from Qatar expressed gratitude for the opportunity, while Mr. **Rajesh Verghese** from Saudi Arabia found the experience inspiring, despite completing only five sessions. Verghese praised his mentee's perseverance and determination, considering it a great experience to connect with such a resilient individual.



UNIVERSITY STUDENT INTERNSHIPS SUMMER 2022 AT CCC QATAR AND EGYPT

CCC, in collaboration with **Qatar University** and various universities in Egypt, hosted **33** engineering students for internships.

Students from Qatar University and institutions like **Cairo University** and **Ain Shams University** gained experiential learning through a one-month cycle of on-site and office training across different departments.

CCC staff dedicated their time and effort to mentor the student interns, enabling them to apply theoretical knowledge learned at university into practical settings. These internships provided firsthand exposure and mentorship, facilitating the bridging of gaps between employer work requirements and academic learning.



BACK TO SCHOOL INITIATIVE, Egypt

CCC's volunteers in Egypt participated in **Misr El Kheir's "Back to School" Campaign** by packing **270** backpacks with school stationeries and supplies that will be distributed by the Foundation to their student beneficiaries enrolled in their community schools.

The volunteers' kind support feeds into the Foundation's continuous mission of providing high-quality educational opportunities for deprived children, or at risk of dropping out.



CORPORATE
SOCIAL RESPONSIBILITY

ENVIRONMENTAL ACTIONS



2,240

Atyrau & Tengiz, Kazakhstan



Volunteers planted **900** tree saplings and shrub pieces in **Atyrau** city's green forest zone and near two camps in the **Tengiz** field. A **"Plant Your Own Tree"** Campaign by Kazakhstan's CSR added **500** trees in **Atyrau** city and **140** tree seedlings in school courtyards to reduce emissions. Additionally, CSR planted **700** trees in various locations to educate children and combat pollution.



In 2021, CCC volunteers planted **250** trees in various locations **Athens** in collaboration with the **"We4all"** environmental organization.



Qatar saw CCC volunteers participating in planting **2000** trees in **Ras Al Laffan** city, organized with **Qatar Energy** to raise awareness about the importance of tree planting in cooling the environment.



CORPORATE SOCIAL RESPONSIBILITY

ENVIRONMENTAL ACTIONS



VOLUNTEERS CLEAN THE SHORES OF URAL RIVER

In 2021 and 2022, CCC volunteers joined the “**Clean Shores**” campaign to protect the **Ural River** from waste. They collected **4 tons** of household waste, including plastic bottles and packaging, and disposed of it in Atyrau's landfill.

Ahead of spring flooding in 2022, volunteers cleaned the riverbank, removing another **4 tons** of debris. These efforts aimed to preserve the river's health and prevent contamination.



BEACH CLEANING ACTIVITIES QATAR & GREECE

In Qatar, **90** CCC volunteers participated in a **beach clean-up** organized by **Qatar Energy** and the **Ministry of Municipality and Environment**.

They cleaned the **North Beach** of **Ras Laffan Industrial City**, removing various harmful wastes to protect marine life and raise awareness about ocean conservation.

In Greece, **CCC's CSR in Athens** collaborated with “**Safe Water Sports**” a non-goverment organization for a beach clean-up on **World Environment Day** at **Kavouri Beach**. Volunteers collected plastics, cans, and cigarette butts to prevent solid waste from harming marine and aquatic ecosystems.



CORPORATE SOCIAL RESPONSIBILITY

HEALTH ACTIONS



REACHING THE ZERO MALARIA TARGET IN NIGERIA

On **World Malaria Day**, CCC employees collaborated with local health officials to raise awareness about malaria in three rural communities. They distributed mosquito nets and repellent creams and provided essential information on malaria prevention.



DISTRIBUTION OF MEDICATION KAZAKHSTAN

On **World Health Day**, CCC volunteers, including clinic doctors, distributed medication kits to **10 needy families in Yerkinkali**, a rural district of Atyrau region.

