

Annual Sustainability Report

Activities **2023-2024**

2025



**Building Legacies,
Honoring Values.**

Reporting Parameters at a Glance

Reporting activities covering 2023–2024
Reporting Cycle: Biennial
GRI standards followed: GRI 1: Foundation 2021



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KEY MATERIAL ASPECTS CONSIDERED IN THIS REPORT



ENVIRONMENTAL

Materials
Energy
Water
Biodiversity
Emissions
Effluents and Waste



SOCIAL

Employment
Labour/ Management Relations
Occupational Health and Safety
Diversity and Equal Opportunity
Training and Development
Woman Empowerment
Human Rights



GOVERNANCE

Ethics and Anti-Corruption
Whistle blowing
Corporate Social Responsibility
Communities

ABOUT THE REPORT

This comprehensive Sustainability Report presents CCC's Environmental, Social, and Governance (ESG) performance during the 2023-2024 reporting period. Our strategic approach to long-term sustainability is structured around the three foundational pillars of sustainable development: economic vitality, environmental stewardship, and social responsibility. Within these pages, we articulate CCC's fundamental commitment to responsible growth and respect towards people and environment while documenting our measurable progress in accordance with the GRI Sustainability Reporting Standards.

As steadfast proponents of the global sustainability agenda, CCC actively supports the implementation of the Paris Climate Agreement and the advancement of the United Nations Sustainable Development Goals (SDGs). We recognize the SDGs as a strategic framework to align our corporate sustainability objectives with critical global challenges, including poverty alleviation, educational advancement, gender equality, resource conservation, climate action, and sustainable economic development. CCC, as a signatory to the United Nations Global Compact (UNGC), systematically integrates these SDGs into our comprehensive sustainability strategy.

This Sustainability Report covers CCC's activities that have been identified as material to our business and stakeholders. We report on how we manage these material aspects and focus mainly on the years 2023 and 2024. 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
Thank You EU for the CSRD: Strengthening Our Legacy Through Accountability

Dear Valued Stakeholders,

As we proudly present CCC’s Sustainability Report for 2023–2024, we acknowledge a transformative regulatory milestone: the European Union’s Corporate Sustainability Reporting Directive (CSRD), now enforceable as of January 2025. This landmark legislation mandates rigorous disclosure of environmental, social, and governance (ESG) impacts for large EU companies, including CCC, enhancing transparency for investors, communities, and regulators alike. For CCC, this directive does not redefine our purpose; it amplifies a 73-year legacy of values that have guided us since 1952.

The CSRD: A Framework Aligned with CCC’s Timeless Principles

Our founding principles—Integrity, Accountability, and Stewardship—have long mirrored the CSRD’s pillars. Today, this directive provides a structured lens to quantify and validate our commitments:

- 1. Trust, Transparency & Humility (CSRD Pillar: Governance): The CSRD’s auditable disclosure requirements resonate with our dedication to ethical governance. By standardizing metrics for anti-corruption, board oversight, and stakeholder engagement, it fortifies our principle of “Fairness to All Stakeholders”.
- 2. Commitment to People and Planet (CSRD Pillars: Social & Environmental): The directive’s emphasis on double materiality (assessing both our impact on society and sustainability’s impact on our business) echoes our dual pledge to “Protect Human Life” and “Preserve the Environment”. Our existing initiatives, like renewable energy in facilities and waste recycling, now gain globally comparable KPIs under CSRD, such as Scope 3 emissions tracking and circularity metrics.
- 3. Innovation Through Rigor (CSRD as an Enabler of Progress): “We Encourage Innovation” is not merely a value; it is our response to regulatory evolution. The CSRD’s data-driven framework (e.g., ESRS standards) transforms commitments like “Development of Future Generations” into quantifiable programs. For example, our partnerships with Education for Employment (EFE) and Qatar Charity now integrate CSRD aligned social investment ROI metrics.

Quantifying Legacy: How CSRD Empowers CCC’s Journey

While sustainability has been our compass since 1952, the CSRD provides the tools to measure and scale impact with unprecedented precision:

From Values to Verifiable KPIs: Moving forward, we’re evolving our sustainability reporting to align with new European standards, focusing on three key areas.

- » For our environmental impact, we’ll now benchmark reductions in our direct operational emissions against the standardized decarbonization pathways required by the EU’s CSRD.
- » In the social dimension, we’re enhancing how we report on workforce diversity and community investments, adopting CSRD Social standards to make comparisons clearer and more meaningful.
- » And for governance, we’re aligning our disclosures on anti-corruption training completion and board member qualifications with CSRD Governance requirements.

Together, these steps will provide a clearer, more consistent picture of our sustainability performance.

Strengthening Global Partnerships: Our collaborations with UN Global Compact, WBCSD, and First Movers Coalition now leverage CSRD’s framework to harmonize ESG data collection turning “Nourishing Long-Term Relationships” into auditable supply chain resilience metrics.

Forward Focus: Family Values in a New Era of Accountability

The CSRD is not a departure from our ethos but a catalyst to deepen it. As we navigate this new landscape, we reaffirm that:

“Business growth and sustainability go hand in hand.”

Our promise to you forged in 1952 and reinforced today is to lead with integrity, innovate relentlessly, and create enduring value. With the CSRD as a partner in progress, we advance toward a world where sustainability is not just reported but lived.

With gratitude,
Samer Khoury
Chairman, CCC Group

OUR COMMITMENTS AND PARTNERSHIPS



ISO CERTIFICATIONS



ABOUT CCC

Our portfolio features projects of every scale, each made with dedication and accuracy.

From complex industrial plants to monumental infra- structure and architectural marvels, our projects are more than constructions; they are the landmarks that define the area they are built in. They serve as the link that connects our time with tomorrow’s vision.

They are tokens of excellence, materializing a sustain- able future.

Beyond this, we see ourselves as more than constructors; We are connectors, fostering collaboration, empowering communities, consistently dedicated to their advancement.

MARKET FOCUS

- » Energy & Chemicals
- » Renewables, Power & Water  Pipelines
- » Buildings
- » Transportation





At the Forefront of Sustainable Development

At CCC, we believe that a responsible approach towards all our operations, our employees, clients, suppliers and local communities, the environment and society, 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.

OUR HISTORY

MODEST BEGINNINGS

- » Established as the 1st Arab construction company
- » Awarded multiple projects in the Middle East
- » Built our first project, Aden Refinery 120,000 BPD and Oil Harbor, Yemen

NEW SECTORS

- » Expanded into the Infrastructure & Power markets
- » Our 1st LNG Project on Das Island, Abu Dhabi, UAE
- » Established National Petroleum Construction Company (NPCC) along with the government of Abu Dhabi

COMPLETE DEVELOPMENT

- » Entered the CIS market
- » Acquired Sicon Oil & Gas (Italy)
- » Awarded multiple mega Oil & Gas Projects
- » Became ISO 9001 certified in 1993

GLOBAL SOLUTION PROVIDER

- » Strengthened our position across multiple industries and markets
- » Management of 180,000 employees
- » Owned more than US\$ 1 Billion worth of construction equipment
- » Annual revenue US\$ 5.6 Billion averaged over 10 years

A CONCRETE BASE

- » Became a major general contractor
- » Entered the North African market (Libya)

MARKET DIVERSIFICATION

- » Entered the Engineering, Procurement and Construction (EPC) market
- » Awarded our 1st project in Sub-Saharan Africa
- » Acquired Morganti (USA), a contracting and project management company & ACWA (UK), a water/wastewater process solutions and technologies provider

INTO THE MILLENNIUM

- » Became the Largest Construction Company in the Middle East & the “Contractor of Choice” for major clients
- » Period of gigantic projects
- » Achieved exponential growth
- » Became ISO 14001 & OHSAS 18001 certified in 2001
- » Entered Oceania/South East Asian markets
- » Reached US\$ 6 Billion annual revenue

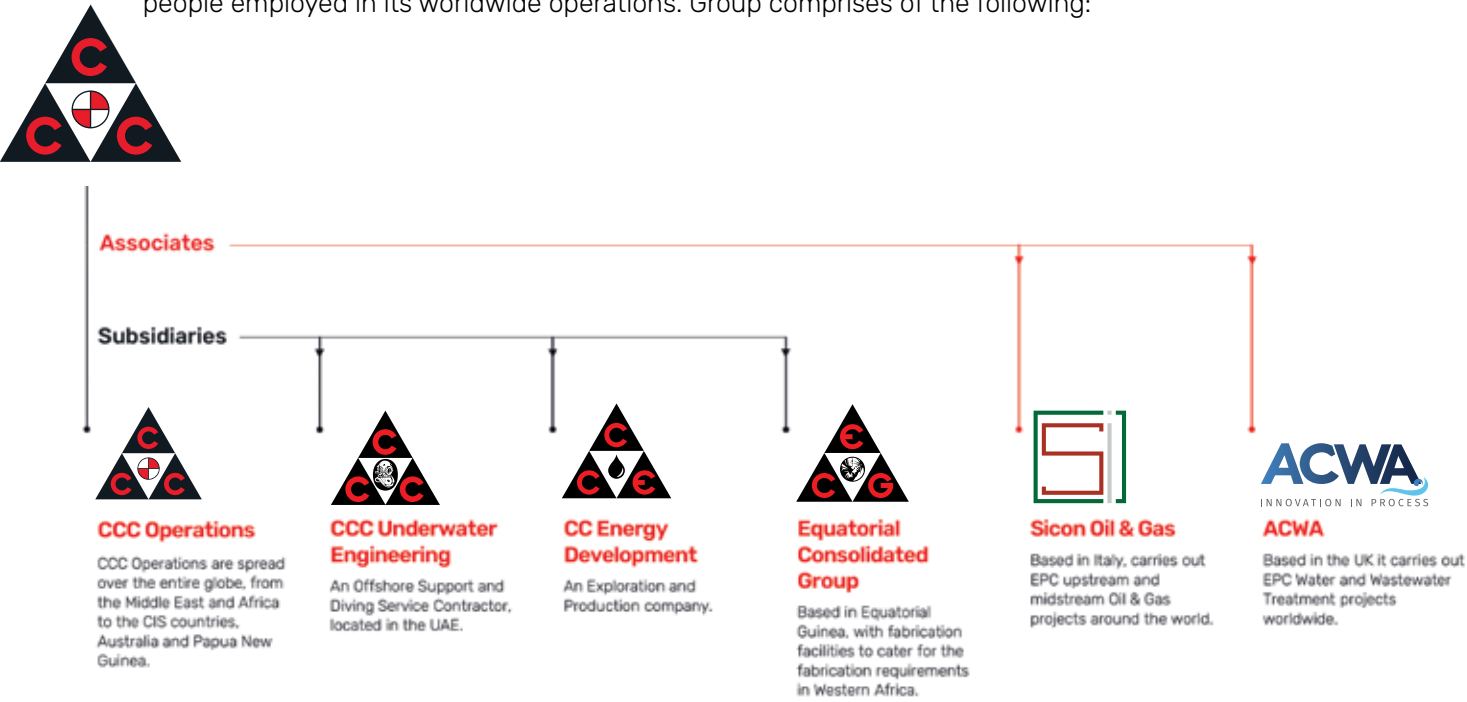
INTO THE NEW ERA

- » Continue to be a market leader
- » Moving towards a Zero Carbon footprint
- » Investing in innovation: Shaping the future of construction



GROUP PROFILE

CCC is operating in more than 32 countries and has approximately 65,000 people employed in its worldwide operations. Group comprises of the following:



Our Worldwide Services

Our team spans over 28 offices and operates in 54 countries. We take pride in connecting with each community we serve, and we ensure exceptional outcomes for every project by blending deep local insights with global expertise. With over seventy years of construction excellence, we have built a reputation for providing innovative construction solutions for multi-million stake projects worldwide. Our services include:

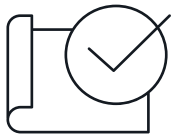


KEY FACTS & FIGURES

AS END OF 2024

Through our global reach we have gained the expertise to cater for challenging projects in the most demanding locations. Our proven track record attested by the enduring quality of our projects and our long-term partnership with clients.

OVER 70 YEARS OF EXPERIENCE



1,500
projects completed



US\$ 300 billion
worth projects executed



54
countries visited



28
area offices



60,000
employees worldwide



7,000
pieces of equipment

Average Sales*

US\$ **3** Billion
per year

Average Revenue*

US\$ **3.5** Billion
per year

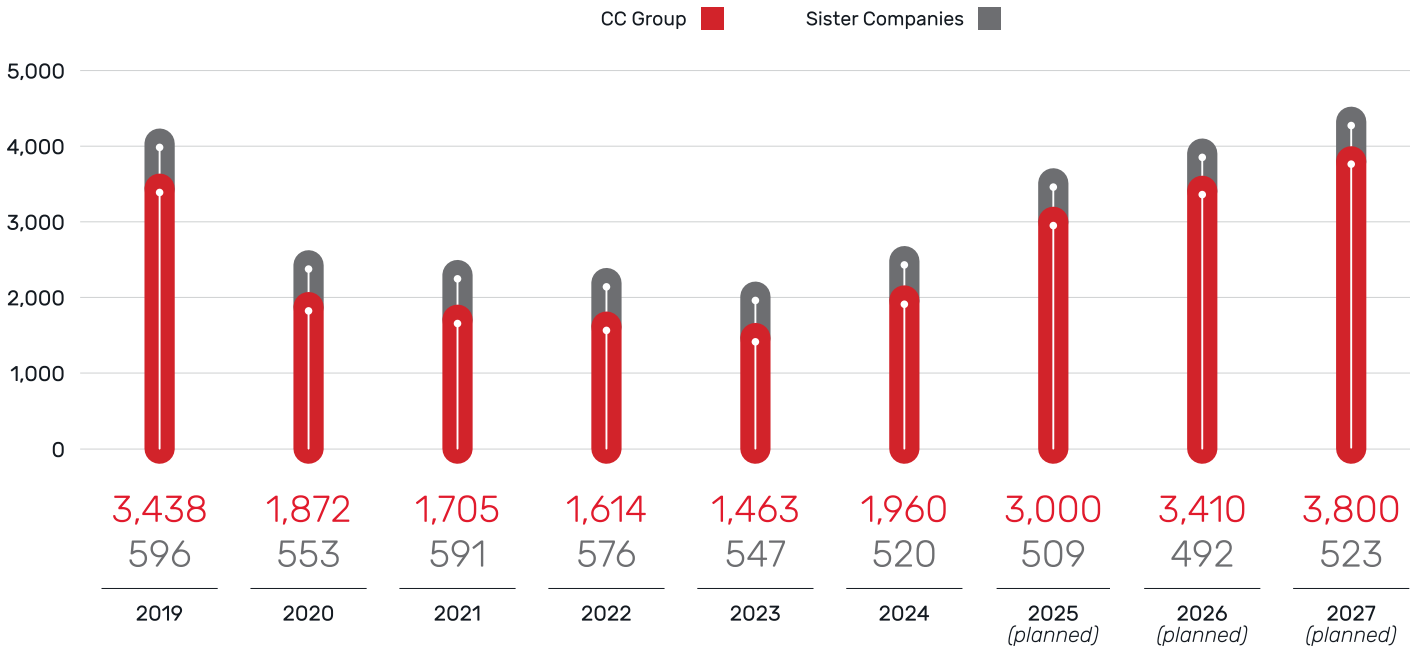
Average Backlog*

US\$ **6.4** Billion
at year end

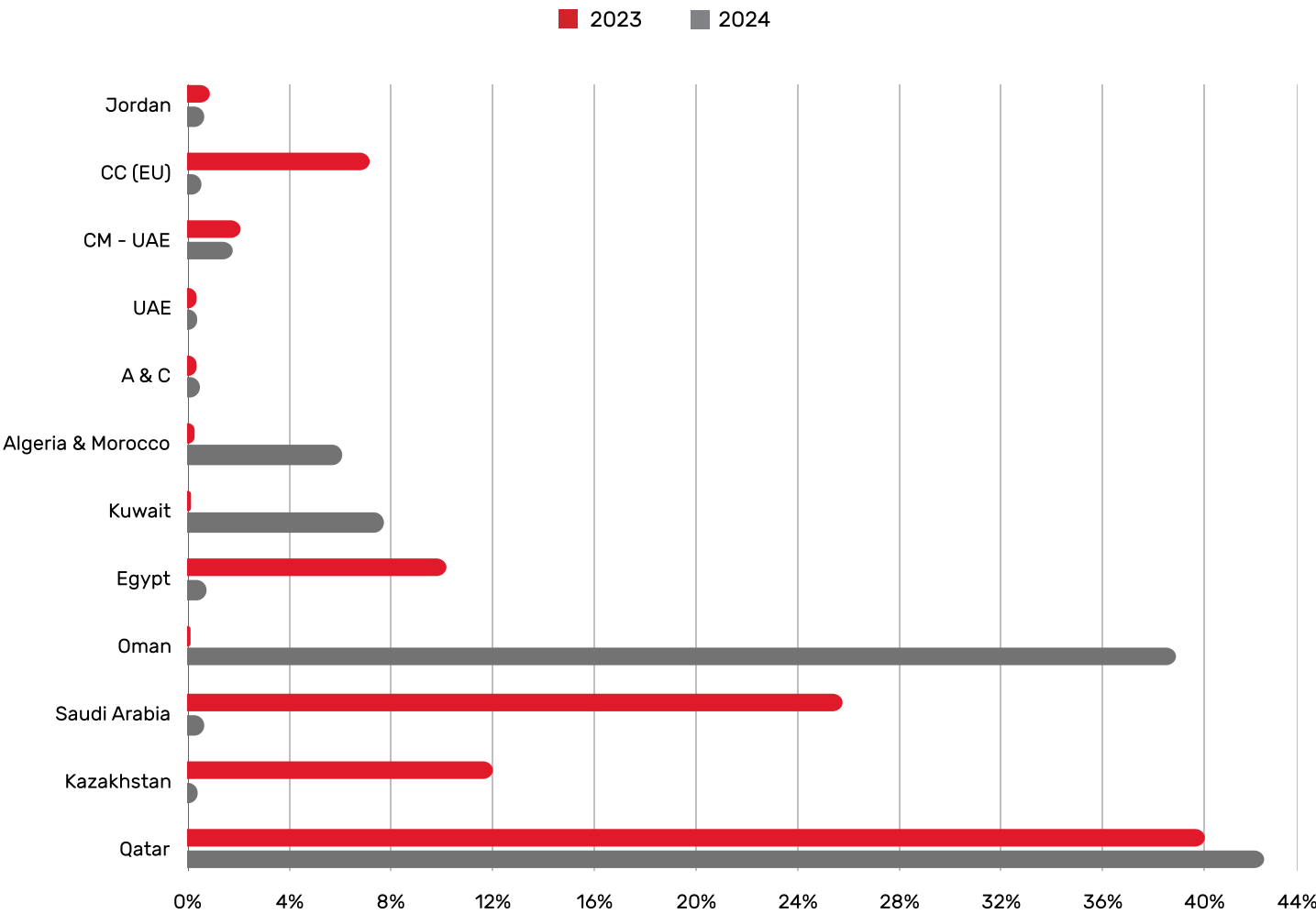


FINANCIAL SUMMARY

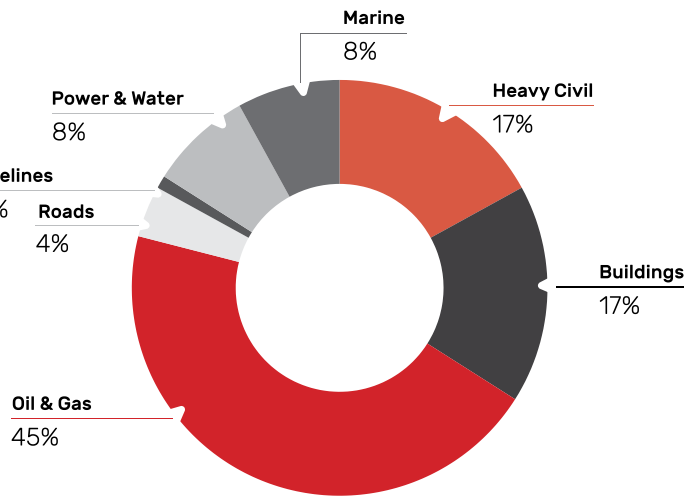
Total Revenue Managed by CCC Group
in Million USD



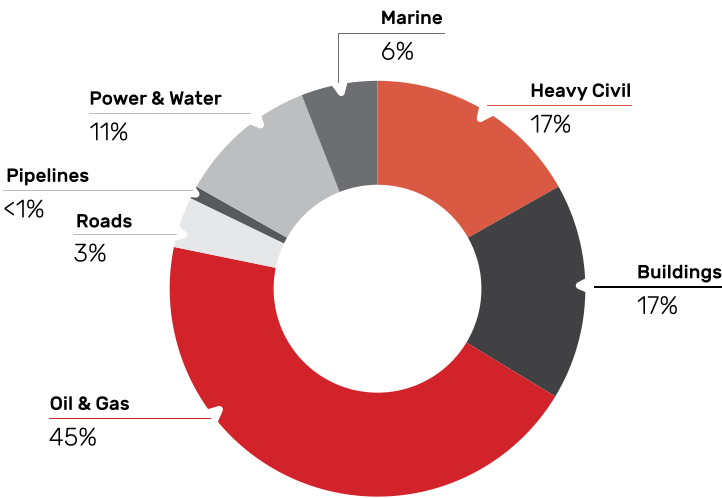
Percentage of Revenue Per Country
2023 & 2024

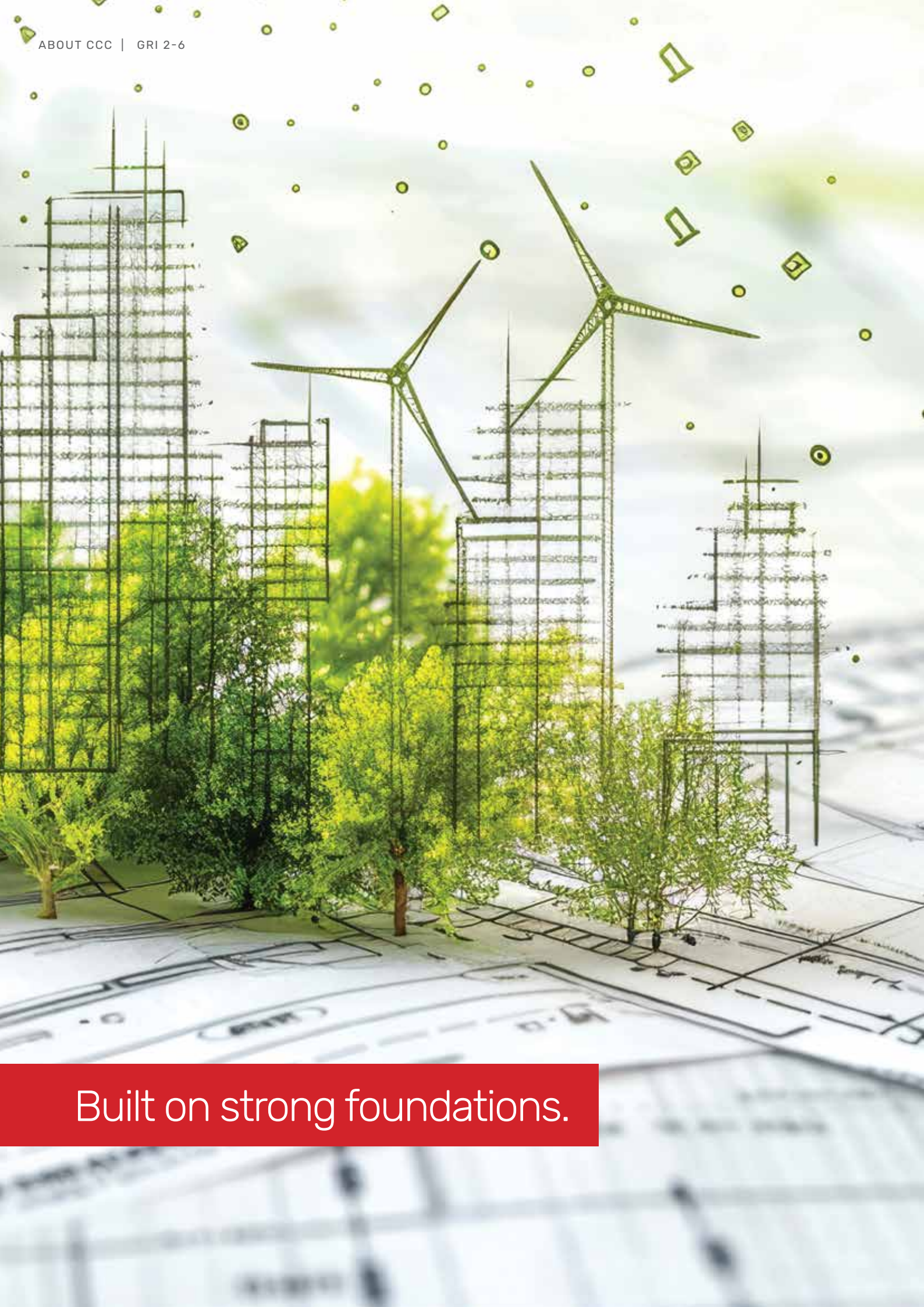


Revenue Breakdown by Sector
2023



Revenue Breakdown by Sector
2024





Built on strong foundations.

OUR MISSION

We are renowned for our capability to deliver iconic mega projects. Recognizing their profound impact on people's welfare, economic prosperity, and environmental sustainability, we are deeply committed to always deliver, regardless of the challenges. No challenge is too great for us to meet our high standards and make a positive impact.

OUR VISION

We will continue to provide exceptional engineering and construction services to our Partners and Clients while expanding our in-house capabilities, fostering collaboration, and setting industry standards. We will pioneer comprehensive solutions that address the challenges of population growth and environmental sustainability, securing a better future for our people, our clients, the communities we work in, and the planet.

OUR VALUES AND 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."

These four values define us and must be apparent in every brand experience across all our businesses. They should influence every conversation, product, service, and interaction. They assist us in presenting a unified front. Through establishing a consistent brand experience, we can have a greater impact on the world.



Commitment to excellence



Never Stop Improving



A company that cares



Adaptability and Resilience

OUR GLOBAL FOOTPRINT

OFFICES AND ACTIVE PROJECTS

EGYPT

- » City Gate - Construction of Finished Residential apartments in Zone 2c - Phase 1, Cairo
- » SQ1 Residential Compound, new Cairo
- » Four Seasons Hotel (CP02 Fit out) - MEP Works, Luxor
- » 205 Feddan Development - Towers Complex & July Promenade
- » Four Seasons Hotel Cairo Capital at Madinaty (Infrastructure, Residences, Hotel)
- » H9 Address Hotel & Village a Residential Villas, Marrasi
- » New Alamein City, Historical City, Alamein Towers, Marina Towers, Arab academy)
- » City Gate, Villas in Zone 3D, Clusters a&B
- » Lagoon Park Podium Buildings at iCity
- » Lagoon Residence "Murai Zone" Buildings (Phase 1) & Canal Walk Island (Phase 2), Sheikh Zayed City
- » The Ark Business District, Block 3 - Buildings 2A & 2B
- » Al Organi Headquarters Building Plot 23B.5, Structure Package
- » Telecom Egypt New Headquarter, Phase 2 - aAchitectural Works, MEP and Landscaping

LIBYA

- » Design & Construction of Sewage Network at Corniche Road, Derna City
- » Tobruk - Emsaed Road, Section 4, North East
- » Corniche Road - Phase 2, Derna

IVORY COAST

- » Abobo University Hospital Center

EQUATORIAL GUINEEA

- » Permanent Fabrication Facilities

RWANDA

- » New Bugesera International Airport

QATAR

- » North Field South Onshore Project
- » North Field East Onshore Project
- » Upgrading of Mesaimeer Road
- » QAFC07 Ammonia Plant
- » Design and Construction of Al Bustan Street North
- » Hamad International Airport, Improvement of Hydraulic Network
- » Doha International Airport, Pavement Remediation Works

SAUDI ARABIA

- » ACWA Power Head Office & Global Vistors Centre (Project Bright), Al Diriyah, Riyadh
- » Al Nahda Entertainment Complex, Exit 15, Rabwa Area, Riyadh
- » NEOM Green Hydrogen Project
- » ZUI UF Onshore Oil Facilities Project Pkg 1
- » Al Ula Headquarters & Business Park
- » Fadhili Gas increment Program - Package 4

OMAN

- » Al Batinah Coastal Road, Phase 1

SUSTAINABILITY

"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."

- Samer Khoury, Chairman at CCC

DOING WELL BY DOING GOOD

At CCC, sustainability is at the heart of everything we do. We are dedicated to responsible growth and environmental stewardship, focusing on three key pillars: economy, environment, and society.

As advocates of the global sustainability agenda, we actively support initiatives such as the Paris Climate Change Agreement and the United Nations Sustainable Development Goals (SDGs). These goals guide us in addressing global challenges like poverty, education, gender equality, water and energy use, climate change, and sustainable economic growth. Aligned with the United Nations Global Compact (UNGC), we adhere to its ten principles, ensuring ethical business practices.

Our mission is to lead in sustainable construction. Drawing on our heritage of family values and a solid construction record, we aim to deliver sustainable value for our shareholders, clients, employees, communities, and future generations.

At CCC, sustainability means focusing on the Triple Bottom Line: Economic Growth, Social Responsibility, and Environmental Protection. We integrate sustainability into all our business activities guided by CCC's Sustainability Policy and its specific commitments. As an international construction organization, our activities directly impact communities, ecologies, and economies.

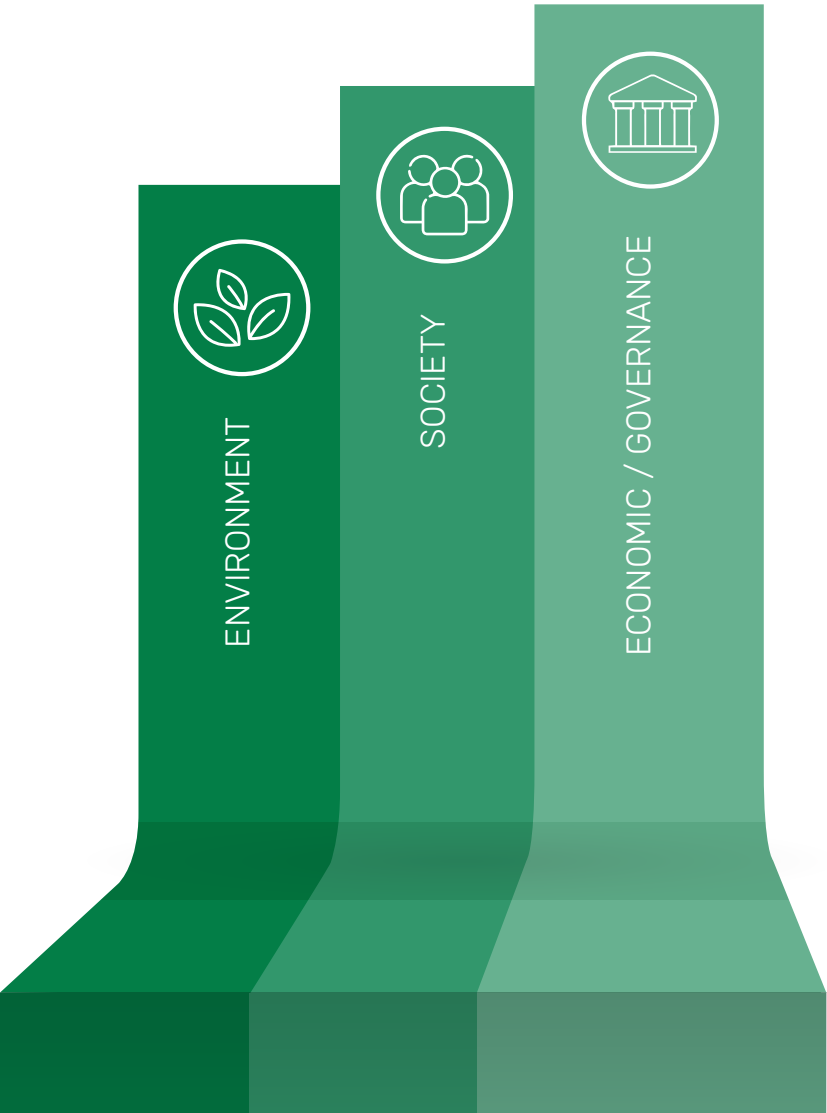


SUSTAINABILITY POLICY

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": environment, society, and economy. Sets qualitative and quantitative objectives to help us understand and manage our sustainability performance.

[Click here for CCC's Sustainability Policy](#)





Sustainability Strategy

Across CCC, our decade-long systematic approach to sustainability encompasses all three fundamental pillars: **economic, environmental, and social performance.**

Our comprehensive sustainability strategy, developed in alignment with the United Nations Sustainable Development Goals and the Ten Principles of the United Nations Global Compact (UNGC), establishes specific objectives, targets, and performance indicators. Key focus areas include achieving zero harm and ensuring occupational health and safety excellence, implementing energy efficiency measures and greenhouse gas emissions reduction protocols, maximizing construction waste diversion through recycling initiatives, integrating circular economy principles throughout operations, pioneering green construction methodologies and enhancing corporate transparency and governance.



Facilitate sustainable economic growth

- Maintain a robust and enduring business.
- Expand business through further market and geographical diversification.
- Target sustainable infrastructure projects.



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.



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.



Provide safe and healthy workplaces for our employees

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



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.



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.



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).

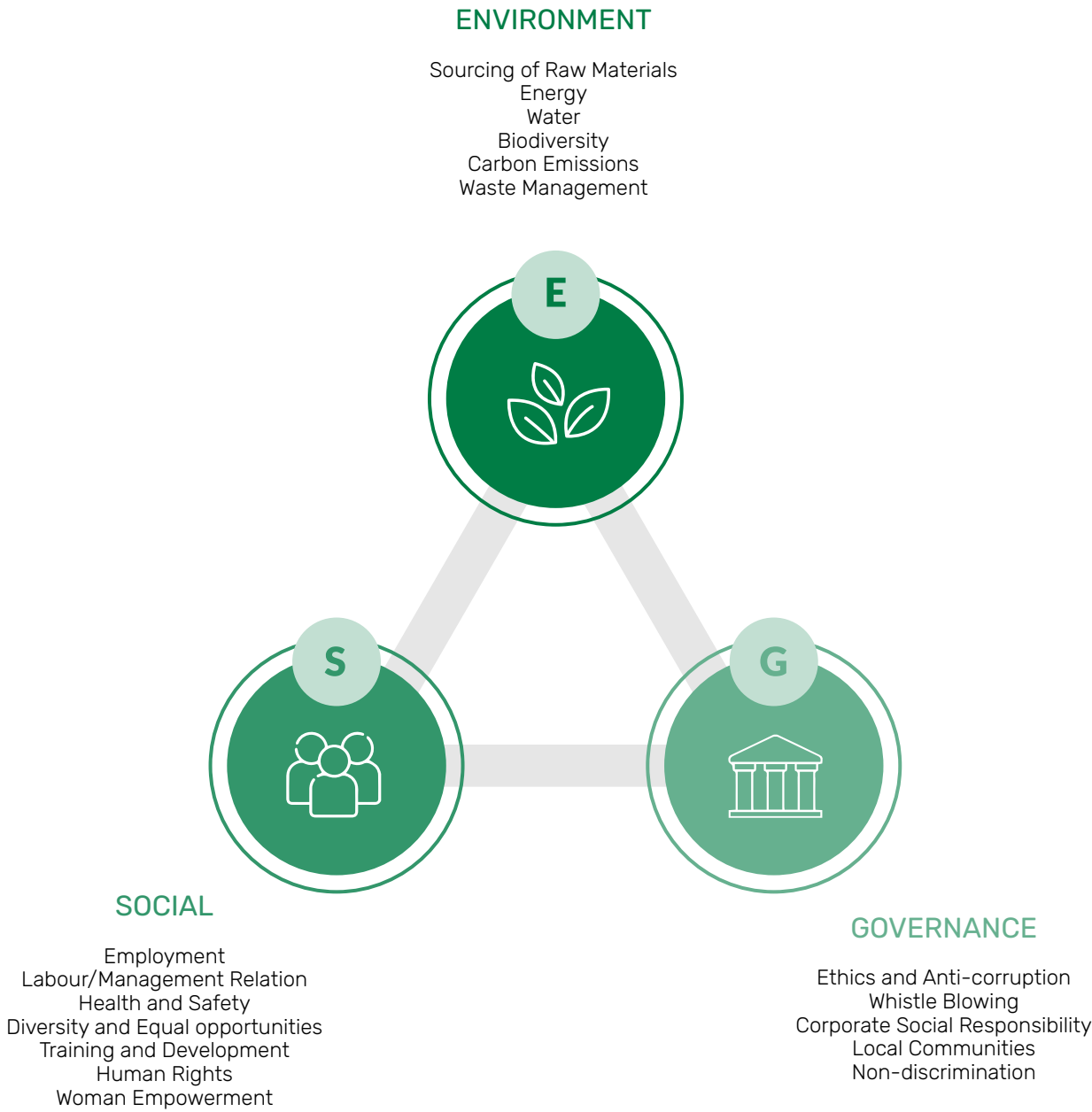
ALIGNMENT WITH SDG’S

Aligning our sustainability strategy with the SDG’s and what actions we have taken so far:

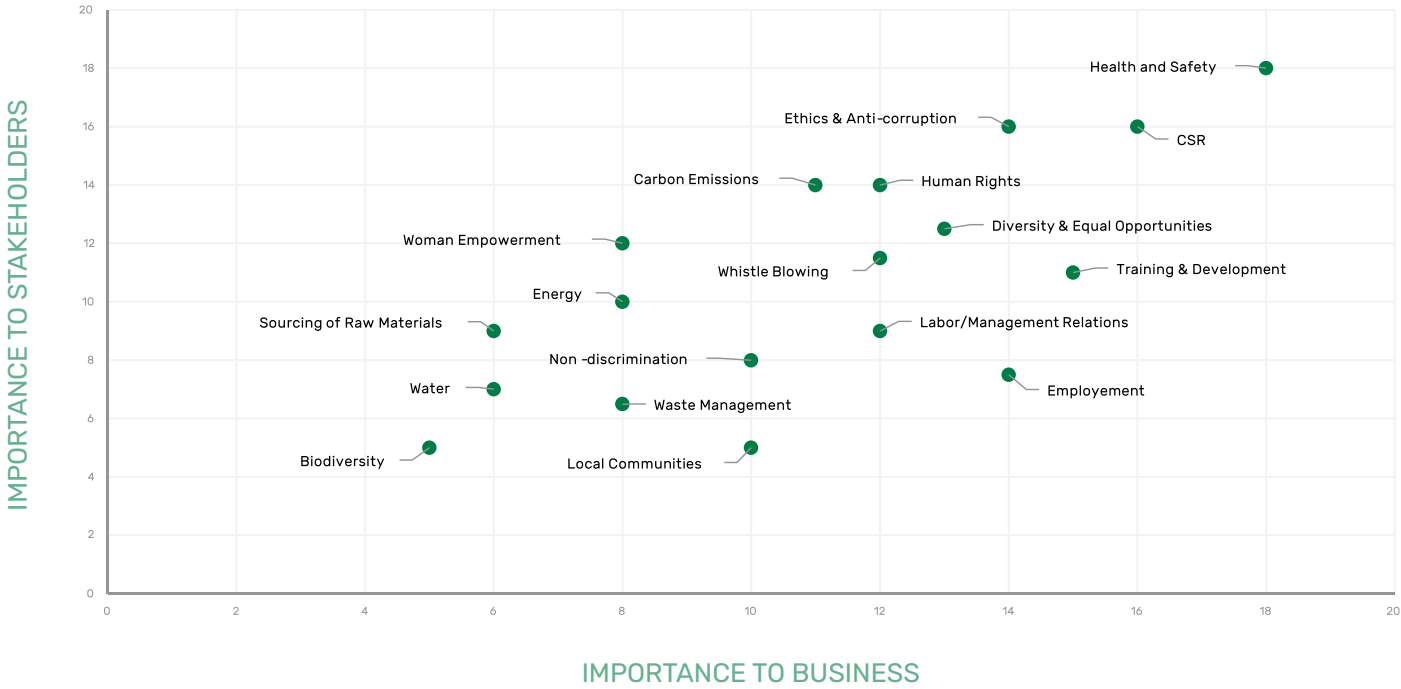
FOCUS	TARGET	SDG	ACTION PLAN	HIGHLIGHTS OF CCC CONTRIBUTIONS (2023-2024)
ECONOMIC DEVELOPMENT	Facilitate sustainable economic growth	8DECENT WORK AND ECONOMIC GROWTH 9INDUSTRY, INNOVATION AND INFRASTRUCTURE 11SUSTAINABLE CITIES AND COMMUNITIES 13CLIMATE ACTION	- Maintain a robust and enduring business - Expand business through further market and geographical diversification - Target sustainable infrastructure projects	- Historically, CCC has completed 10 renewable energy projects, 46 power related projects and 13 water dam's project, 6 Stadiums and 200 Oil and Gas projects and 350+ Building projects - Identified target markets and regions for expansion and undertaking deep analysis - Completed various project tenders and procedures with solid sustainability requirements
	Conduct business ethically and adhere to the highest governance standards	16PEACE, JUSTICE AND STRONG INSTITUTIONS 17PARTNERSHIPS FOR THE GOALS	- Advocate corporate transparency and accountability - Educate our employees on Ethics and Anti-corruption	- Participated in initiatives, interviews, 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)	7AFFORDABLE AND CLEAN ENERGY 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION 15LIFE ON LAND	- 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	41% and 37% water were recycled/reused during 2023 and 2024 respectively. - Carbon Intensity reduced from 127 MtCO2e to 76.67 and 82.25 MtCO2e / million USD revenue in 2023 and 2024 respectively 68% and 71% of construction waste is reused/recycled respectively
	Source sustainable materials	9INDUSTRY, INNOVATION AND INFRASTRUCTURE 11SUSTAINABLE CITIES AND COMMUNITIES 12RESPONSIBLE CONSUMPTION AND PRODUCTION 17PARTNERSHIPS FOR THE GOALS	- 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	- Continued screening supply chain partners for sustainability criteria (82% in 2023, 100% in 2024) - Overall regional materials purchased in 2023 was 61.6% and in 2024 was 50.79% - Achieved around 11% and 13% of recycled content material use in 2023 and 2024 respectively - Pledged to procure net-zero emission steel and concrete by 2030 – First Movers Coalition
SOCIAL DEVELOPMENT	Provide safe and healthy workplaces for our employees	3GOOD HEALTH AND WELL-BEING 8DECENT WORK AND ECONOMIC GROWTH	- Zero Fatalities - Increase HSE Training	- 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, 39 and 18 HSE training hours per employee were completed in 2023 and 2024 respectively
	Promote a culture of diversity and inclusion	4QUALITY EDUCATION 5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH	- Provide 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	- Implemented CCC Human Rights Policy - Conducted 1,211,344 and 887,571 training manhours for the year 2023 and 2024 respectively. - Supported women through CCC Women's Empowerment Initiative - Conducted employee satisfaction survey
	Drive the socioeconomic development of local communities and promote community engagement	7AFFORDABLE AND CLEAN ENERGY 8DECENT WORK AND ECONOMIC GROWTH 9INDUSTRY, INNOVATION AND INFRASTRUCTURE 10REDUCED INEQUALITIES	- Generate local employment opportunities - Support local businesses through our supply chain	- 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 in 2022 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 that can have the most significant impacts 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. These material topics were reviewed during this reporting period to add/remove any material topic that CCC does or does not consider them as materials during this period.