Excess medication from CCC's clinic inventory was packaged into first aid kits and delivered to the families, with doctors explaining proper usage upon delivery.



CCC VOLUNTEERS RAISE HOPE FOR CANCER CHILDREN, Egypt

In Egypt, CCC volunteers and their family members visited a **Children's Cancer Hospital**, spending time conversing, playing, and entertaining children during their therapy sessions.

The volunteers provided toys and games to children aged 4 to 15, helping them pass the time during treatment. CCC also donated funds to assist the hospital in purchasing needed equipment for cancer treatment.

The volunteers found the experience equally inspiring, bringing smiles to the children's faces and instilling courage and hope in their fight against the disease.



CCC VOLUNTEERS PLANT SMILES ON CHILDREN'S FACES, Saudi Arabia

On **International Children's Day**, CSR in Saudi Arabia organized an entertainment program for **50 cancer patient children**, aged 5 to 11, at the **National Guard Hospital** in Riyadh.

Collaborating with the **Association for Supporting Cancer Children**, CCC volunteers arranged drawing activities, face painting, and a nutritious breakfast for the children. The event brought smiles, excitement, and cheer to children confined to the hospital.



CORPORATE SOCIAL RESPONSIBILITY

HEALTH ACTIONS



HUMANITARIAN AID AND ASSISTANCE FOR SOCIALLY VULNERABLE GROUPS



Cooperation with Emfasis NGO



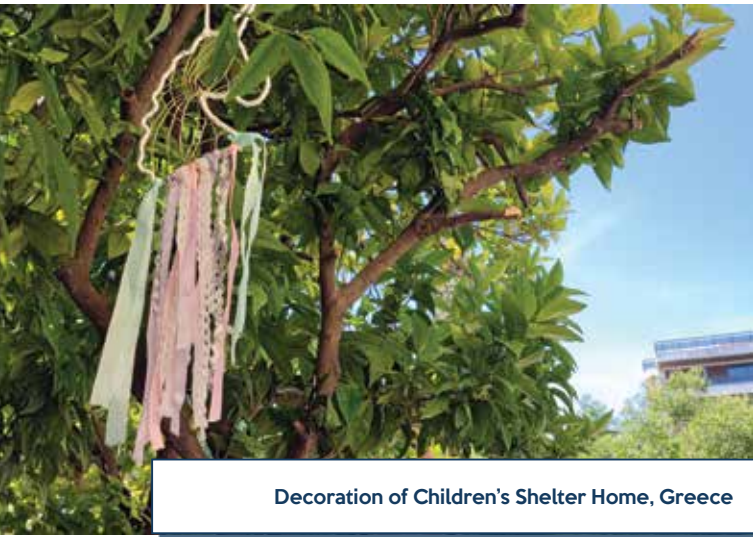
Recycling and Distribution of Mattresses, Kazakhstan