GREEN CERTIFICATION PROJECTS PORTFOLIO



At CCC, our ongoing commitment to environmentally responsible practices are exemplified through our focus on green building certification projects. In the period of 2023-2024, we achieved success in completing several certified projects, showcasing our dedication to eco-friendly and sustainable construction.



Al Nahda Entertainment Complex

PROJECT NAME	LOCATION	CLIENT	PROJECT PHASE	
			DESIGN	CONSTRUCTION
COMPLETED PROJECTS				
LMH Project (Multipurpose Hall at Lusail Sports Club)	Qatar - Doha	Qatar Olympic Committee	3-Stars GSAS (Certified)	4-Stars GSAS (Certified)
Princess Nora University Project (PNU Academic Campus Part-1 & 2)	KSA - Riyadh	Ministry of Finance	LEED Gold (Certified)	LEED Gold (Certified)
CCC Headquarter Building	Oman - Muscat	CCC	LEED Certified	LEED Certified
Palestinian Museum	Palestine -Birzeit	The Welfare Association	LEED Silver (Certified)	LEED Gold (Certified)
New Port Project - Container Terminal Project (CT - 1)	Qatar - Doha	New Port Project Steering Committee NPP	3-Stars GSAS (Certified)	3-Stars GSAS (Certified)
Doha Metro Project - Msheireb Station	Qatar - Doha	Qatar Rail	5-Stars GSAS (Certified) LEED Gold (Certified)	5-Stars GSAS (Certified) LEED Gold (Certified)
Doha Metro Project - Education City Station	Qatar - Doha	Qatar Rail	4-Stars GSAS (Certified)	4-Stars GSAS (Certified)
City Centre Almaza	Egypt - Cairo	Majid Al Futtaim Properties	LEED Silver (Certified)	LEED Gold (Certified)
Abu Dhabi Plaza (Mixed-use development - 6 Buildings)	Kazakhstan-Astana	Aldar Properties PJSC.	LEED Certified LEED Silver (Certified)	LEED Certified LEED Silver (Certified)
Abu Dhabi International Airport - Midfield Terminal Building	UAE - Abu-Dhabi	Abu Dhabi Airports Co. (ADAC)	ESTIDAMA 3-Pearl (Certified)	ESTIDAMA 3-Pearl (Certified)
Mall of Oman, Package 2-Main Works	Oman - Muscat	Majid Al Futtaim Properties	LEED Gold (Certified)	LEED Platinum (Certified)
Al Zahia City Centre	UAE - Sharjah	Majid Al Futtaim Properties	LEED Gold (Certified)	LEED Gold (Certified)
Doha Metro- Green Line Stabling Yard (SY. RST-B.05 Administration & ECC Building)	Qatar - Doha	Qatar Rail	4-Stars GSAS (Certified)	4-Stars GSAS (Certified)
Msheireb Downtown Doha, Phase 1B	Qatar - Doha	Msheireb Properties	LEED Gold (DR Completed)	LEED Gold (Certified)
Msheireb Downtown Doha, Phase 4 (9 Buildings)	Qatar - Doha	Msheireb Properties	LEED Gold (DR Completed)	LEED Gold (Certified)
The E18hteen -Marina, Lusail	Qatar - Doha	Lusail	3-Stars GSAS (Certified)	3-Stars GSAS (Certified)
Seef Lusail (6), (7) & (8)	Qatar - Doha	Lusail	4-Stars GSAS (Certified)	4-Stars GSAS (Certified)
Riyadh Metro, Lines 1 & 2	KSA - Riyadh	Arriyadh Devt. Authority (ADA)	LEED Silver (DR Completed)	LEED Gold (Certified)
Opera Grand Tower	UAE - Dubai	Emaar Properties PJSC	DMGBR (Certified)	DMGBR (Certified)
Doha Metro- Red Line Depot 1 (DT.RSD-B.14 Administration & ECC Building)	Qatar - Doha	Qatar Rail	4-Stars GSAS (Certified)	4-Stars GSAS (Certified)
UNDER CONSTRUCTION PROJECTS				
Qetaifan Island North at Lusail Qatar Phase 1 Main Works Package 4- Linear Park	Qatar - Doha	Qetaifan Projects	GSAS 3-Stars (Certified)	GSAS 4-Stars (In-Progress)
Qetaifan Island North at Lusail Qatar Phase 1 Main Works Package 4- District Infrastructure	Qatar - Doha	Qetaifan Projects	GSAS 4-Stars (Certified)	GSAS 4-Stars (In-Progress)
AlUla Royal Commission Head Quarters Project	KSA-AI Ula	Royal Commission for AI Ula	LEED Gold (Under Review)	LEED Gold (Under Review)
Al Nahda Entertainment Complex (Exit-15)	KSA - Riyadh	Seven	LEED Silver (Under Review)	LEED Silver (In-Progress)

Celebrating Excellence in Sustainability

AWARDS AND RECOGNITION



MIDDLE EAST LEADERSHIP AWARD

Sustainability Leadership of the Year 2021



MEED PROJECT AWARD

Sustainability Medal 2020



MENA GREEN BUILDING AWARD

Contractor of the Year 2017



CONSTRUCTION WEEK OMAN

Sustainable Project Award 2016



MENA GREEN BUILDING AWARD

Best Green Initiative 2014

QATAR SUSTAINABILITY AWARD

Green Contractor Award 2020



MENA GREEN BUILDING AWARD

Training Initiative of the Year 2018



IPLOCA

Environmental Award 2016



EMIRATES ENERGY AWARD (EEA)

Gold Award 2015





SUSTAINABILITY LEADERSHIP

Mr. Bassel Kanj, Environment and Sustainability Manager and GSAS Certified Green Professional, was honoured by the Gulf Organisation for Research & Development (GORD) for his longstanding commitment to climate action through the implementation of the GSAS green building system. This prestigious recognition was presented during GORD’s forum “Towards a Climate-Resilient Future: GORD’s 15-Year Legacy of Environmental Stewardship” on May 28, 2024. The award acknowledges Mr. Bassel Kanj’s significant contributions to advancing sustainable building practices and climate resilience in the region.



On 7th December 2023, Mr. Bassel Kanj had another opportunity to be a part of panel discussion representing CCC at Expo Doha 2023 for the Sustainability Event hosted by the British Embassy partnered with Cundall focusing on important topic “Revolutionising the Infrastructure and Construction Industry Towards a more Sustainable Future” to shed some light on advancement of sustainable construction and CCC’s efforts in transforming itself through innovation, in areas like energy efficiency, using nature-based solutions, leveraging the digital revolution, and integrating renewables towards the pathway in developing sustainable built environment in Qatar. CCC’s cadre of distinguished sustainability leaders position the organization at the forefront of the industry, enabling strategic anticipation and innovative responses to emerging sustainability challenges while consistently pioneering transformative initiatives across global markets.



PROJECT SUSTAINABILITY EXCELLENCE

CCC NFE Project team was awarded as Sustainability Champion for the NFE project in Qatar. This recognition was achieved through the implementation of comprehensive waste management protocols and innovative energy efficiency initiatives. Our integrated approach included advanced waste segregation and recycling systems that significantly reduced landfill contributions, alongside optimized equipment utilization and strategic energy conservation measures that minimized the project's carbon footprint.

INTERNAL SUSTAINABILITY CHAMPION PROJECT

To systematically recognize and reward exceptional sustainability performance across operations, CCC established the biannual Sustainable Champion Project Award program. This prestigious internal recognition is awarded based on comprehensive analysis of Sustainability KPI reports submitted by projects throughout CCC's global portfolio. Following rigorous evaluation against established sustainability benchmarks, two projects emerged as exemplary performers of 2024: North Field Expansion (NFE) project and the NEOM Green Hydrogen Plant project. Both demonstrated remarkable achievements in resource efficiency, waste management, and innovative sustainable construction practices. The NFE project exhibited excellence in energy optimization strategies and waste diversion strategies, while the NEOM Green Hydrogen project distinguished itself through carbon emissions reduction and green procurement initiative.



OTHER AWARDS AND RECOGNITIONS





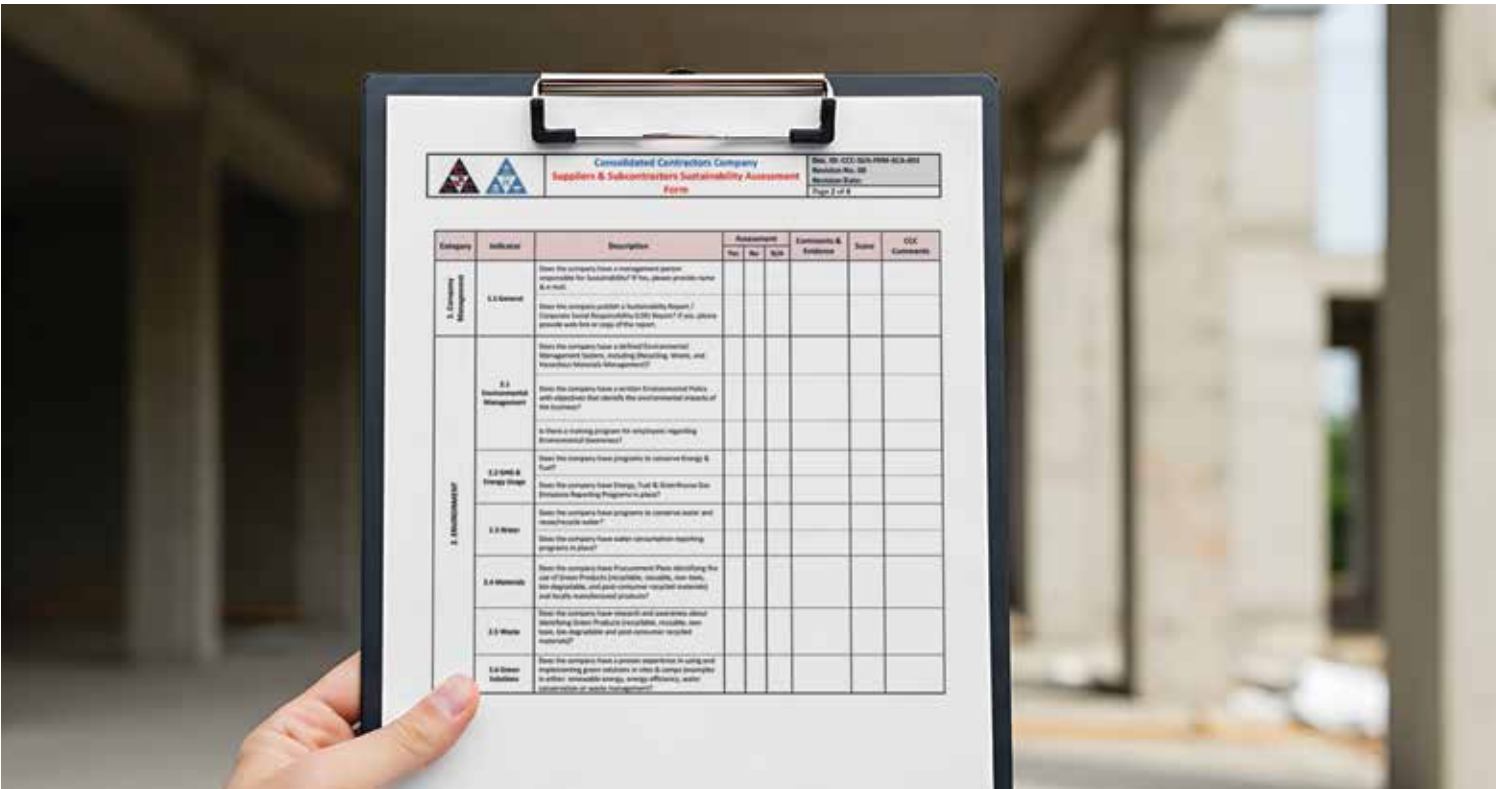
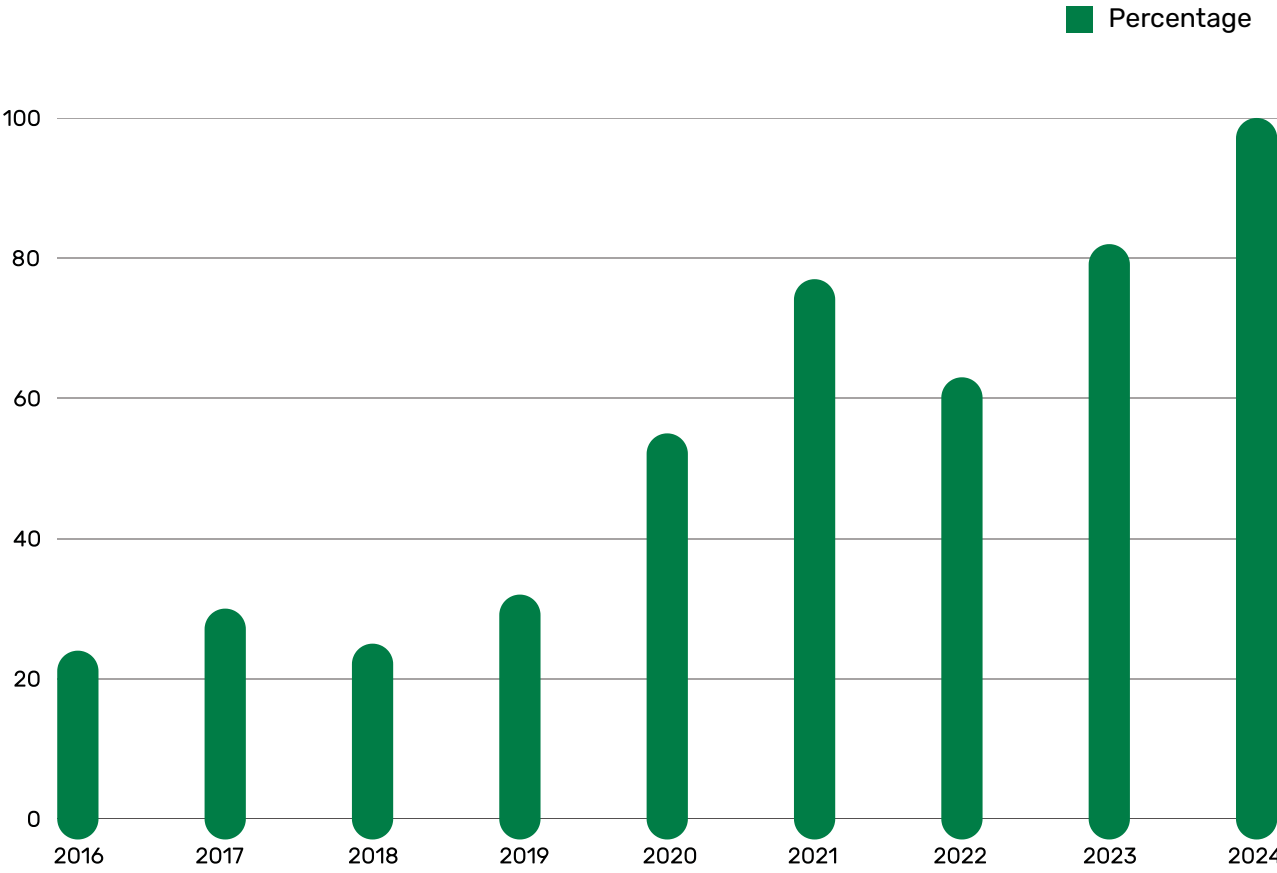
Supply Chain Sustainability

CCC's project excellence is fundamentally dependent on our robust network of suppliers and subcontractors who share our commitment to exemplary business standards. To this end, we have implemented a comprehensive supply chain sustainability strategy that systematically evaluates all partners against established business conduct principles, with particular emphasis on environmental stewardship, social responsibility, occupational safety, labor practices, and human rights compliance.

Our Sustainability team provides detailed guidance to all supply chain partners regarding project-specific sustainable material requirements. We have established a rigorous internal material submittal protocol that mandates sustainability team review for all materials, ensuring both compliance verification and comprehensive tracking capabilities.

The 2023-2024 reporting period demonstrated continued refinement of our supplier screening protocols. A significant advancement was achieved in 2024 with the deployment of our digital supplier evaluation portal, which enabled 100% screening coverage across our supplier network for human rights and anti-corruption compliance, as well as labor practice standards. While this represents substantial progress, we acknowledge the ongoing need to achieve comparable comprehensive screening for environmental and safety criteria, which remains a strategic priority for the upcoming operational cycle.

Percentage of New Suppliers and Subcontractors Screened Using Sustainable Criteria





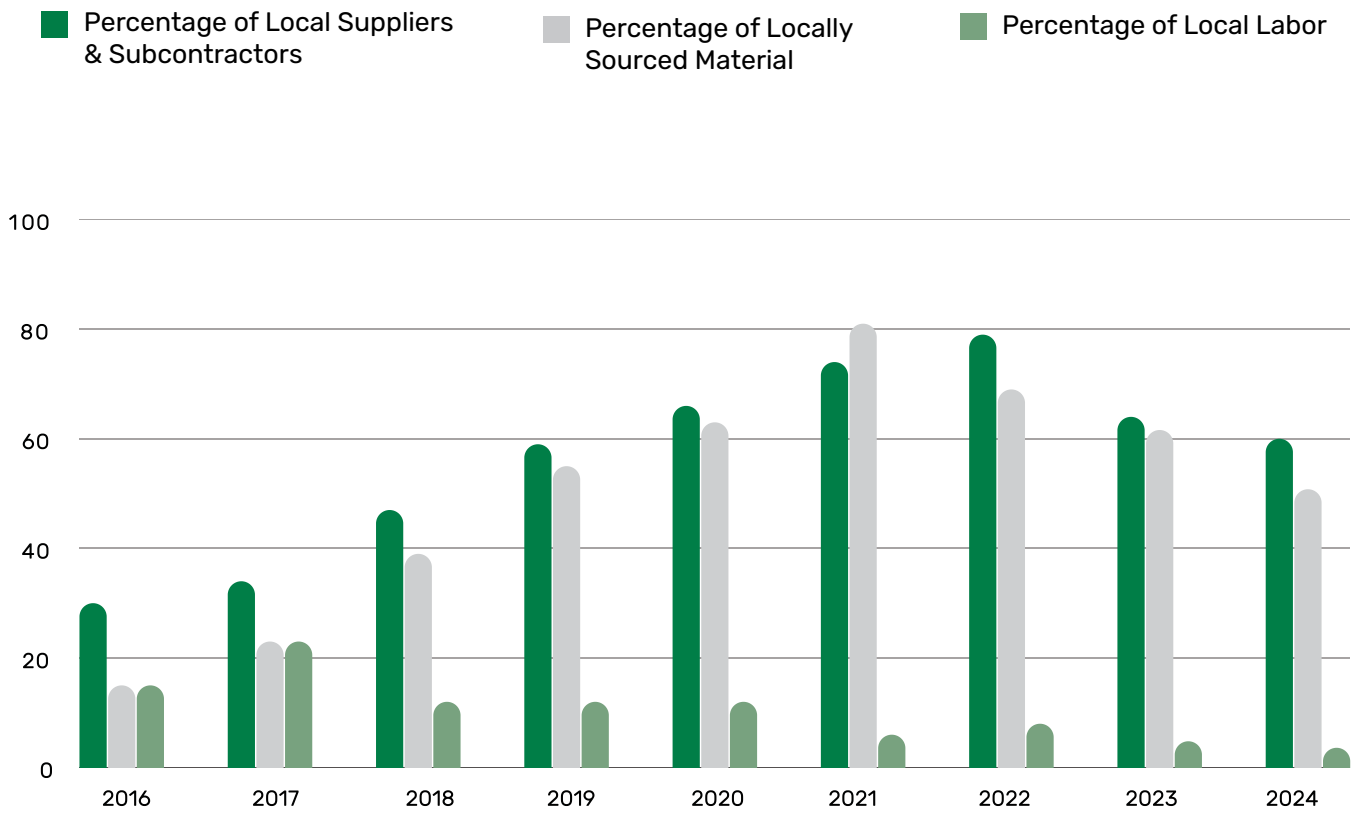
LOCAL VALUE

CCC demonstrates a strategic commitment to regional economic advancement through a multi-faceted approach to local engagement. Our operational model prioritizes indigenous workforce development, fostering robust regional business ecosystems, optimizing local supply chains, and facilitating knowledge transfer initiatives that build lasting technical capacity.

Beyond these economic contributions, our community investment strategy employs a systematic needs assessment methodology to identify critical social infrastructure gaps in our project localities. Through collaborative partnerships with municipal authorities and institutional stakeholders, we direct resources toward targeted development initiatives. These strategic investments have included substantial contributions to educational facilities, transportation infrastructure, and healthcare institutions through both direct financial support and professional volunteer engagements



Percentage of Local Suppliers and Subcontractors, Locally Sourced Material and Local Labor



The current reporting period reflects a measured decline in CCC’s localization metrics across our supply chain, procurement, and workforce categories. This trend primarily stems from our concentrated operational footprint in Qatar and Saudi Arabia, markets characterized by structural limitations in indigenous labor availability and specialized technical capacity.

Additionally, our expanding portfolio of oil and gas infrastructure projects has necessitated the procurement of critical plant components from international suppliers, in accordance with client-mandated technical specifications that exceed regional manufacturing capabilities. These specialized procurement requirements are governed by stringent quality control protocols that limit geographic flexibility in our sourcing strategy.

While this represents a temporary deviation from our localization targets, we continue to implement targeted capacity-building initiatives that will progressively enhance regional capabilities in alignment with our long-term sustainability objectives.

INNOVATION

Additive Manufacturing

Additive Manufacturing (AM) is becoming increasingly important. It plays an increasingly important role in the manufacturing industry and mainly being used in toolmaking and prototype construction. Early applications suggest that the use of AM technologies for construction can decrease labor costs, reduce material waste, and create customized complex geometries that are difficult to achieve using conventional construction techniques.

3D printing of civil materials and tools is a new strategy that can serve the construction industry by optimizing time and saving money. In this regard, CCC worked side by side with Immensa Labs and released the result of a world-first joint effort to recover a series of concrete casting techniques with large-format 3D printing. The “Sensorial Adaptive Concrete Column” was made from 3D printed formwork produced in Immensa Labs’ facilities. Also, CCC targeted a project due to the complex architectural designs implemented in its structure. The scope of work included the manufacture, supply, and assemble 3D Printed molds for GRC casting panels for the Bridge and three Tunnels. Including 3D printed root elements with MDF backing.

We worked with Immensa to evaluate the benefits that 3D printing could bring to CCC machines’ spare parts and successfully reverse engineered, 3D printed, and installed spare parts on some of CCC’s machinery fleet. The futuristic application of the “Just in Time” Inventory will reduce the size of inventory warehouses and avoid the risk of unexpected costs and downtime, especially in remote areas.



Internet of Things (IoT)

IoT technologies are wide spreading in several industrial sectors. New systems are being developed for adoption in new fields of application, like safety and performance at work. In recent years, several projects and prototypes, and industrial solutions have been developed using IoT technologies, proving the added value to many Industries.

WakeCap: The utilization of IoT technology to enhance safety and performance was always on CCC’s innovation roadmap. Hence came our investment into Dubai-based WakeCap to overcome the challenges in digitizing construction sites through a tracking device that integrates seamlessly into the hard hat of construction workers. WakeCap comprises an IoT-enabled helmet, which does not compromise its structural integrity. This battery-powered and wireless-mesh network connects the worksite securely. It scales up with the project and a dashboard monitoring system and the ability to be integrated into existing applications and project management software.



ENVIRONMENT

CCC recognizes the environmental implications associated with its core business sectors, including building and infrastructure construction, and is committed to responsible resource management. We strive to comprehensively assess and manage the environmental impacts of our daily operations and project execution through a structured and transparent approach.



Committed to Our Environment

Our environmental impact assessment framework is aligned with the Global Reporting Initiative (GRI) Sustainability Standards. Since the implementation of our environmental performance assessment procedures in 2012, key performance indicators (KPIs) have been systematically collected and analyzed. This data serves as a foundation for strategic decision-making, meticulous planning, and effective execution aimed at enhancing our environmental performance.

CCC upholds environmental excellence as a fundamental principle of its construction operations. To achieve this, we actively implement initiatives designed to mitigate environmental impacts. Across our projects, camps, and offices, we adhere to a comprehensive sustainability strategy supported by rigorous practices in energy efficiency, water conservation, waste management, and broader environmental stewardship.

ENVIRONMENTAL POLICY

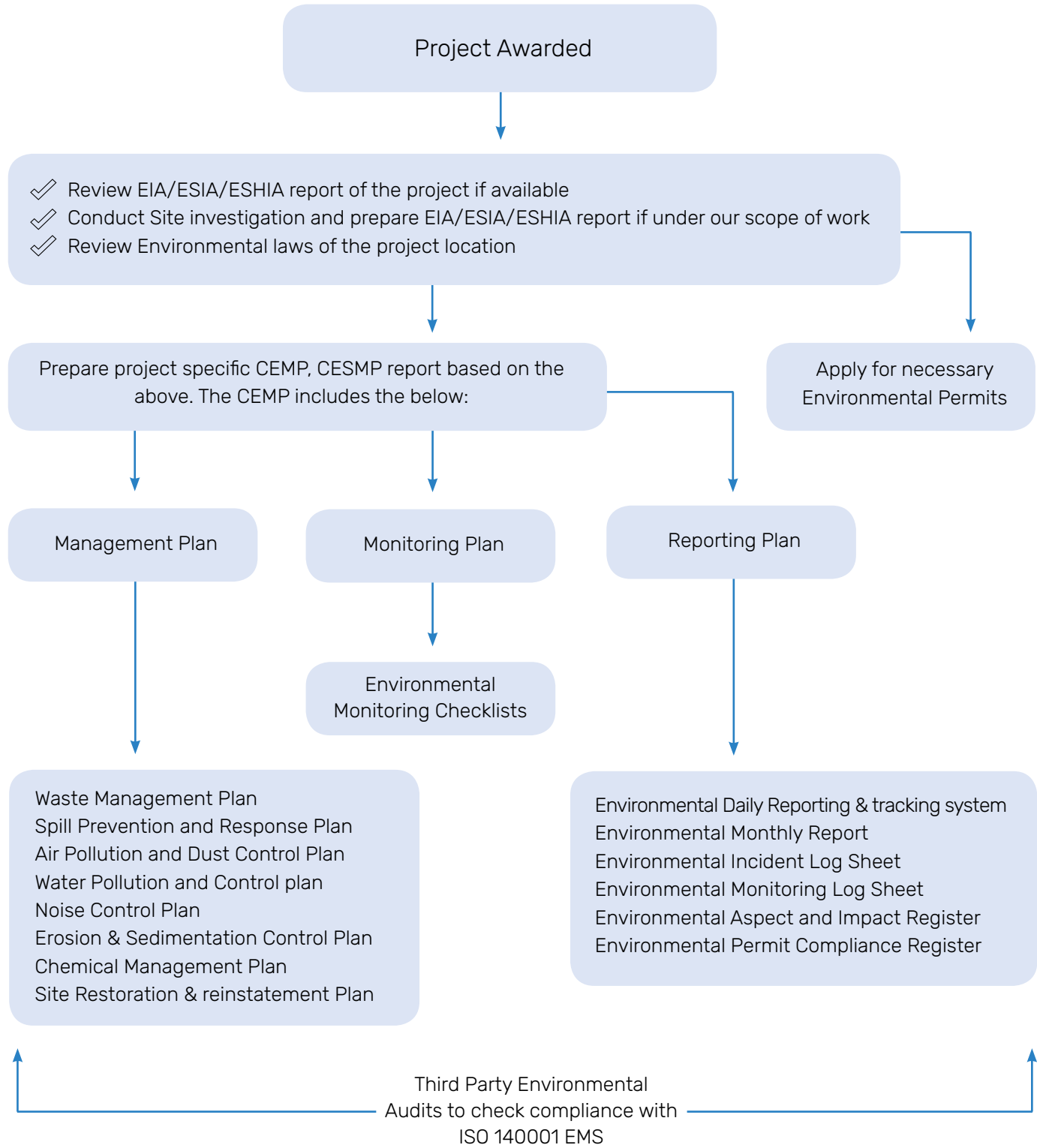
CCC operates a fully documented Environmental Management System in compliance with ISO 14001 and is certified by Bureau Veritas, addressing all the criteria referenced within the standards. The efforts to develop the Environmental policy, structure, capability, and resources to support the Environmental 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.

[Click here for CCC's Environmental Policy](#)



ENVIRONMENTAL MANAGEMENT SYSTEM

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





FUEL AND ENERY CONSUMPTION

For the reporting period, below is the fuel and 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.

CONSUMPTION	2023	2024
Total Fuel consumed (L)	33,691,779	52,275,697
Diesel Consumption within the organization (L)	24,619,747	40,495,480
Diesel Consumption by subcontractors (L)	5,939,701	9,695,819
Petrol Consumption (L)	2,714,631	3,511,743
Electricity generated and consumed through diesel generators (KWh)	39,382,796	66,164,352
Electricity purchased from Third party (kWh)	10,536,320	15,064,190
Electricity generated by Solar PV system (kWh)	86,615	135,230

CARBON FOOTPRINT

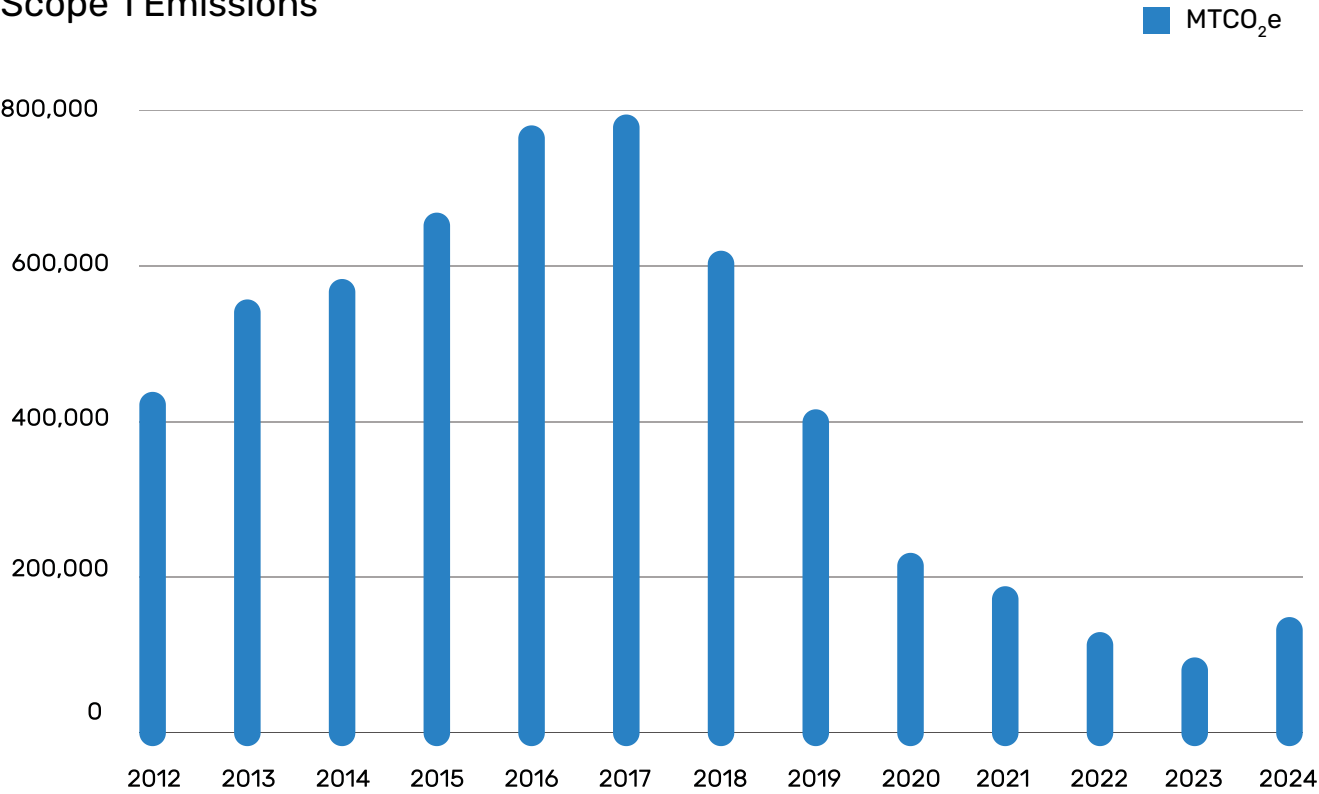
CCC is committed to addressing climate change through the reduction of corporate carbon emissions and by supporting stakeholders—including clients and subcontractors—in minimizing their own environmental footprints. Our carbon footprint is continuously monitored and assessed using internationally recognized standards, including the Greenhouse Gas (GHG) Protocol and the CO₂e protocol developed by the European Network of Construction Companies for Research and Development (ENCORD), specifically tailored for the construction sector.

- To reduce our carbon footprint, CCC has adopted a multi-pronged strategy comprising:
- Internal efficiency enhancement to reduce emissions throughout CCC’s projects and processes.
 - Shift focus towards cleaner energy sectors (Renewables and Nuclear).
 - Shift focus towards green and blue hydrogen projects as well as carbon capture projects.

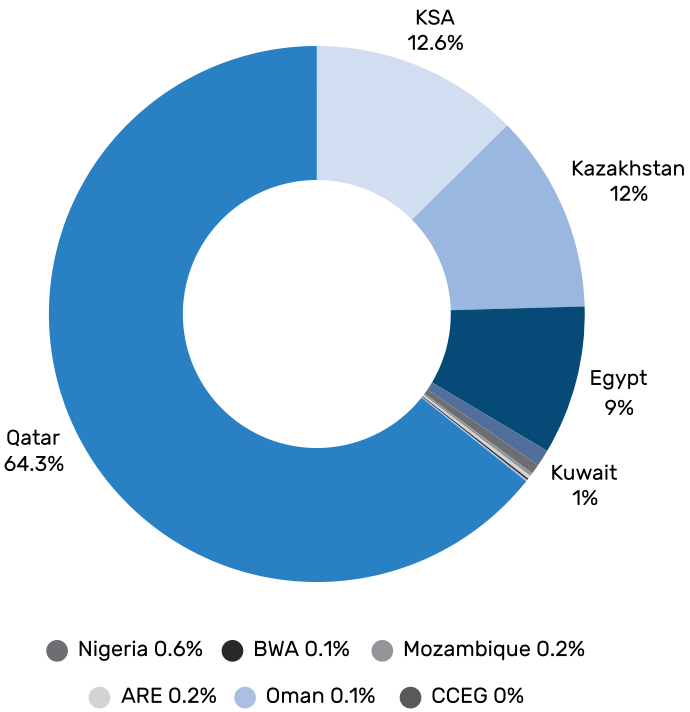
Since 2012, CCC has consistently reported all material Scope 1 and Scope 2 emissions in alignment with the GHG Protocol. To expand our understanding of upstream and downstream Scope 3 emissions, a pilot study was conducted at the Qetaifan Island North (QIN4) Project in Qatar. One of the key insights from this study was the significant challenge in accurately calculating the embodied emissions of construction materials. In response to this challenge, CCC undertook a second pilot study to evaluate embodied carbon emissions specifically for the Mall of Oman Project.