World Humanitarian Aid Day, Orphanage Visit



Ramadan Clothes Donation Drive in Qatar



Decoration of Children's Shelter Home, Greece



Help The Food Banks to Help Others



Food Donation Campaign in UAE



Medication for Lebanon



BETHLEHEM DEVELOPMENT FOUNDATION



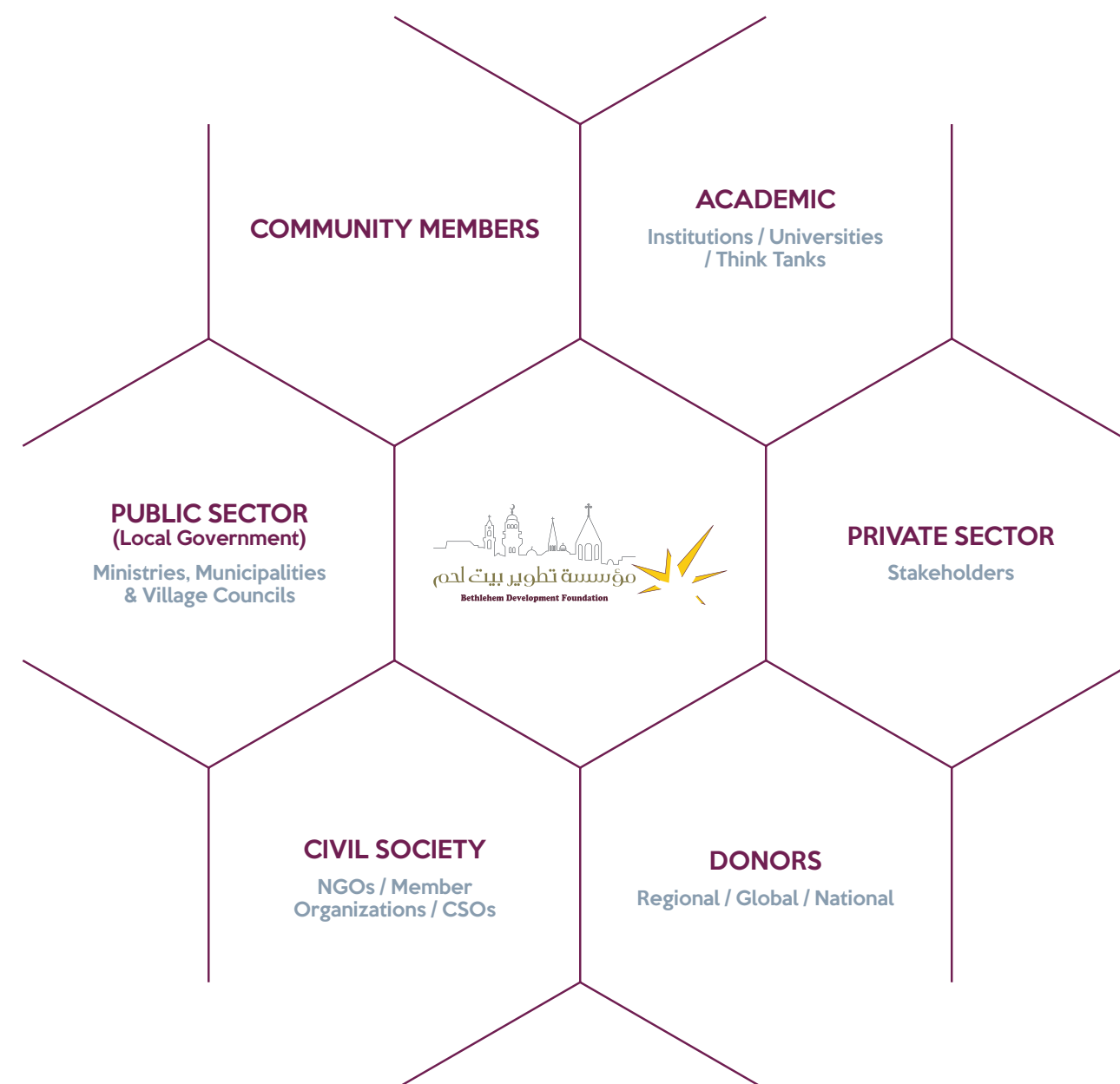
Consolidated Contractors Company (CCC) and the **Bethlehem Development Foundation (BDF)** have a deeply intertwined relationship dedicated to the development of Bethlehem, Palestine. Founded in 2012 by **Said Khoury**, CCC's co-founder, and a group of international philanthropists, BDF reflects CCC's commitment to the community's well-being. CCC not only serves as the primary sponsor for BDF's projects but also provides substantial support for its operations, sharing values of social responsibility and sustainable development.

CCC's involvement with BDF extends beyond financial backing, leveraging its expertise and resources to ensure effective project implementation. Together, they focus on infrastructure development, such as roads and water supply systems, and educational programs to empower the local population. Through vocational training and skills development, CCC and BDF aim to create job opportunities and foster economic growth, exemplifying corporate responsibility in community development. Their partnership showcases how collaboration between corporations and non-profits can drive positive change, inspiring others to join in building a brighter future for Bethlehem.