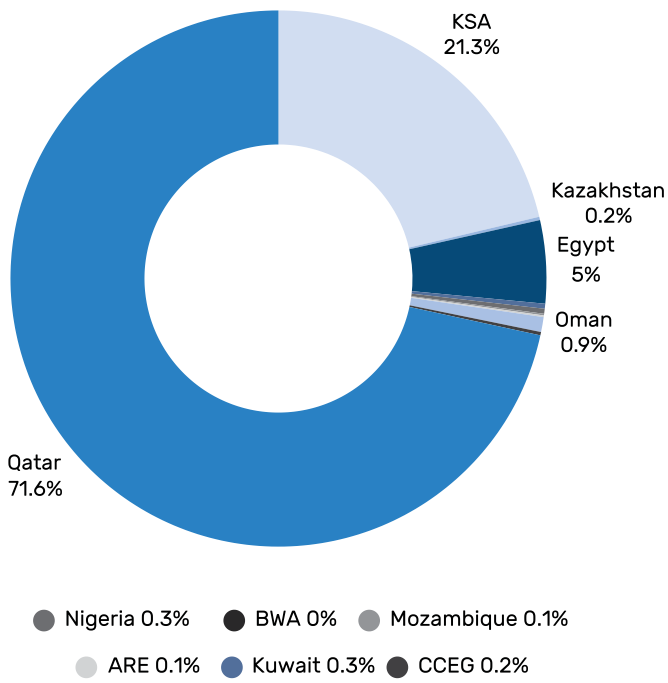
Scope 1 Emissions



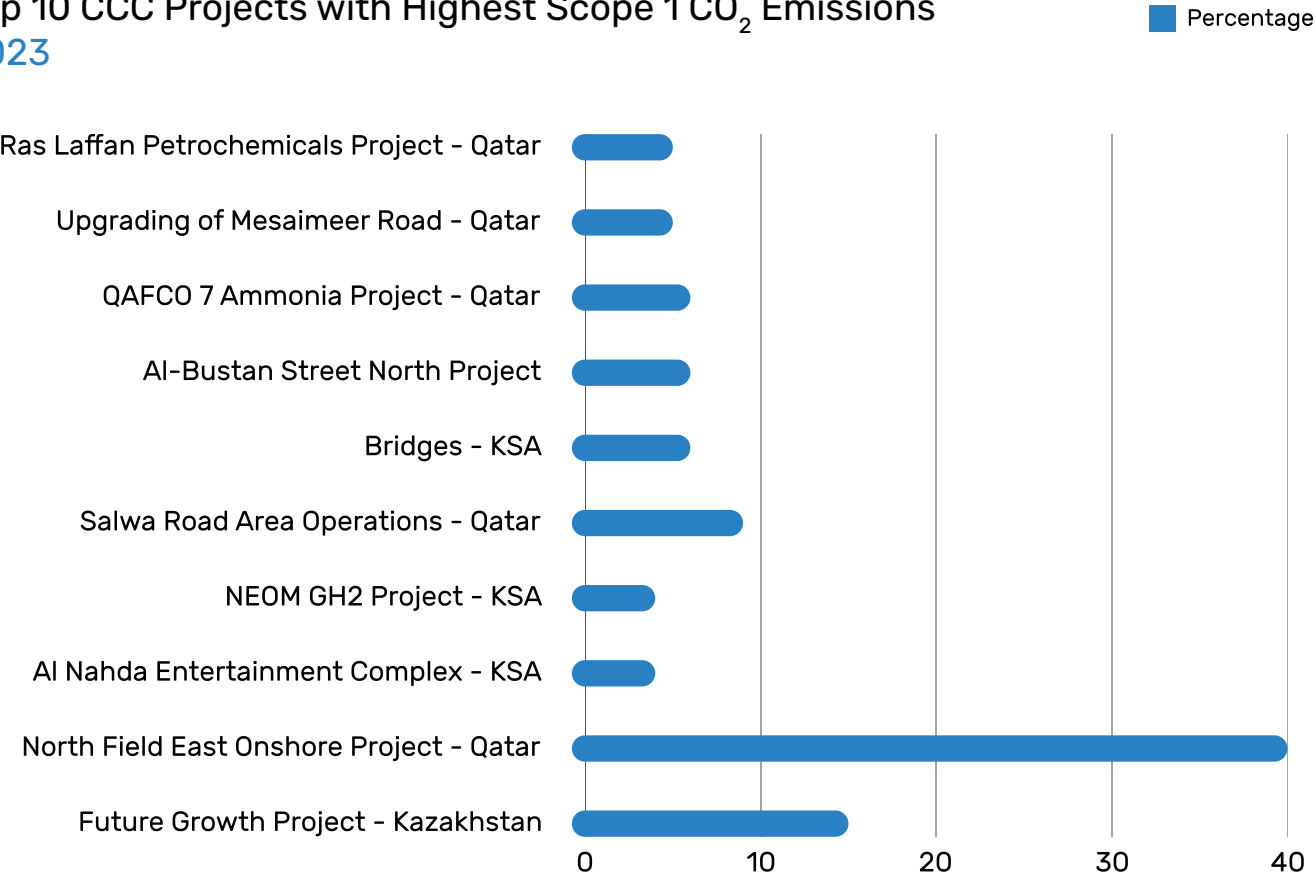
Scope 1 Emissions Per Area
2023



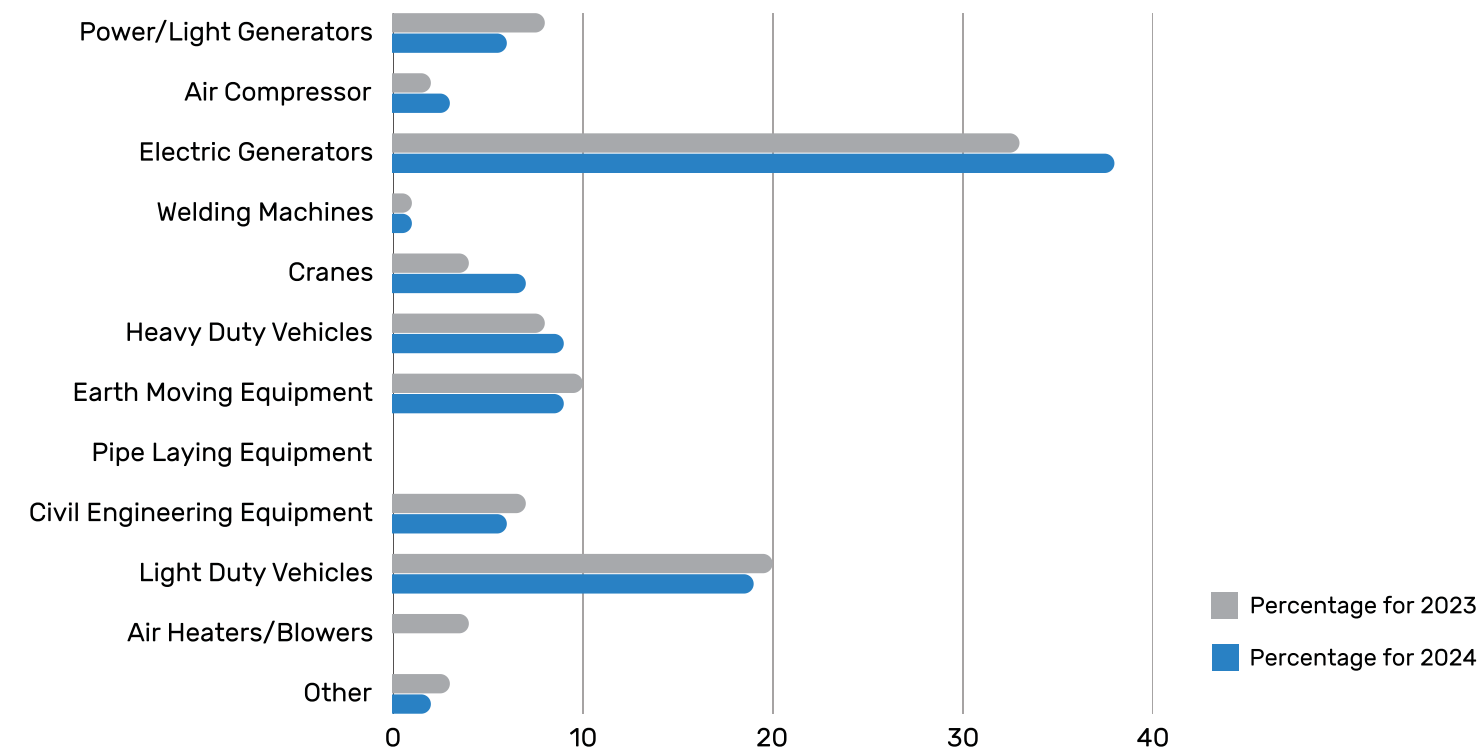
Scope 1 Emissions Per Area
2024



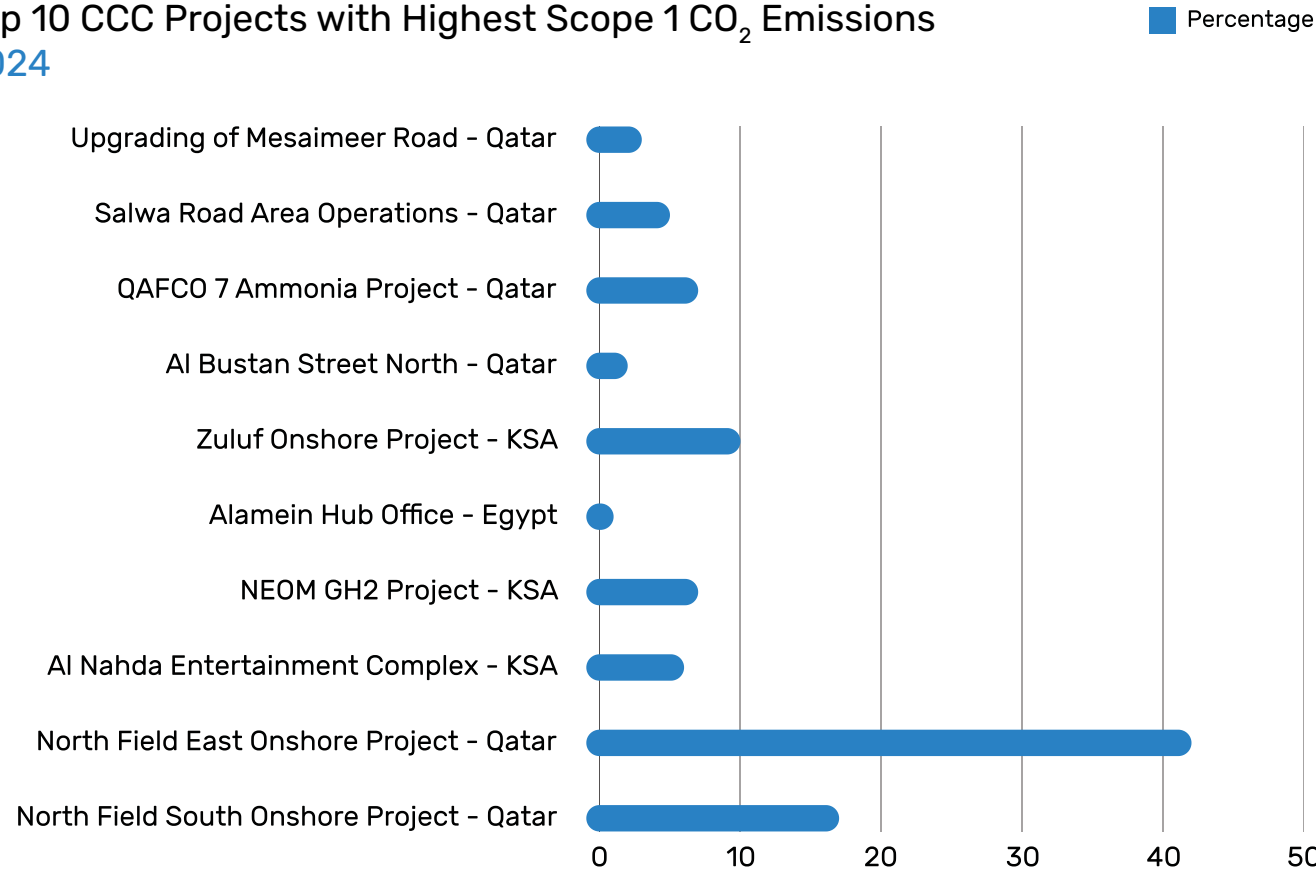
Top 10 CCC Projects with Highest Scope 1 CO₂ Emissions
2023

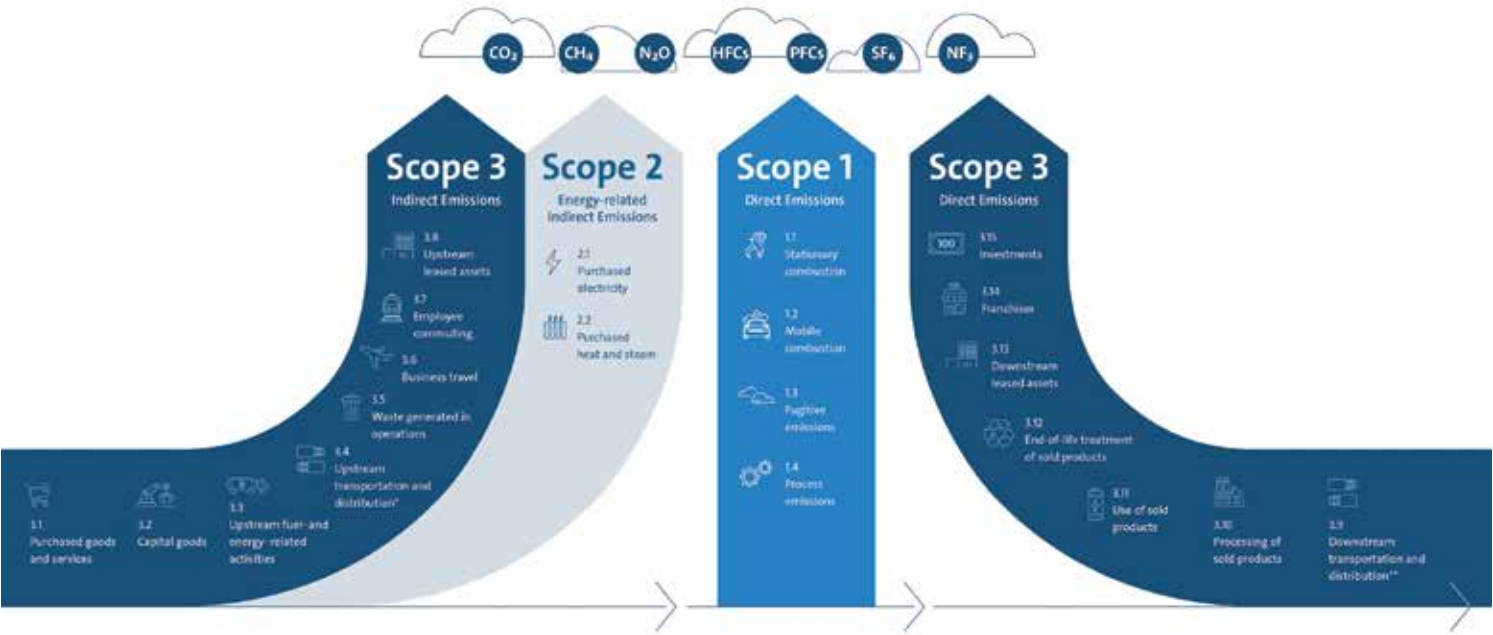


Scope 1 Emissions Per Equipment
2023 and 2024



Top 10 CCC Projects with Highest Scope 1 CO₂ Emissions
2024



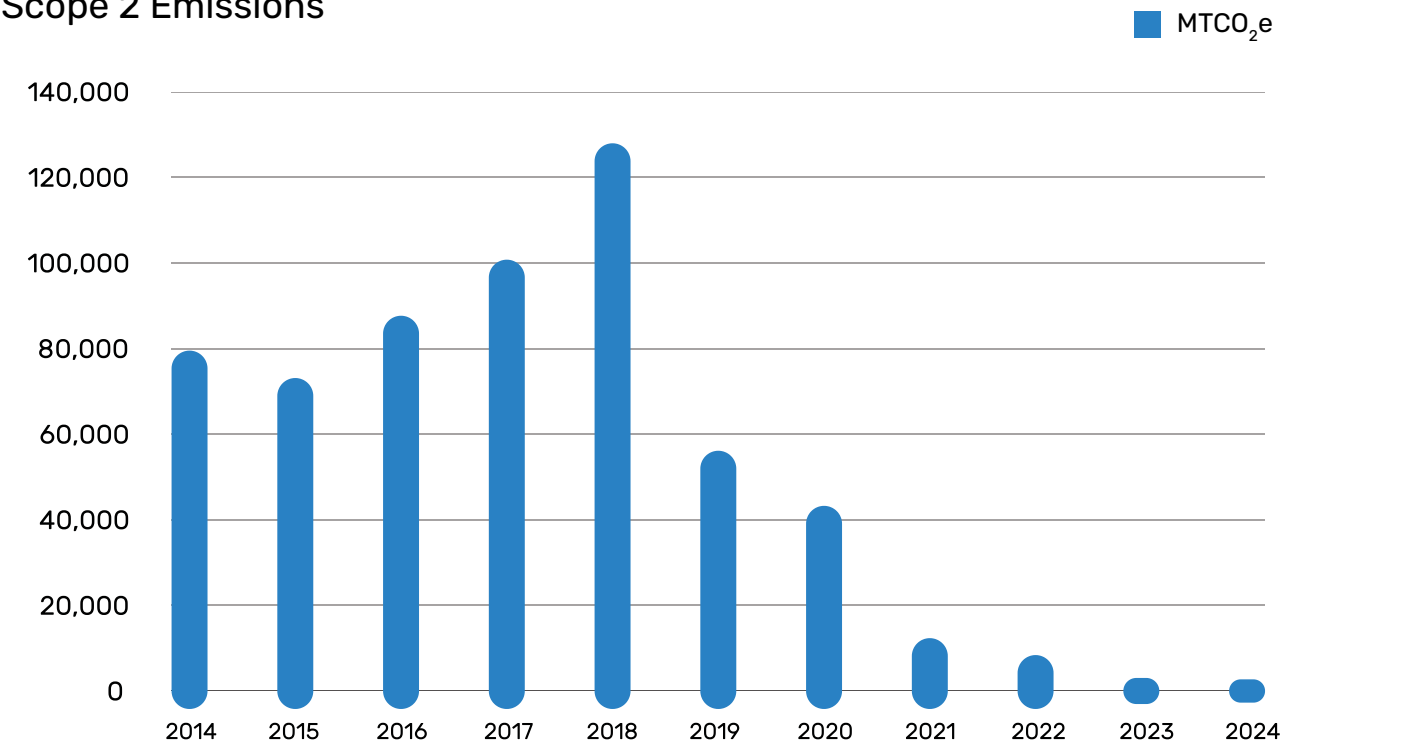


Scope 2

In evaluating Scope 2 emissions, it is important to highlight the distinctive operational structure of CCC. Our activities are predominantly based on temporary construction sites, where electricity needs are primarily met through on-site diesel generators rather than through procurement from national grids or utility providers. This operational model significantly reduces the Scope 2 emissions typically associated with purchased electricity, as these temporary sites seldom utilize grid-supplied power due to their transient nature.

As a result, the majority of CCC’s Scope 2 emissions are attributable to our permanent facilities, such as corporate headquarters and regional offices across various countries, which maintain consistent and ongoing connections to the electrical grid.

Scope 2 Emissions



Scope 3

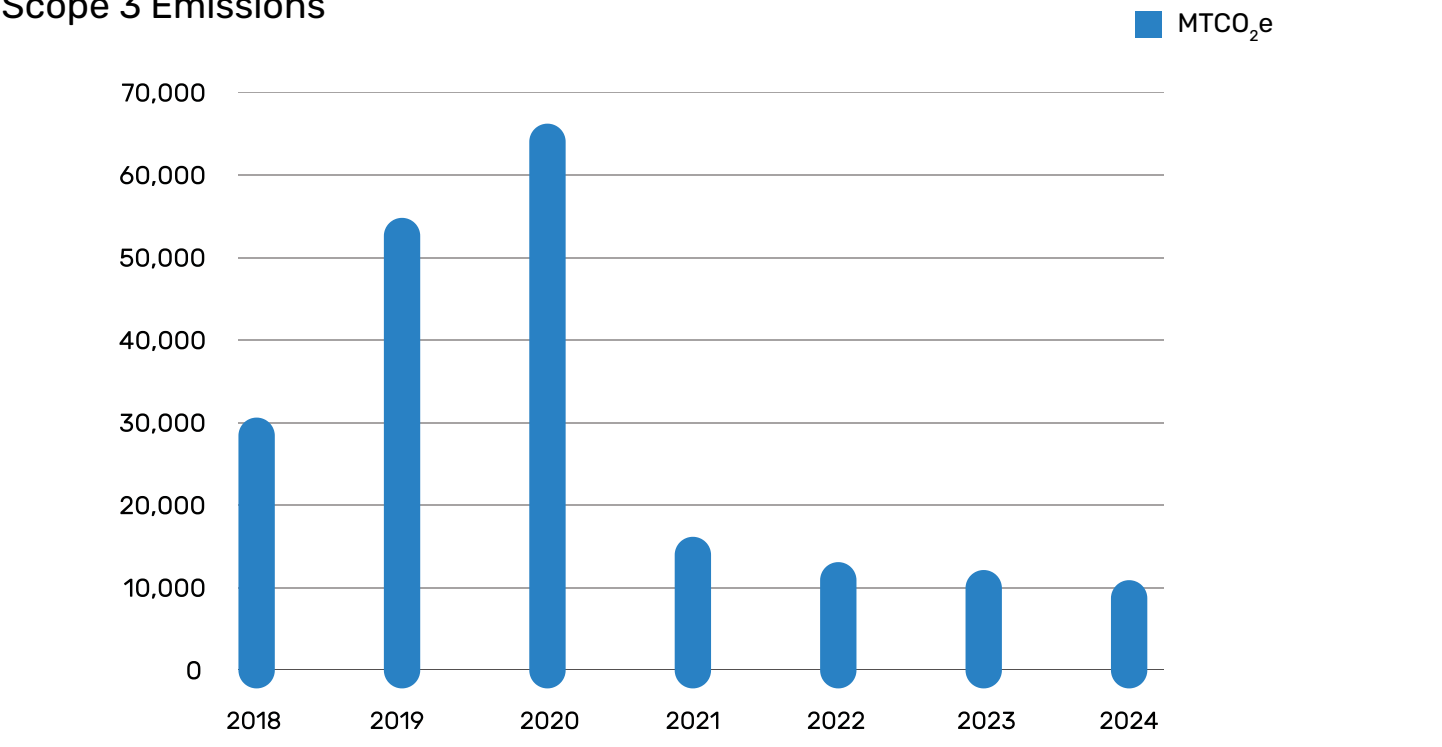
According to the Global Alliance for Buildings and Construction (GlobalABC), the construction and built environment sector is responsible for approximately 37% of global CO₂ emissions. During the COP conference, it was emphasized that emissions from the built environment must be halved by 2030 to meet global climate targets.

The first critical step in CCC’s emission reduction journey was the systematic monitoring and recording of existing emissions. Like many organizations within the sector, CCC initially focused on measuring Scope 1 and parts of Scope 2 emissions and has achieved significant success in this area. However, as recognized industry-wide, Scope 3 emissions often represent the largest share of an organization’s carbon footprint—estimated to be approximately 5.5 times greater than the combined Scope 1 and Scope 2 emissions.

Scope 3 emissions are indirect emissions resulting from activities linked to assets not owned or directly controlled by the reporting organization but occurring within its value chain. While the GHG Corporate Protocol mandates the quantification and disclosure of Scope 1 and Scope 2 emissions, Scope 3 emissions reporting remains voluntary. Nevertheless, CCC has proactively committed to measuring Scope 3 emissions to gain a comprehensive understanding of the full greenhouse gas (GHG) impact of our operations. Recognizing that Scope 3 sources likely represent the majority of CCC’s GHG emissions, the company views this area as a significant opportunity for emissions reduction. Although these emissions are not under CCC’s direct control, the company can influence their magnitude by managing and selecting supply chain partners based on their environmental practices.