The plan focuses on eight sectors: **energy, waste management, economy, accessibility, transportation, water management, quality of life, culture and tourism, and public infrastructure.**

BDF IN ACTION

BDF is constantly progressing through three identified set tracks; private sector investments, public infrastructure projects and philanthropic work to realize sustainable project goals, BDF aims to enhance economic growth, development and prosperity throughout the **Bethlehem Governorate**.





BETHLEHEM DEVELOPMENT FOUNDATION

SUSTAINABLE DEVELOPMENT GOALS

Since its establishment, BDF has worked to implement the sustainable development goals already set by **Bethlehem Development Initiative (BDI)**.

By 2030, **BDF** aims to localize the targets of the **Sustainable Development Goal's (SDG)**:

- Sustainable urban development initiatives including energy, environment, public spaces, and solid waste.
- Address social well-being, such as education.
- Provide accessibility, adaptability in the public realm of Bethlehem.
- Estimate the value of social services including health, lifestyle and culture.
- Introduce urban initiatives and a knowledge-based economy.



MOTHER & CHILD COMMUNITY CENTER

The **Mother & Child Community Center** in Doha, was built with **BDF's** support to empower women and children. Located in **Al Doha** municipality garden, the **600m²** center offers programs like mother and child support, preschool education, women's sports empowerment, and E-learning tailored for women.

BDF PROJECTS 2021-2022



TOWARDS EFFICIENT STREET LIGHTING

In Bethlehem, high street lighting costs, particularly during Christmas, burden local authorities and residents with **\$40,000** monthly expenses. To alleviate this, the **Bethlehem Development Foundation (BDF)** launched a **solar-powered street lighting project**. Focusing on key streets and collaborating with municipalities, BDF aims to implement cost-effective solutions.



SHEPHERD'S FIELD STREET REHABILITATION

BDF and **Beit Sahour Municipality** collaborated on a project to enhance public spaces around **Shepherd's Field**, promoting cleanliness, safety, and sustainability. This initiative boosts urban and economic development while fostering new community and visitor interactions.



BETHLEHEM REBORN THE WONDERS OF THE NATIVITY

Driven by **BDF's vision**, in collaboration with the **Higher Presidential Committee of Churches Affairs**, the **Presidential Committee for the Restoration of the Church of the Nativity**, and the **Embassy of the State of Palestine to the Holy Land**, the "**Bethlehem Reborn**" touring exhibition showcases the restoration of the **Church of the Nativity**. Beyond politics, it highlights Palestinian heritage's universal significance and the Church's historical and spiritual importance.



ST. CATHERINE CHURCH SOLAR POWER PROJECT

BDF backed the installation of a **solar power plant** at the **St. Catherine Church** in **Bethlehem**, adjacent to the **Church of Nativity**. This initiative aims to cut electricity costs by **90%**, saving **\$70,000** annually.

APPENDIX I

GRI CONTENT INDEX

This Annual Sustainability report is developed in line with the GRI Standards. The report was submitted for GRI Content Index – Advance and SDG Mapping Service Add-on. For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that

STATEMENT OF USE		Consolidated Contractors Company (CCC) has reported in accordance with the GRI Standards for the period January 1, 2021 to December 31, 2022		
GRI 1 USED		GRI 1: Foundation 2021		
APPLICABLE GRI SECTOR STANDARD(s)		Construction Sector Standard is under development by GSSB (Global Sustainability Standards Board)		
GRI STANDARD	DISCLOSURE	PAGE NUMBER OR DIRECT RESPONSE	REASON FOR OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
GRI 2: GENERAL DISCLOSURES 2021				
Disclosure 2-1	Organizational details	Page 7-13		
Disclosure 2-2	Entities included in the Organization's Sustainability reporting	Page 10-17		
Disclosure 2-3	Reporting period, frequency, and contact point	Page 1-3		
Disclosure 2-4	Restatements of information	No restatements made		
Disclosure 2-5	External assurance	Not externally assured		
Disclosure 2-6	Activities, value chain and other business relationships	Page 7-23		
Disclosure 2-7	Employees	Page 121-127		SDG 8.5, 10.3
Disclosure 2-8	Workers who are not employees	CCC hires direct employees or subcontracts work to other contractors		SDG 8.5
Disclosure 2-9	Governance structure and composition	Page 139 -144		SDG 5.5, 16.7
Disclosure 2-10	Nomination and selection of the highest governance body	Page 145		SDG 5.5, 16.7
Disclosure 2-11	Chair of the highest governance body	Page 140-145		SDG 16.6
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	Page 145		SDG 16.7
Disclosure 2-13	Delegation of responsibility for managing impacts	Page 145		
Disclosure 2-14	Role of highest governance body in sustainability reporting	Involved from initiation to the end		
Disclosure 2-15	Conflicts of interests	Page 148		SDG 16.6
Disclosure 2-16	Communication of critical concerns	Page 148		
Disclosure 2-17	Collective knowledge of the highest governance body	Page 146		
Disclosure 2-18	Evaluation of the performance of the highest governance body	Page 146		
Disclosure 2-19	Remuneration policies	Page 147		
Disclosure 2-20	Process to determine remuneration	Page 147		
Disclosure 2-21	Annual total compensation ratio		Confidentiality Constraints Due to confidentiality constraints, CCC has not disclosed the specific compensation ratios. While we are committed to transparency, revealing this information could compromise our compensation strategy, which is integral to maintain our competitive edge in the industry and privacy of our employees.	
Disclosure 2-22	Statement on sustainable development strategy	Page 5		
Disclosure 2-23	Policy commitments	Page 36, 82, 112,		SDG 16.3
Disclosure 2-24	Embedding policy commitments	Page 38, 84, 152		
Disclosure 2-25	Processes to remediate negative impacts	Page 150		
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	Page 162-163		SDG 16.3
Disclosure 2-27	Compliance with laws and regulations	No Non-compliance incident reported during the reporting period		
Disclosure 2-28	Membership associations	Page 21		
Disclosure 2-29	Approach to stakeholder engagement	Page 149		
Disclosure 2-30	Collective bargaining agreements		Not Applicable There are no collective bargaining agreements in place during the reporting year	SDG 8.8
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-1	Process to determine material topics	Page 36-40		
Disclosure 3-2	List of material topics	Page 42		

APPENDIX I

GRI CONTENT INDEX

the information in the index is clearly presented and accessible to the stakeholders. GRI Services reviewed the correct mapping of the GRI disclosures presented in the GRI content index to Sustainable Development Goals (SDGs), based on the 'Goals and targets database' tool available from GRI website.