In line with this commitment, CCC conducted a pilot study in 2022 at the Qetaifan Island North (QIN4) Project in Qatar, aimed at quantifying Scope 3 emissions across multiple relevant categories. A key insight from this study was the substantial challenge associated with accurately calculating the embodied emissions of construction materials. To address the challenge associated with calculating embodied emissions of construction materials and enhance internal capabilities, CCC initiated a second pilot project in 2023 focused on evaluating embodied carbon emissions at the Mall of Oman Project which will be discussed in the next section.

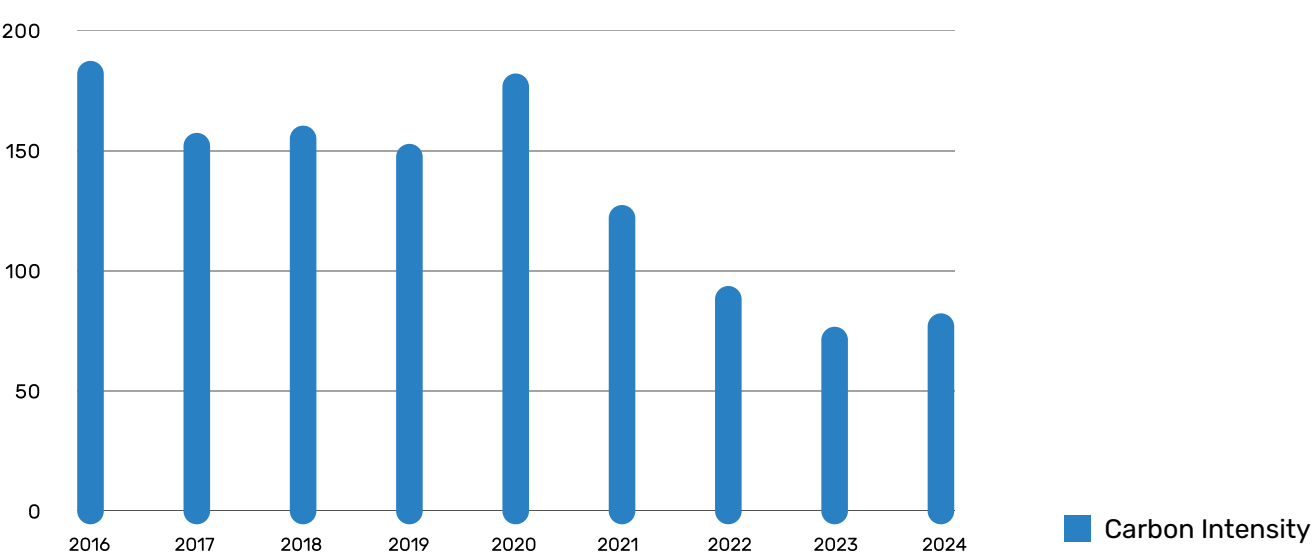
Scope 3 Emissions



Carbon Intensity

To accurately assess the efficacy of our emissions strategy and control measures independent of project volume fluctuations, CCC employs carbon intensity metrics as a critical performance indicator. This normalized approach enables our organization to distinguish between emissions variations attributable to our strategic environmental initiatives versus those resulting merely from changes in operational scale. By analyzing emissions per revenue, we can reliably evaluate the substantive impact of our carbon management protocols across diverse project portfolios and operational cycles. The trend shows that the CCC’s carbon intensity is decreasing overtime. However, slight increase was observed in 2024.

Carbon Intensity MTCO₂e/Revenue
in Million USD



Pilot Project

Embodied Carbon Assessment using 2050 Materials Automated Software

To address the challenge associated with calculating embodied emissions of construction materials and enhance internal capabilities, CCC initiated a second pilot project in 2023 focused on evaluating embodied carbon emissions at the Mall of Oman Project (Area 145,000 m2). This study employed the “2050 Materials” automated software tool, that retrospectively calculated embodied carbon emissions for the project. To do that, 2050 Materials automated the mapping of the BOQ to materials and products that are representative of the ones used in the building. Based on that, 2050 Materials used their software to calculate the carbon footprint in A1-A3 stages and compares it to embodied carbon benchmarks available (e.g. LETI 2020 and 2030 upfront carbon design targets).

Component Impact Breakdown	Substructure	Frame	Upper Floors
Total Carbon (kg CO2e)	33,314,151.4	442,906.0	317,700.8

The mapped material configuration for the project is estimated to account for around 692 kg CO2e/m2 of upfront carbon (A1-A3). This includes the substructure and superstructure, which generally accounts for around 70% of upfront emissions in buildings of this type. Applying these percentages, our estimated emission for the entire project are assumed to be around 990 kg CO2e/m2.

Top 5 Products with the Highest Carbon Contribution

Product	Building Application	Total Carbon (kg CO ₂ e)	Carbon Contribution to Total
Concrete C50/60 ECOcompact	Substructure	24,759,392.4	24.7%
Ready-mix Concrete C50/60	Substructure	8,554,759.0	8.5%
SAND 153/870 Galvanized Steel	Upper Floor	317,700.8	0.3%
Cam Steel Bolt M20 X 4000 mm	Frame	269,584.0	0.3%
Cold-rolled Reinforcing Steel and Electro-welded Mesh	Frame	149,776.6	0.1%

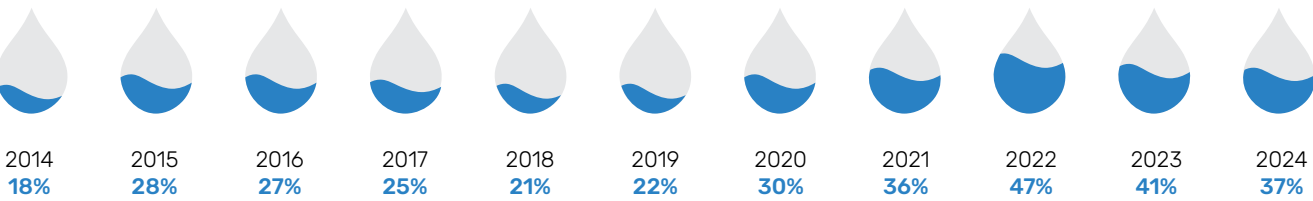
Key assumptions:

- The 2050 Materials Projects tool was used to calculate emissions for the concrete works section.
- Emissions in this report are calculated for life-cycle stages A1-A3. No allowance has been made for A4, A5, B, C or D modules.
- Data for materials is based on aggregated EPDs available in central Europe which comply with the standard EN 15804. The data is an internal database developed by 2050 Materials in 2022 with all EPD information available and covers over 400 material types with life-cycle stage emissions as calculated through the aggregated EPDs.
- Sequestered carbon/Biogenic carbon is excluded from this assessment.
- Generally, we assume an additional 10% in emissions due to mechanical, electrical, and plumbing (MEP) equipment in buildings.

WATER AND WASTEWATER MANAGMENT

At CCC, we have implemented a strategic approach to water resource management throughout our construction operations. Our comprehensive water stewardship program addresses both consumption and discharge aspects through technically advanced conservation methodologies. Project sites systematically incorporate water-efficient technologies and practices, significantly reducing our hydrological footprint in alignment with international sustainability standards. Dewatering discharge undergoes rigorous quality assessment before being repurposed for dust suppression and irrigation applications, ensuring compliance with applicable environmental parameters. A cornerstone of our water management strategy involves the sophisticated treatment of construction-generated wastewater, with numerous projects achieving 100% recycling rates through on-site treatment facilities and strategic partnerships with specialized third-party processors.

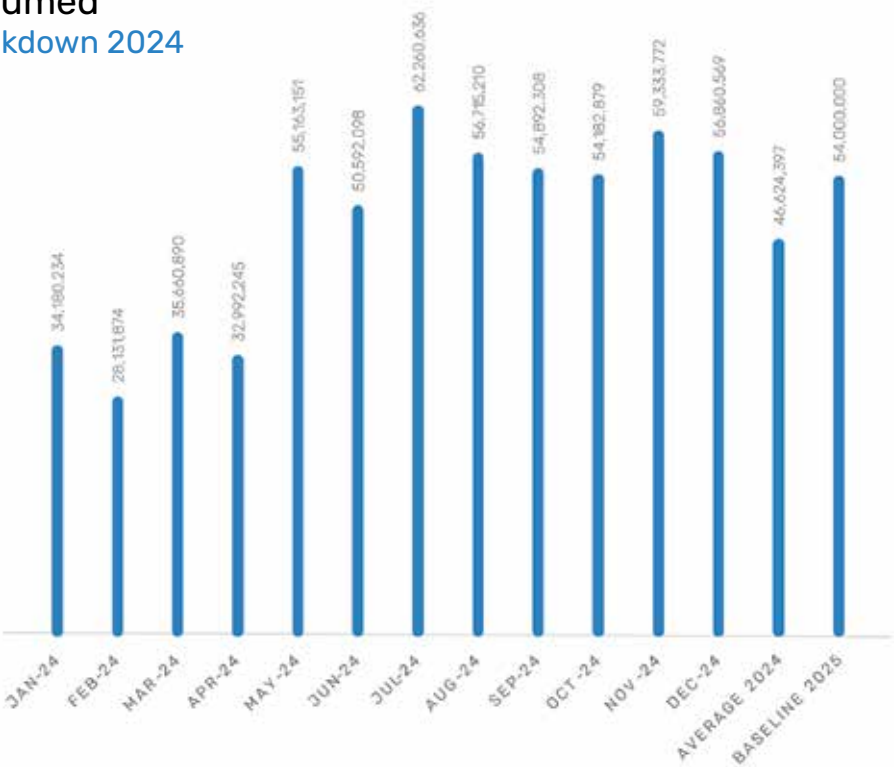
Percentage of Water Recycled/Reused



Our commitment to responsible water management is evidenced by recycling/reuse percentages in the graph. This performance reflects our ongoing investment in cutting-edge water conservation technologies and the systematic implementation of water-conscious protocols across our operational portfolio. Our forward-looking approach incorporates continuous technological advancement and process optimization to further enhance our water management performance metrics in upcoming reporting periods. The below monthly breakdown of 2024 data represents CCC’s seven major projects that contributes majority of the company’s revenue.

Water Consumed Monthly Breakdown 2024

in Liters



WASTE MANAGMENT

Effective waste management is a cornerstone of our sustainability strategy, playing a pivotal role in minimizing our ecological footprint and fostering a cleaner, healthier environment. Recognizing that responsible waste handling is not just an operational necessity but a fundamental ethical obligation, we have embedded robust waste management practices across our projects. Our approach emphasizes resource efficiency, waste reduction, recycling, and the advancement of a circular economy—where materials are repurposed and reintegrated into the production cycle, reducing dependency on landfills and virgin resources.

Strategic Waste Management Framework

To ensure systematic and sustainable waste handling, we develop and implement a comprehensive Waste Management Plan (WMP) at the inception of each project. This plan provides clear, actionable guidelines to project teams, outlining best practices for waste segregation, recycling, and disposal. Key components of our strategy include:



Source Segregation
Waste is categorized at the point of generation using color-coded skips, ensuring optimal separation of recyclable, reusable, and non-recyclable materials.



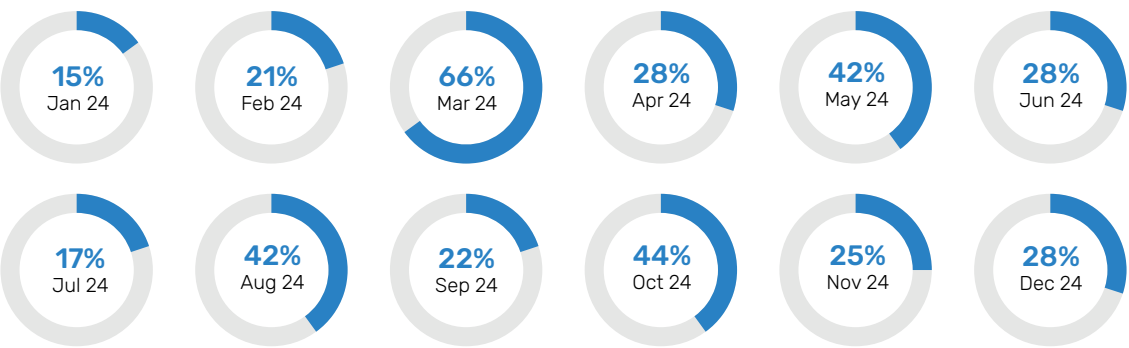
Workforce Training
Regular training sessions and toolbox talks are conducted to educate site personnel on proper waste segregation techniques, reinforcing accountability and compliance.



Partnerships with Recycling Specialists
We collaborate with third-party recycling agencies to maximize waste diversion from landfills, prioritizing environmentally sound disposal methods.



Percentage of Waste Diverted from Landfill Monthly Breakdown 2024



Performance Highlights	2023	2024
Total Waste Generated (tons)	60,851	82,327
Waste Diverted from Landfills (tons)	19,754	26,104
Waste Diverted from Landfills (%)	32.46%	31.71 %
Waste Sent to Landfills (tons)	41,097	56,175

Data represents CCC's seven major projects that contributes majority of the company's revenue

MATERIALS AND CIRCULAR ECONOMY

As a leader in the construction industry, we take seriously our role in shaping a sustainable future. Our approach goes beyond compliance—we actively seek to transform how materials are sourced, used, and repurposed across our projects. At the heart of this effort lies a fundamental shift from traditional linear consumption to a circular model that prioritizes resource efficiency, minimizes waste, and reduces the carbon footprint of our operations.

The environmental impact of construction begins long before ground is broken. Up to 50% of a building’s total lifecycle carbon emissions can be attributed to embodied carbon in materials. Recognizing this, we are working to devise a green procurement policy that favors:

- ✓ **Low-carbon material alternatives** such as recycled steel and blended cements
- ✓ **Locally sourced materials** to reduce transportation emissions
- ✓ **Verified sustainable timber** from responsibly managed forests

We recognize that meaningful change requires accountability. Our sustainability team publishes quarterly reports tracking:

Percentage of materials with recycled content » 13% in 2024
Waste diversion rates » achieving 31% landfill avoidance in 2024
Carbon savings from circular practices

These metrics are reviewed at the executive level and inform our continuous improvement plans. While we’re proud of our progress, we acknowledge the construction industry still faces significant sustainability challenges.

Our focus moving forward includes:

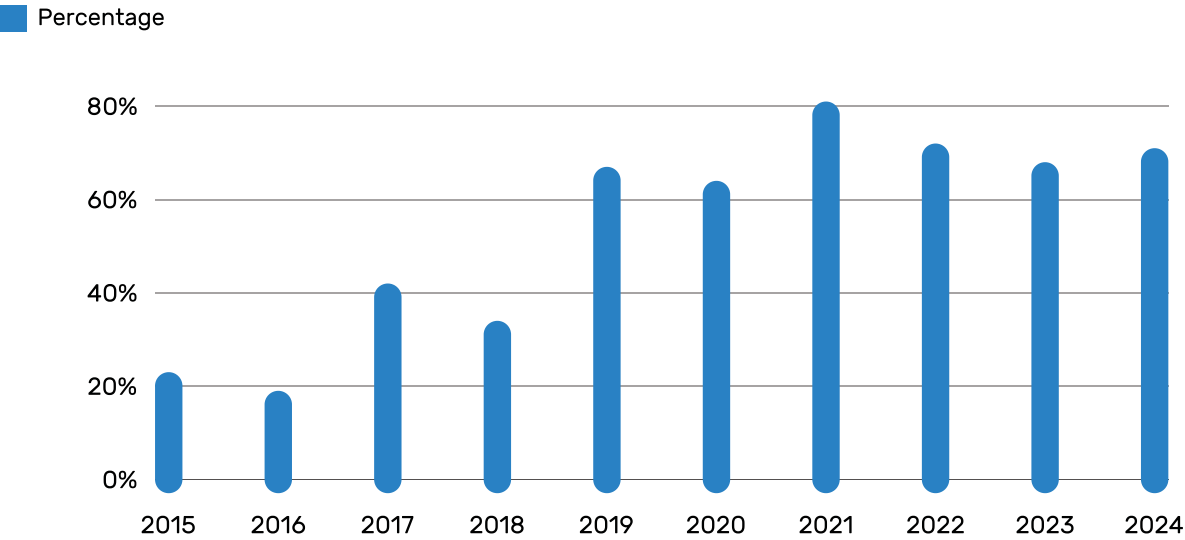
- ✓ Piloting new projects to enhance procurement of materials with recycled content
- ✓ Expanding our network of sustainable suppliers
- ✓ Investing in R&D for low-carbon concrete alternatives



Reuse/Recycle of Construction Waste

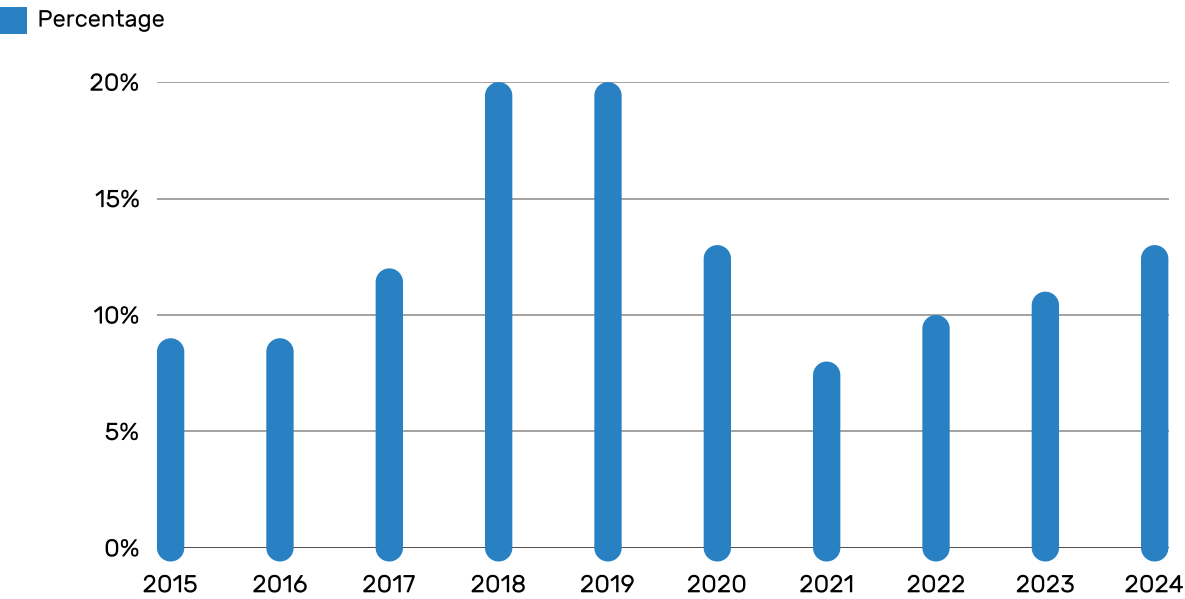
(Excess concrete, timber, metal, bricks, rebars)

CCC has demonstrated remarkable progress in construction waste management, with diversion rates rising from 34% in 2018 to 71% in 2024. This improvement stems from our implementation of advanced on-site sorting stations and strategic partnerships with specialized recycling facilities. Our highest recovery rates are consistently achieved with concrete and masonry materials (>85%). By adopting these measures, CCC not only reduces the demand for new raw materials but also contributes to the conservation of natural resources, exemplifying our dedication to responsible and eco-friendly construction practices. Below are our statistics for reusing/recycling of construction waste over the years.



Total Use of Recycled Input Material

At CCC, our dedication to sustainable construction is demonstrated through our systematic integration of recycled materials across projects—whether driven by green certification requirements like LEED and GSAS, client sustainability mandates, or our own corporate environmental policies. We recognize that responsible material selection plays a pivotal role in mitigating the environmental degradation caused by virgin resource extraction and energy-intensive manufacturing. By incorporating high-quality reclaimed metals, recycled aggregates, and other repurposed materials into our construction processes, we achieve dual objectives: reducing demand for finite natural resources while diverting waste from landfills.





CCC has taken a proactive stance in addressing one of our industry’s most pressing challenges: decarbonizing hard-to-abate sectors. Through our membership in the First Movers Coalition (FMC), a pioneering initiative established through collaboration between the U.S. State Department and the World Economic Forum, we demonstrate our proactive approach to creating sustainable market signals for the clean energy technologies.

In January 2022, CCC joined the FMC’s Steel Sector Commitment, pledging to procure near-zero-emissions steel by 2030. Recognizing the urgency of broader industrial decarbonization, we expanded our commitment in January 2023 to include the Cement Sector, targeting the procurement of at least 10% near-zero cement/concrete annually by 2030, with a complete phase-out of fossil-based supplementary cementitious materials (SCMs) by 2035.