GRI STANDARD (continued)	DISCLOSURE (continued)	PAGE NUMBER OR DIRECT RESPONSE (continued)	REASON FOR OMISSION (continued)	RELEVANT SUSTAINABLE DEVELOPMENT GOALS (continued)
SOURCING OF RAW MATERIALS				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 204: PROCUREMENT PRACTICES 2016				
Disclosure 204-1	Proportion of spending on local suppliers	Page 69		SDG 8.3
GRI 301: MATERIALS 2016				
Disclosure 301-1	Materials used by weight or volume	Page 99		SDG 8.4, 12.2
Disclosure 301-2	Recycled input materials used	Page 99		SDG 8.4, 12.2, 12.5
Disclosure 301-3	Reclaimed products and their packaging materials		Not Applicable GRI 301-3 pertains to the reporting of reclaimed products and their packaging materials, which is more directly applicable to manufacturing and retail industries.	SDG 8.4, 12.2, 12.5
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016				
Disclosure 308-1	New suppliers that were screened using environmental criteria	Page 66-68		
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	Page 66-68		
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016				
Disclosure 414-1	New suppliers that were screened using social criteria	Page 67		SDG 5.2, 8.8, 16.1
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	Page 66-71		SDG 5.2, 8.8, 16.1
ENERGY				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 44-47		
GRI 302: ENERGY 2016				
Disclosure 302-1	Energy consumption within the organization	Page 86		SDG 7.2, 7.3, 8.4, 12.2, 13.1
Disclosure 302-2	Energy consumption outside the organization	Page 86		SDG 7.2, 7.3, 8.4, 12.2, 13.1
Disclosure 302-3	Energy intensity		Information incomplete Organization specific metric (denominator) chosen is area of land. As of now, the total project area is unavailable as CCC operated in 57 countries. CCC plans to target this in the next report.	SDG 7.3, 8.4, 12.2, 13.1
Disclosure 302-4	Reduction of energy consumption	Page 86		SDG 7.3, 8.4, 12.2, 13.1
Disclosure 302-5	Reductions in energy requirements of products and services	Page 86, 44-47		SDG 7.3, 8.4, 12.2, 13.1
CARBON EMISSIONS				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 305: EMISSIONS 2016				
Disclosure 305-1	Direct (Scope 1) GHG Emissions	Page 90		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-2	Energy Indirect (Scope 2) GHG Emissions	Page 91		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-3	Other Indirect (Scope 3) GHG Emissions	Page 90-93		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-4	GHG emissions intensity	Page 93		SDG 13.1, 14.3, 15.2
Disclosure 305-5	Reduction of GHG emissions	Page 93		SDG 13.1, 14.3, 15.2
Disclosure 305-6	Emissions of ozone-depleting substance (ODS)	CFC's are phased out and are not used in our projects		SDG 3.9, 12.4
Disclosure 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Information unavailable For air emissions, CCC calculates CO ₂ equivalent of all emissions.	SDG 3.9, 12.4, 14.3, 15.2

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GRI STANDARD (continued)	DISCLOSURE (continued)	PAGE NUMBER OR DIRECT RESPONSE (continued)	REASON FOR OMISSION (continued)	RELEVANT SUSTAINABLE DEVELOPMENT GOALS (continued)
WATER				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 303: WATER AND EFFLUENTS 2018				
Disclosure 303-1	Interactions with water as a shared resource	Page 95		SDG 6.3, 6.4, 6.a, 6.b, 12.4
Disclosure 303-2	Management of water discharge related impacts	Page 95		SDG 6.3
Disclosure 303-3	Water withdrawal	Page 95		SDG 6.4
Disclosure 303-4	Water discharge	Page 95		SDG 6.3
Disclosure 303-5	Water consumption	Page 95		SDG 6.4
BIODIVERSITY				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 304: BIODIVERSITY 2016				
Disclosure 304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside the protected areas.	No operational site is near protected area or high biodiversity		SDG 6.6, 14.2, 15.1, 15.5
Disclosure 304-2	Significant impacts of activities, products, and services on biodiversity	Page 102		SDG 6.6, 14.2, 15.1, 15.5
Disclosure 304-3	Habitats protected or restored	No habitat protected or restored		SDG 6.6, 14.2, 15.1, 15.5
Disclosure 304-4	IUCN Red list species and national conservation list species with habitats in areas affected by operations	None. No operational site near IUCN red list species habitat or protected area or high biodiversity areas during the reporting period		SDG 6.6, 14.2, 15.1, 15.5
WASTE MANAGEMENT				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 306: WASTE 2020				
Disclosure 306-1	Waste generation and significant waste-related impacts	Page 96-97		SDG 3.9, 6.3, 6.6, 11.6, 12.4, 12.5
Disclosure 306-2	Management of significant waste-related impacts	Page 96-97, 99, 101		SDG 3.9, 6.3, 8.4, 11.6, 12.4, 12.5
Disclosure 306-3	Waste generated	Page 96, 99, 101		SDG 3.9, 6.6, 11.6, 12.4, 12.5, 15.1
Disclosure 306-4	Waste diverted from disposal	Page 96-97, 99, 101		SDG 3.9, 11.6, 12.4, 12.5
Disclosure 306-5	Waste directed to disposal	Page 96-97, 99		SDG 3.9, 6.6, 11.6, 12.4, 12.5, 15.1
EMPLOYMENT				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 401: EMPLOYMENT 2016				
Disclosure 401-1	New employee hires and employee turnover	Page 126		SDG 5.1, 8.5, 8.6, 10.3
Disclosure 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 127		SDG 3.2, 5.4, 8.5
Disclosure 401-3	Parental leave	Page 127		SDG 5.1, 5.4, 8.5
LABOR/MANAGEMENT RELATION				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41		
GRI 402: LABOR/MANAGEMENT RELATIONS 2016				
Disclosure 402-1	Minimum notice period regarding operational changes	Page 127		SDG 8.8
HEALTH AND SAFETY				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 & 112-119		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018				
Disclosure 403-1	Occupational health and safety management system	Page 112-113		SDG 8.8
Disclosure 403-2	Hazard identification, risk assessment, and incident investigation	Page 116		SDG 8.8
Disclosure 403-3	Occupational health services	Page 112-113		SDG 8.8
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	Page 114-115		SDG 8.8, 16.7
Disclosure 403-5	Worker training on occupational health and safety	Page 114-115		SDG 8.8
Disclosure 403-6	Promotion of worker health	Page 112-113		SDG 3.3, 3.5, 3.7, 3.8
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 115-117		SDG 8.8