Transitioning from commitment to execution, CCC has pioneered the adoption of green concrete across major projects in Saudi Arabia and Qatar. By substituting 40–60% of traditional Portland cement with ground granulated blast-furnace slag (GGBS), we achieve:

Green Concrete Application	Qatar	Saudi Arabia
Projects Total Concrete Qty	484,000 m ³	345,492 m ³
Concrete Qty with SCM’s (GGBS/PFA)	69 %	69%
Green Concrete Qty (FMC Compliant)	334,800 m ³	239,994 m ³
Carbon Impact		
Embodied Carbon (100% OPC)	407 kg CO ₂ e/m ³	407 kg CO ₂ e/m ³
Embodied CO2 (40% OPC and 60% GGBS)	197 kg CO ₂ e/m ³	197 kg CO ₂ e/m ³
Reduction in Embodied CO2 (Avg. 49.8%)	210 kg CO ₂ e/m ³	210 kg CO ₂ e/m ³
Cost Impact		
Normal Concrete (100% OPC)	95 USD/m ³	83 USD/m ³
Green Concrete (40% OPC and 60% GGBS)	117 USD/m ³	100 USD/m ³
Additional cost to projects (Avg. 24%)	22 USD/m ³	17 USD/m ³

Notably, our work on flagship projects like NEOM Green Hydrogen Plant (KSA) and North Field LNG Expansion (Qatar) demonstrates how industrial-scale deployments can balance environmental imperatives with technical and economic feasibility.



BIODIVERSITY

This section details our comprehensive approach to biodiversity conservation during construction operations. While CCC operates as a contracting company with limited influence over initial project planning, site selection, and design specifications, we recognize our responsibility to minimize construction-related biodiversity impacts under our direct control. Our integrated biodiversity management system addresses impact from noise pollution, light pollution, air emissions, greenhouse gases, waste generation, and other construction activities that can affect terrestrial and marine ecosystems.

Central to our approach is the implementation of our newly developed biodiversity Key Performance Indicator (KPI) monitoring system. This enables us to systematically track species impacts, measure ecological disturbances, and document mitigation effectiveness on a monthly basis.

Pre-Construction Assessment

All projects undergo rigorous ecological evaluation, as part of the Environmental Impact Assessment (EIA), prior to commencement of construction activities. The assessment includes:

- Comprehensive habitat mapping and classification
- Identification of protected or sensitive species
- Baseline biodiversity surveys conducted by qualified ecologists
- Integration of findings with Environmental Impact Assessment data

Risk Classification System

Projects are categorized according to their potential biodiversity impact:

- Category C
Projects with minimal biodiversity concern
- Category B
Projects with moderate ecological sensitivity
- Category A
Projects with designated protected areas or critical habitats

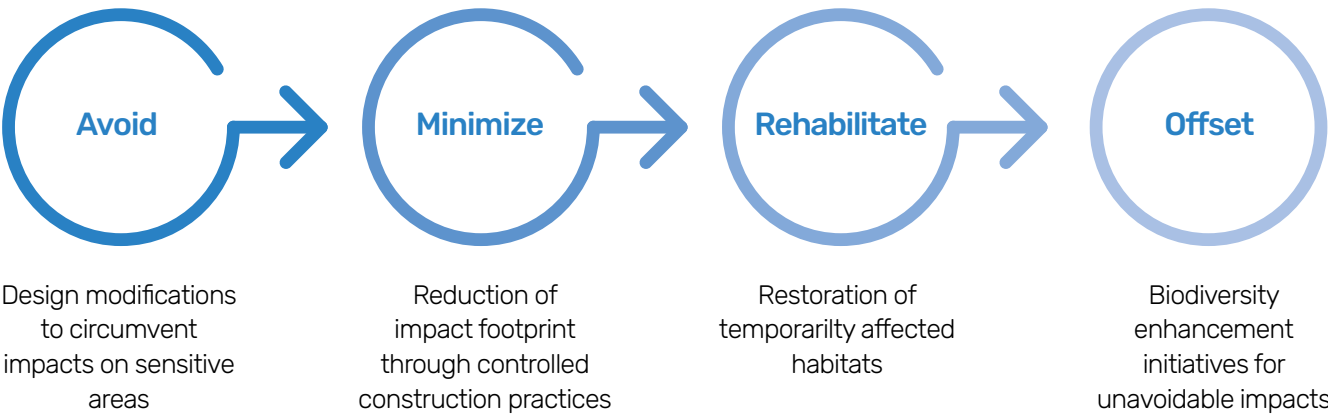
Primary Impact Pathways

Our biodiversity management system addresses key construction-related impacts:

Impact Type	Description	Primary Mitigation Approach
Habitat Loss	Vegetation removal and site clearance	Avoidance and minimization strategies
Fragmentation	Division of continuous habitats	Wildlife corridors and connectivity preservation
Disturbance	Noise, vibration, and human presence	Buffer zones and activity scheduling
Pollution	Chemical spills and waste discharge	Containment systems and emergency protocols
Species Displacement	Disruption of migratory routes	Seasonal work restrictions & alternative passage creation

Mitigation Hierarchy Implementation

We systematically apply the following hierarchy in all project planning:



Description	2023	2024	Total
Fauna Affected (no.)	7	6	13
Flora Affected (no.)	62	43	105
IUCN Red List or Locally Protected Species	0	0	0
Extent of Area Impacted (m²)	0	0	0

Species impacted:

stray cats, stray dogs, snakes, local trees

Specific actions to mitigate the impact:

105 Local trees above 1.5m height were relocated to plantation zones.

Snakes were rescued from project areas and were relocated to their natural environment away from the construction activities.



Key Protection Measures

- » Demarcation of exclusion zones with appropriate fencing
- » Preservation of native vegetation where compatible with project requirements
- » Protection of root systems for retained trees with designated tree protection zones
- » Strict vehicular movement restrictions in sensitive areas
- » Prohibition of refueling activities near water bodies or sensitive habitats
- » Worker education programs on biodiversity importance and protection
- » Controlled storage and handling of hazardous materials

Case Study Khazzan CPF Project, Oman

Our Sensitive Habitat Management Plan for this project delivered measurable biodiversity outcomes:

- » Preserved 94% of identified sensitive habitat areas
- » Successfully relocated endangered plant species
- » Zero reportable incidents affecting protected species
- » Implementation of wildlife-friendly drainage systems

Case Study ADIA Midfield Terminal, UAE

Through advanced planning and implementation:

- » Created dedicated wildlife corridors maintaining habitat connectivity
- » Established 12 hectares of native vegetation buffer zones
- » Developed artificial microhabitats supporting local biodiversity
- » Achieved 100% compliance with biodiversity protection requirements



ENVIRONMENTAL INITIATIVES

Environmental Campaigns on World Environment Day Qatar

CCC Qatar implemented a comprehensive environmental awareness campaign for the World Environmental Day. The environmental awareness week commenced with a formal inauguration ceremony attended by CCC management and Qatar Energy representatives in both NFE and NFS Project. During this event, speakers highlighted the significance of World Environment Day, after which all employees collectively pledged their commitment to resource conservation and pollution reduction initiatives. The five-day program featured both educational and practical components designed to maximize engagement. Key activities included:

- Tree planting initiatives near project offices and residential facilities
- Distribution of Sun Bucket Hats with 70% recycled content
- Housekeeping campaign across the projects.
- Training sessions covering waste management protocols
- Workshops on effective waste segregation techniques for recycling
- Educational seminars addressing plastic waste reduction strategies

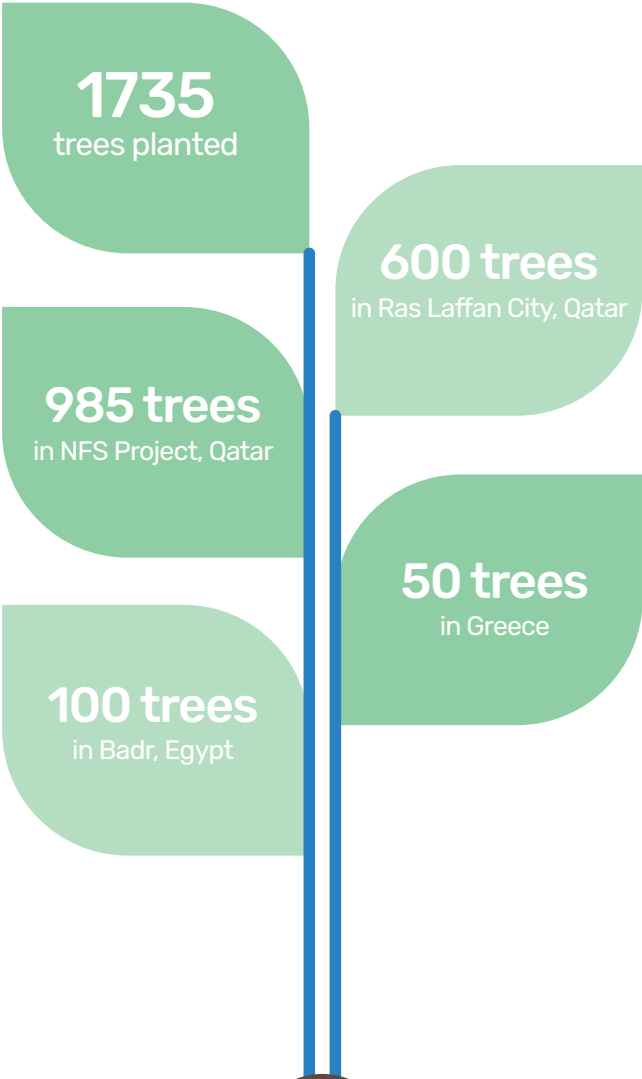
Following each educational session, information was systematically disseminated through multiple channels including informational posters, mass toolbox talks, and electronic communications. Staff members were subsequently invited to participate in daily environmental challenges designed to reinforce key concepts. Additionally, the program incorporated competitive elements including an environmental knowledge assessment and an innovation competition focused on waste repurposing. The latter initiative challenged personnel to conceptualize and implement creative solutions for transforming discarded items into functional resources. Competition participants received recognition through awards, with financial incentives provided to all contributors to encourage ongoing environmental engagement.

Tree Plantation Drives 2023-2024

During the reporting period, CCC personnel planted 1,735 trees across operational regions and donated an additional 400 trees in Athens for community planting. These initiatives reflect CCC's understanding of arboreal environmental benefits:

- Mitigation of urban heat island effect.
- Air quality improvement via filtration of pollutants including ozone, carbon monoxide, and sulphur dioxide
- Watershed protection through reduced runoff, resulting in decreased erosion and waterway contamination
- Enhanced biodiversity support by providing critical habitat for wildlife species

CCC remains committed to expanding its afforestation efforts as a key component of its environmental sustainability strategy.



Reuse of Wooden Waste

CCC implemented a wood waste reuse program at the NFE project, successfully diverting over 20 tons of wood material from disposal. Through systematic collection and strategic repurposing, these wooden resources were transformed into high-utility site assets including informational signage boards, portable drinking water stations, and wooden benches for workforce rest areas. This was a significant campaign in line with CCC’s commitment to circular economy principles. Beyond the significant landfill diversion achievements, the program delivered substantial ancillary benefits including reduced procurement requirements for new materials, decreased transportation-related carbon emissions, and enhanced site functionality through purpose-built amenities.

Repurposing of Heavy Equipment Air Filters to Waste Bins
NFS Project, Qatar

CCC NFS Project team produced an innovative waste bin utilizing repurposed heavy equipment air filters. These mesh cylindrical components, previously considered waste, were systematically collected, cleaned, and transformed into functional waste bins. The repurposed bins were strategically positioned adjacent to printing machines to facilitate the segregation and collection of recyclable paper waste. Each bin was clearly identified with signages highlighting its origin, current purpose, and environmental benefits, including:

- Promoting Circular Economy
- Waste to Value Added Product
- Minimizing Landfill Waste



Composting of Food Waste
NFS Project, Qatar

During the reporting period, CCC implemented an advanced composting program at the NFS project to address food waste generated within camp facilities. Prior to this initiative, food waste—constituting a significant portion of camp-generated waste—was directed to landfills. The initiative utilized specialized composting drums, specifically designed for arid climate conditions, enabling the controlled conversion of organic food waste into high-quality agricultural compost. The three-phase composting process—comprising intensive decomposition, systematic aeration, and comprehensive maturation—was monitored to ensure optimal microbial activity and nutrient development. This circular economy approach converted waste to a value-added product and reduced landfill dependency.



SOCIAL

At the core of CCC's operations is an unwavering commitment to fostering a safe, inclusive, and empowering work environment, grounded in the principles of human rights and responsible employment practices. We are dedicated to cultivating a culture of safety excellence by diligently allocating resources and implementing robust measures to ensure the well-being of our workforce.

Fostering a Human Rights Culture

The protection of human rights is more than a moral obligation—it is a strategic priority essential for building a sustainable and successful business. CCC consistently strengthens its commitment to universally recognized human rights, aligning our policies and practices with evolving international standards.

We firmly believe that the workplace should transcend its function as a site of employment to become a source of inspiration and innovation. Our mission is to nurture an environment that values diversity, champions equal opportunities, and fosters creativity. Empowering our employees to actively contribute to CCC’s growth and success is a cornerstone of our organizational philosophy.

HSE Health, Safety, and Environment

CCC is globally recognized for its excellence in HSE core principles and values that are integral to our success in conducting business. These principles underpin our commitment to operational excellence and sustainable growth. We fully acknowledge our moral, social, and commercial responsibilities to safeguard the health and safety of our workforce, prevent injuries and illnesses, protect property, and mitigate environmental and security risks. At all CCC operations worldwide, our objective is to create a safe, healthy, and environmentally responsible workplace.

Our commitment extends to providing the necessary resources to ensure the health, safety, security, welfare, and well-being of our employees and all those impacted by our construction activities, including local communities, visitors, subcontractors, joint ventures, and clients.

We aspire to achieve “World-Class” HSE excellence, setting a benchmark for all business partners. We firmly believe that outstanding safety performance is the result of a collective effort. By fostering a culture of care and responsibility, every individual has the power to influence safer outcomes.

At CCC, we expect all employees to embrace our “Zero Accident” culture, uphold our core values of protecting people and the environment, understand their responsibilities, and actively engage in HSE&S initiatives. Together, we aim to lead by example and deliver exceptional standards in health, safety, and environmental stewardship.



HSE Management System

Our HSE Management System has been designed in line with accredited international standards of health, safety, and environment such as ISO 45001 and ISO 14001, which align with the specifications of the relevant federal and local authorities in the areas where we operate.

CCC HSE Management system is a unique, dynamic, and flexible framework that can be customized specifically to match with our business partners’ HSE requirements and to integrate with both latest local HSE legislation as well as the international HSE standards.

CCC HSE Management System is undergoing a “continual improvement” plan where the latest HSE standards, the HSE lessons learned, the new technology solutions, new work methods, and mechanisms, business demand, interested parties & stakeholders expectation, are all of the considerations CCC HSE Corporate Department take into account when developing CCC HSE Policy and Procedures.

Click below for ISO Certifications



HSSE Policy

Health, Safety, Security & Environment

The CCC HSSE Policy was enhanced by introducing a comprehensive and unified framework that integrates Health, Safety, Environment, Security, Welfare, and Well-being objectives. This updated policy consolidates previously separate policies to streamline focus and reinforce the core message conveyed by CCC’s Top Management to all employees and business partners.

We strongly encourage all CCC employees to thoroughly review the HSSE Policy, understand its mission, and actively contribute to achieving the organization’s targets and goals. CCC remains committed to attaining the following:

-  **Zero Incident Targets**
-  **Workplaces Free from Accidents**
-  **World-Class HSSE Excellence,**
setting an exemplary standard for all business partners

To reinforce our shared vision, the CCC HSSE Policy of 2023 are prominently displayed across project sites, facilities, and offices, ensuring it serves as a constant reminder of our unified goal: achieving “Zero Incidents.”



- Primary Targets:
- » Attain a world-class level of Health, Safety, Security, & Environment (HSSE) excellence
 - » Strive for zero incidents
 - » Prevent injuries, illnesses, and any harm to individuals
 - » Maintain a secure, healthy, environmentally responsible workplace
 - » Continue a proactive culture of Health, Safety, Environment, & Sustainability (HSE&S)
 - » Further Corporate Social Responsibility

[Click here to access the full CCC HSSE Policy](#)



HSE Drive

In the ongoing effort to achieve “World Class” HSE performance in CCC, HSE-MS Drive of 2023 was updated emphasizing key areas in need for improvement to strengthen CCC’s HSE Management System Implementation.

The HSE Drive provides a set of objectives that require special efforts from all projects to improve over the year of 2023. It consists of (13) points that were identified as areas for improvement from audits, statistics review, incident root causes, KPI’s, client concerns and lessons learned.

In 2023, there was a continued focus on achieving the ultimate HSE target of zero fatalities and serious injuries, Project construction and HSSE teams must work together on improving HSE Performance on all project sites and all CCC locations. This has always been and remains a priority for CCC around the world.

We are counting on all CCC employees at all levels to continue fully implementing the 2023 HSE Drive points and achieve improvement in these areas during the execution of projects and operations.

- ➔ **Management Leadership, Commitment & Accountability**
- ➔ **Adequate HSE Resources**
- ➔ **Welfare Arrangements**
- ➔ **HSE Planning**
- ➔ **Corporate HSE Department (HSE GROUP) Support**
- ➔ **Safety Culture & Behavioral Safety**
- ➔ **HSE Meetings**
- ➔ **HSE Training & Certifications – Supervision and Employees**
- ➔ **Monitoring & Continual Improvement**
- ➔ **HSE Best Practices, Initiatives & Technology**
- ➔ **HSE Lessons Learned**
- ➔ **Disciplinary Action**
- ➔ **Health Screening and Assessments**

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.