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GRI STANDARD (continued)	DISCLOSURE (continued)	PAGE NUMBER OR DIRECT RESPONSE (continued)	REASON FOR OMISSION (continued)	RELEVANT SUSTAINABLE DEVELOPMENT GOALS (continued)
HEALTH AND SAFETY (continued)				
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018 (continued)				
Disclosure 403-8	Workers covered by an occupational health and safety management system	Page 112-113		SDG 8.8
Disclosure 403-9	Work related injuries	Page 115-117		SDG 3.6, 3.9, 8.8, 16.1
Disclosure 403-10	Work related ill health	Page 115-117		SDG 3.3, 3.4, 3.9, 8.8, 16.1
DIVERSITY AND EQUAL OPPORTUNITIES				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 & 120-137		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016				
Disclosure 405-1	Diversity of governance bodies and employees	Page 125, Page 139-144		SDG 5.1, 5.5, 8.5
Disclosure 405-2	Ratio of basic salary and remuneration of women to men		Confidentiality Constraints Due to confidentiality constraints, CCC has not disclosed the basic salary and remuneration of employees. While we are committed to transparency, revealing this information could compromise our HR policy and salary structure, which is integral to maintain our competitive edge in the industry and privacy of our employees.	SDG 5.1, 8.5, 10.3
TRAINING AND DEVELOPMENT				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 & 130-135		
GRI 404: TRAINING AND EDUCATION 2016				
Disclosure 404-1	Average hours of training per year per employee	Page 134		SDG 4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Page 135		SDG 8.2, 8.5
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Page 127		SDG 5.1, 8.5, 10.3
HUMAN RIGHTS				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 & 128-129		
GRI 408: CHILD LABOR 2016				
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor	Page 127		SDG 5.2, 8.7, 16.2
GRI 409: FORCED OR COMPULSORY LABOR 2016				
Disclosure 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 127		SDG 5.2, 8.7
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016				
Disclosure 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 128-129		SDG 8.8
WOMAN EMPOWERMENT				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 & 136-137		
GRI 402: LABOR/MANAGEMENT RELATIONS 2016				
Disclosure 402-1	Minimum notice period regarding operational changes	Page 127		SDG 8.8
GRI 404: TRAINING AND EDUCATION 2016				
Disclosure 404-1	Average hours of training per year per employee	Page 134		SDG 4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
Disclosure 404-1	Average hours of training per year per employee	Page 134		SDG 4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	Page 135		SDG 8.2, 8.5
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016				
Disclosure 405-1	Diversity of governance bodies and employees	Page 125, Page 139-144		SDG 5.1, 5.5, 8.5
Disclosure 405-2	Ratio of basic salary and remuneration of women to men		Confidentiality Constraints Due to confidentiality constraints, CCC has not disclosed the basic salary and remuneration of employees. While we are committed to transparency, revealing this information could compromise our HR policy and salary structure, which is integral to maintain our competitive edge in the industry and privacy of our employees.	SDG 5.1, 8.5, 10.3
GRI 406: NON-DISCRIMINATION 2016				
Disclosure 406-1	Incidents of discrimination and corrective actions taken	No incidents		SDG 5.1, 8.8

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GRI STANDARD (continued)	DISCLOSURE (continued)	PAGE NUMBER OR DIRECT RESPONSE (continued)	REASON FOR OMISSION (continued)	RELEVANT SUSTAINABLE DEVELOPMENT GOALS (continued)
ETHICS AND ANTI-CORRUPTION				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 154-163		
GRI 205: ANTI-CORRUPTION 2016				
Disclosure 205-1	Operations assessed for risks related to corruption	Page 154-156		SDG 16.5
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 157-160		SDG 16.5
Disclosure 205-3	Confirmed incidents of corruption and actions taken	Page 161		SDG 16.5
WHISTLE BLOWING				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 162		
GRI 205: ANTI-CORRUPTION 2016				
Disclosure 205-1	Operations assessed for risks related to corruption	Page 154-156		SDG 16.5
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 157-160		SDG 16.5
Disclosure 205-3	Confirmed incidents of corruption and actions taken	Page 161		SDG 16.5
CORPORATE SOCIAL RESPONSIBILITY				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 and 166-189		
GRI 201: ECONOMIC PERFORMANCE 2016				
Disclosure 201-1	Direct economic value generated and distributed	Page 16-17		SDG 8.1, 8.2, 9.1, 9.4, 9.5
GRI 203: INDIRECT ECONOMIC IMPACTS 2016				
Disclosure 203-1	Infrastructure investments and services supported	Page 186-189		SDG 5.4, 9.1, 9.4, 11.2
Disclosure 203-2	Significant indirect economic impacts	Page 30, Page 44-47		SDG 12, 14, 3.8, 8.2, 8.3, 8.5
FORMER GRI 307: ENVIRONMENTAL COMPLIANCE 2016				
Former Disclosure 307-1	Non-compliance with environmental laws and regulations	No fines reported during this period		
LOCAL COMMUNITIES				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 and 68-70		
GRI 413: LOCAL COMMUNITIES 2016				
Disclosure 413-1	Operations with local community engagement, impact assessments, and development programs	Environmental and social impact assessment conducted before almost every construction project		
Disclosure 413-2	Operations with significant actual and potential negative impacts on local communities	Page 42, 66-71		SDG 1.4, 2.3
NON-DISCRIMINATION				
GRI 3: MATERIAL TOPICS 2021				
Disclosure 3-3	Management of Material Topics	Page 34-41 and 127		
GRI 406: NON-DISCRIMINATION 2016				
Disclosure 406-1	Incidents of discrimination and corrective actions taken	No incidents		SDG 5.1, 8.8

APPENDIX II

STRATEGIC INITIATIVES AND MEMBERSHIPS

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

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 Occupational Safety & Health (IOSH)
 - British Safety Council (BSC)
- American Society of Safety Engineers, Kuwait Chapter & Gulf Coast Chapter (ASSE)
 - Emirates Safety Group (ESG)

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The compilation of **CCC's Sustainability Report 2021-2022** is a concerted team effort stemming from various disciplines.

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