International courses on Occupational Health and Safety

- » NEBOSH
- » ISO 45001 Lead Auditor

Introductory Trainings

- » Project HSE Induction
- » Project HSE Staff Induction
- » Visitors HSE Induction
- » HSE Issues and Challenges

Third Party & Client Training Courses

- » Authorized Gas Tester
- » Fire Watcher
- » Fire Warden
- » Advance first aider
- » Lifting &Rigging
- » Scaffolding Training
- » Incident and Investigation
- » Food Supervisor &Food Handler

Health Trainings

- » Heat Stress Training
- » Potable Water Supply and Control

Environmental Trainings

- » Environmental Management System
- » Hazardous Material Handling
- » Waste Management
- » Spill Prevention & Response

Craft Trainings

- » Welding, Cutting, Grinding
- » Forklift Operation
- » Manlift Operation,
- » Grating Installation and Removal
- » Sheet Metal Fabrication
- » Scaffolding
- » Fabrication shop & Power tools

Refresher Trainings

- » Safety Officer
- » Train the Trainer

Leadership Training Program

- » Leadership skills training
- » Front End Loading
- » BBS for supervisors
- » BBS for managers
- » Observation and Intervention Program
- » Audit/ Inspection and Reporting
- » Incident Reporting and Investigation

Safety Specialized Courses

- » Confined Space Entry
- » Excavation Safety
- » Work at Height
- » Electrical Safety
- » Line of Fire
- » Defensive Driving
- » Energy Isolation (LOTO)
- » Hand and Power Tools



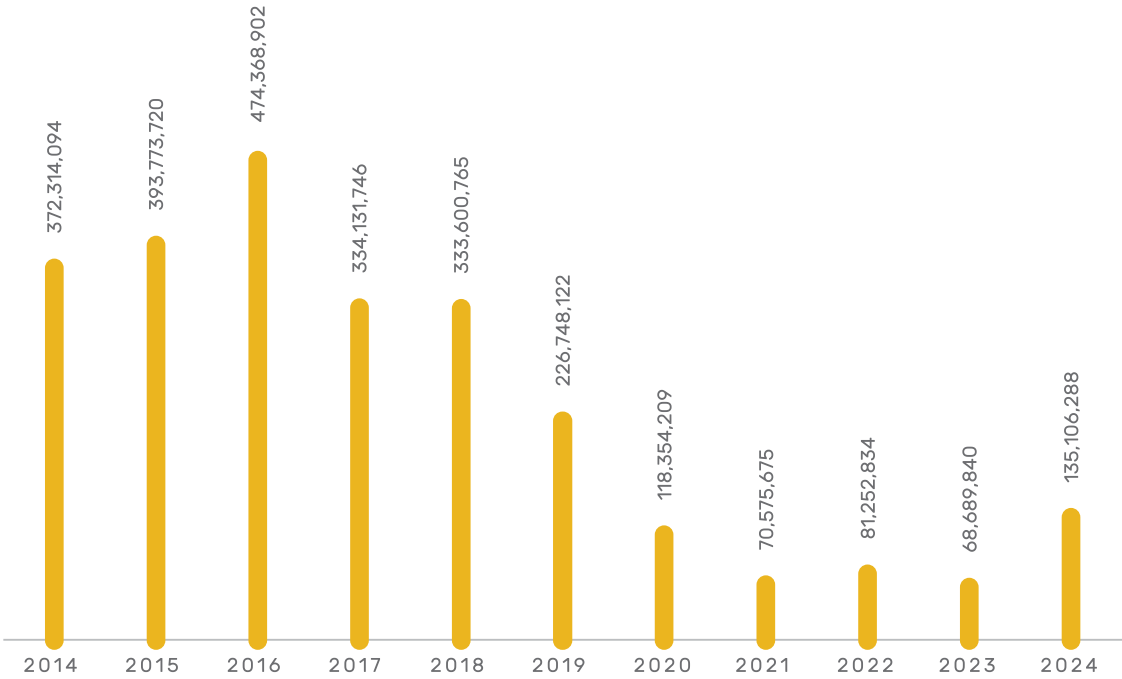
Total Number of HSE Training Hours

	2020	2021	2022	2023	2024
Active Projects	37	36	38	35	35
Total hours worked	118,354,209	70,575,675	81,252,834	68,689,840	68,689,840
Total workforce	36,104	23,106	22,563	31,122	31,122
HSE Training Hours	749,387	442,054	477,721	1,211,344	1,211,344
Average Training Hours per Employee	21	19	21	39	39

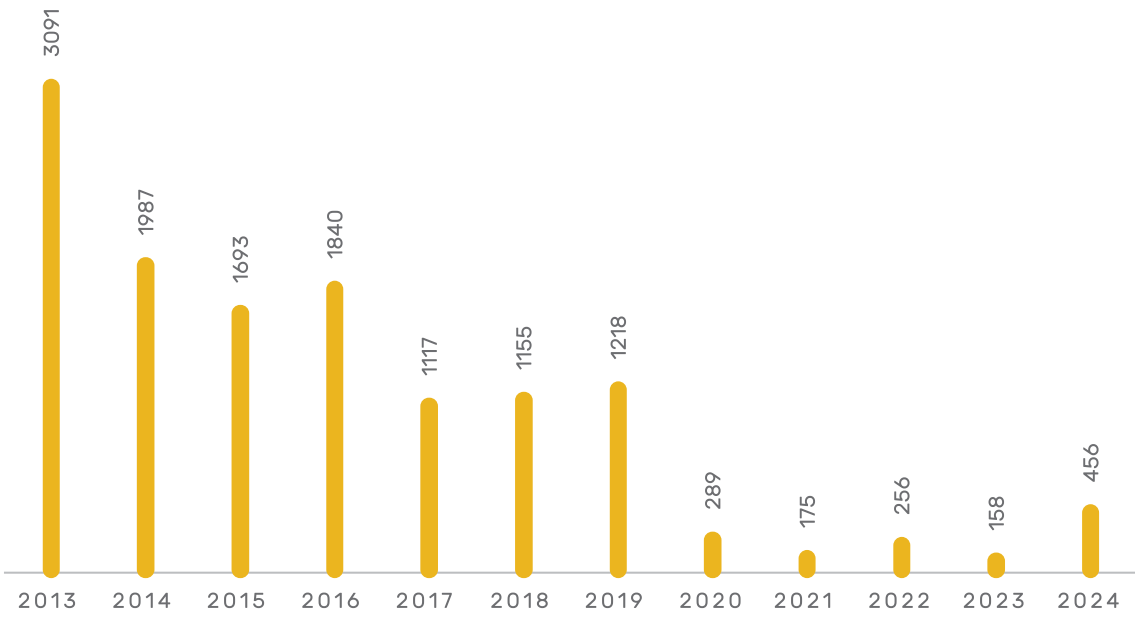
Breakdown of HSE Training by Country

YEAR	2021	2022	2023	2024
HSE Training Hours	442,054	477,721	1,211,344	887,571
KSA	33	1,159	32,152	78,543
UAE	68,001	12,432	541	428
Qatar	172,952	274,300	379,018	653,840
Oman	5,409	1,907	-	12
Egypt	-	105,472	88,005	139,627
Algeria	1,312	76	367	305
Kazakhstan	193,189	82,375	706,113	1,861

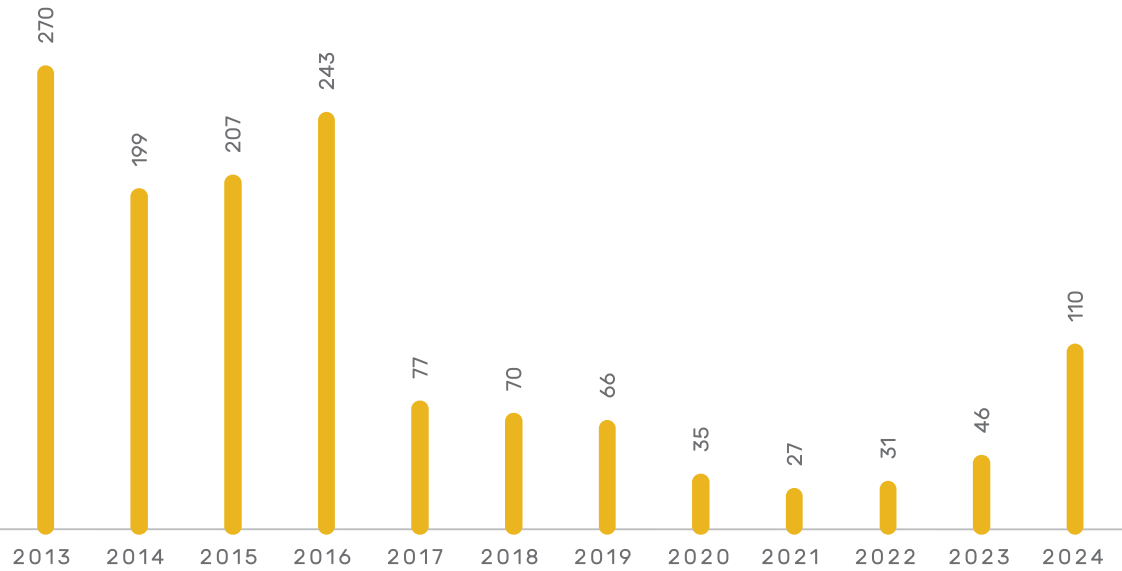
HSE Performance
MANHOURS WORKED



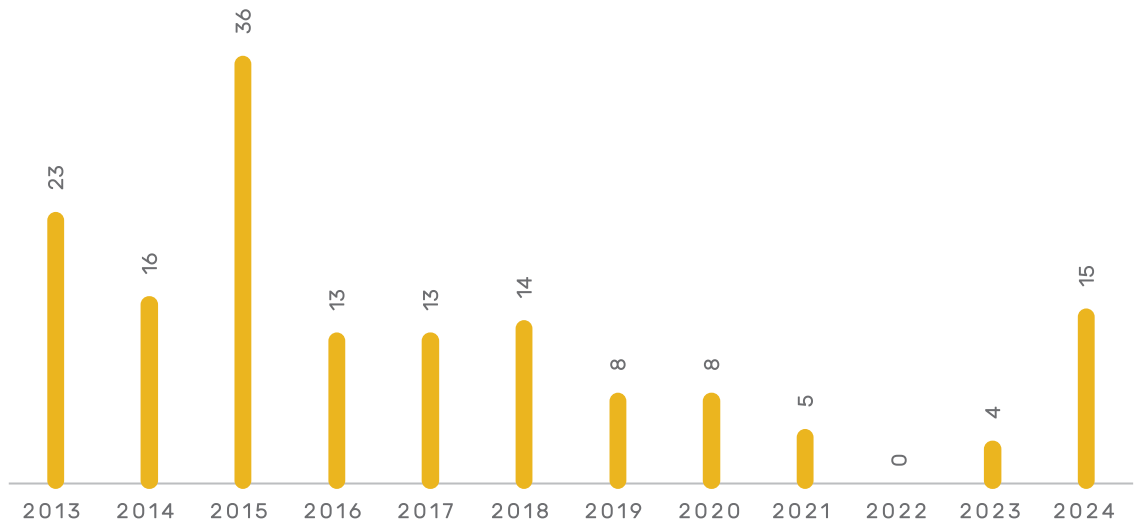
FIRST AID CASES



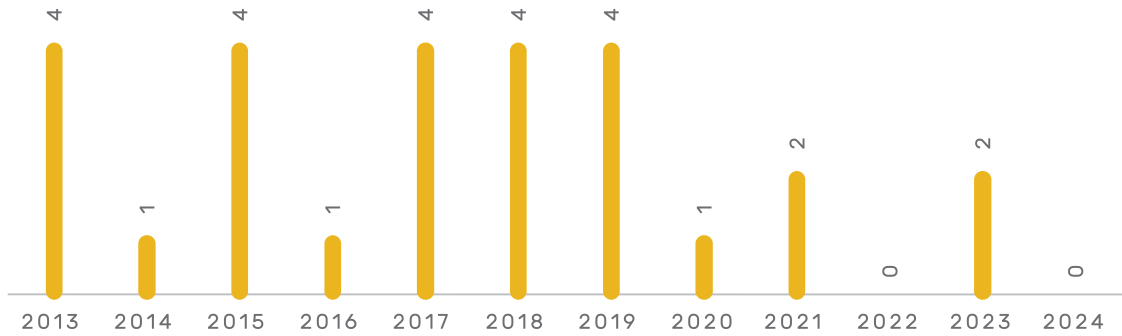
RECORDABLE CASES



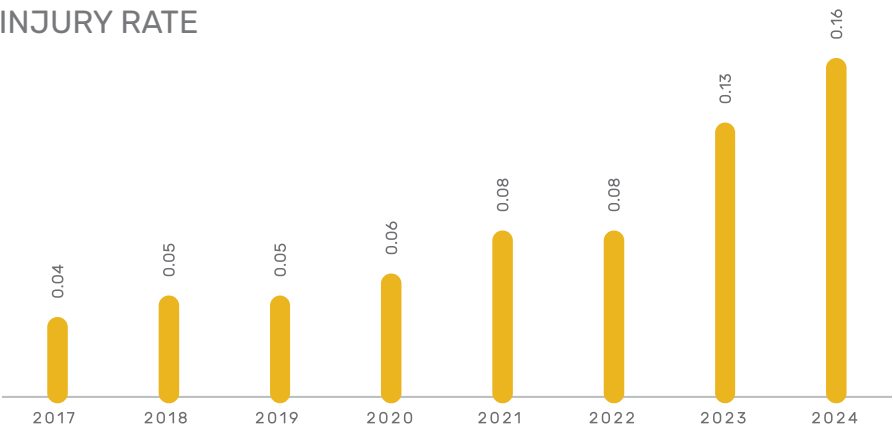
LOST TIME INJURY



OCCUPATIONAL FATALITIES



RECORDABLE INJURY RATE



Lessons Learned

from 2021 and 2022 for Safer 2023

The years 2020 and 2021 continued to witness Fatalities (FAT) and Lost Time Injuries (LTIs). However, in 2022, CCC achieved a significant milestone by recording zero FATs and LTIs. Unfortunately, incidents reoccurred in 2023, which is a matter of serious concern for CCC's Top Management. CCC remains steadfast in its commitment to ensuring the safety and well-being of every employee, with the unwavering goal of preventing injuries and fatalities on all projects. The occurrence of fatalities and LTIs not only threatens the lives of our employees but also has a substantial impact on CCC's reputation and ability to tender for and secure new projects. Upon reviewing the incidents of recent years, it is evident that each fatality and LTI was 100% preventable.

To address this critical issue, an action plan has been developed to proactively mitigate the recurrence of such incidents. The lessons learned and recommended actions are intended to drive improvements and foster a culture of safety across all operations. It is imperative that this information be taken seriously, serving as a catalyst to raise awareness and implement measures aimed at creating an injury-free workplace at all CCC projects and operations. Active involvement from Project Directors and Project Managers is essential. They must ensure the provision of adequate resources and personal commitment to effectively implement the recommended actions.



Health and Safety First

At CCC, we unanimously agree that the safety, health, and well-being of every employee are of paramount importance, and we remain resolute in our mission to protect and preserve the lives of our workforce.

We have identified and applied lessons learned to create opportunities for substantial enhancements and to prevent the recurrence of similar incidents:

- ✓ Enhance the verification process for subcontractor qualifications in accordance with CCC policies
- ✓ Strengthen safety measures for rigging and lifting operations
- ✓ Improve electrical safety, traffic management, and control measures for roadways
- ✓ Enhance the safety protocols for working at heights, particularly in relation to scaffolding
- ✓ Meticulously adhere to confined space entry procedures
- ✓ Reinforce safety practices when it comes to machine operation and excavation activities.
- ✓ Improve the "Initial Selection Process of Drivers & Operators" including Hired & Subcontractors.
- ✓ Improve Site Supervision in term of presence and effectiveness
- ✓ Give special attention to nightshift and holiday work
- ✓ Enhance "Accountability" Scheme through Disciplinary Actions & Incentive Schemes.





HSE Milestone Achievement

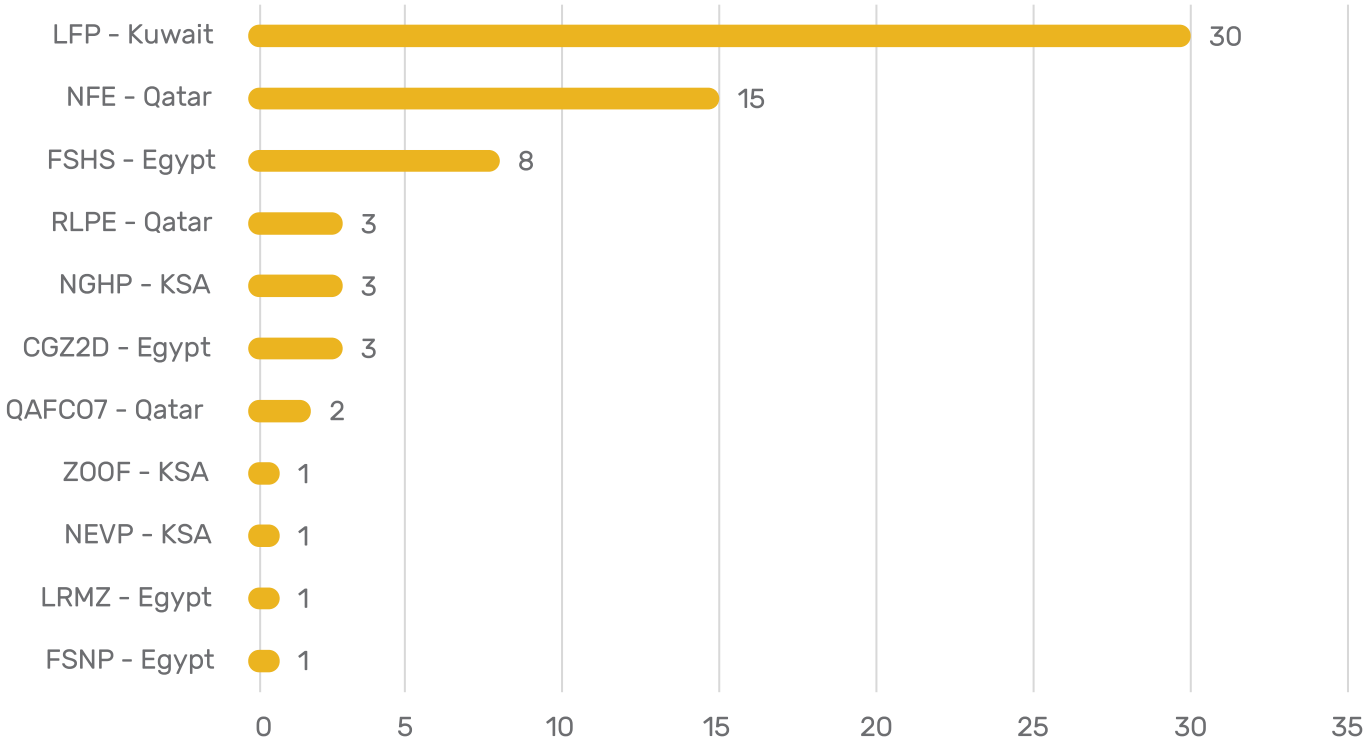
CCC proudly recognizes the remarkable achievement of completing millions of man-hours free from Lost Time Injuries (LTIs) across our projects. This accomplishment stands as a testament to the unwavering dedication, commitment, and vigilance of everyone involved in upholding the highest standards of safety. It also reflects CCC's deeply ingrained culture of prioritizing Health, Safety, Security, and Environment (HSSE) compliance while fostering a safe and secure environment for our employees, clients, and stakeholders.

Reaching these significant milestones fills us with immense pride. We extend our heartfelt gratitude to all team members whose dedication and contributions made these achievements possible. We also express our sincere appreciation to CCC's Top Management for their steadfast support and commitment to raising the bar in safety performance and fostering a culture of excellence.

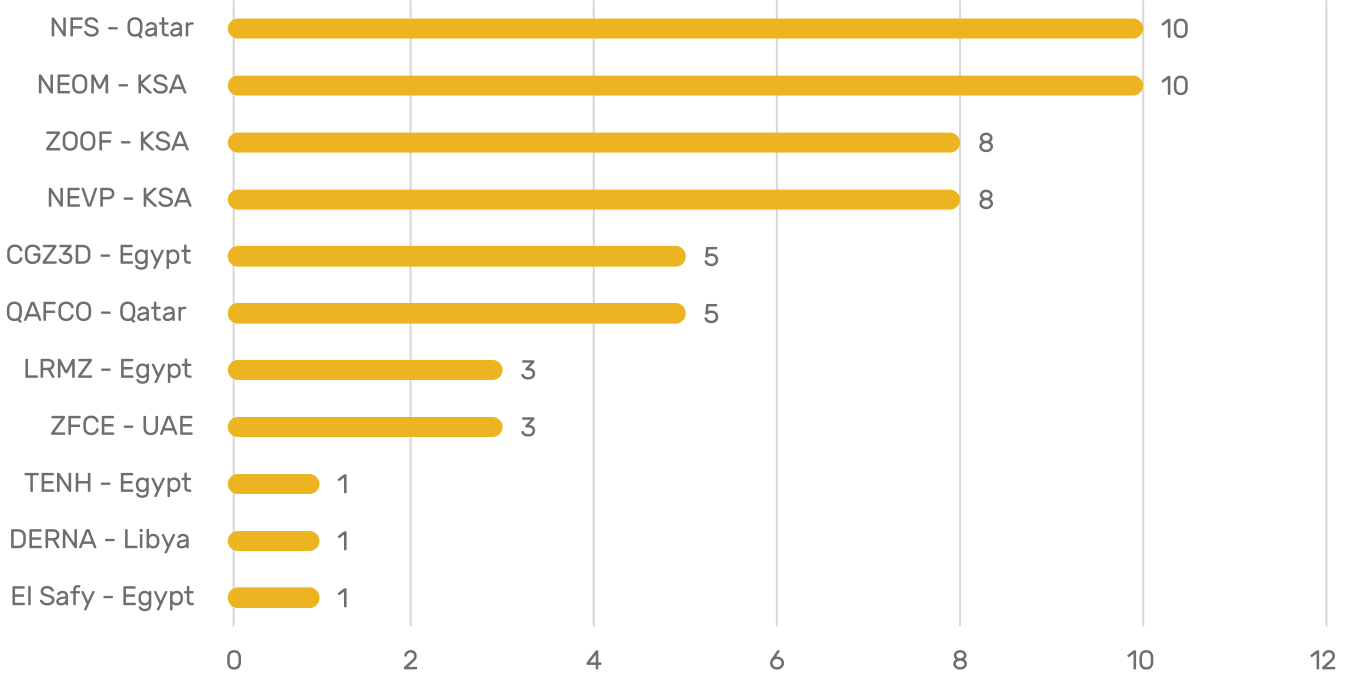
As we celebrate these milestones, CCC encourages all employees to remain steadfast in their commitment to safety by adhering to best practices across all projects and operations worldwide. By collectively upholding our values, principles, and cooperative spirit, we can achieve our shared vision of "Zero Injuries" and "Workplaces Free from Accidents."

Achievement	No. of Projects (2023)	No. of Projects (2024)
15 million man-hours or above	2	0
10-14 million man-hours	1	2
5-9 million man-hours	2	10
1-4 million man-hours	9	13

Million Man-Hours Achieved free from LTI 2023



Million Man-Hours Achieved free from LTI 2024



Awards & Certificates of Achievements

Some of the sample Awards and Certificates of Achievements sent to Project by Corporate HSE Group for achieving the Milestones
Year 2023 and 2024



HUMAN RESOURCES

Since its founding in 1952, CCC has established a strong and diverse global presence in multiple countries. This strategic positioning enables the Company 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.



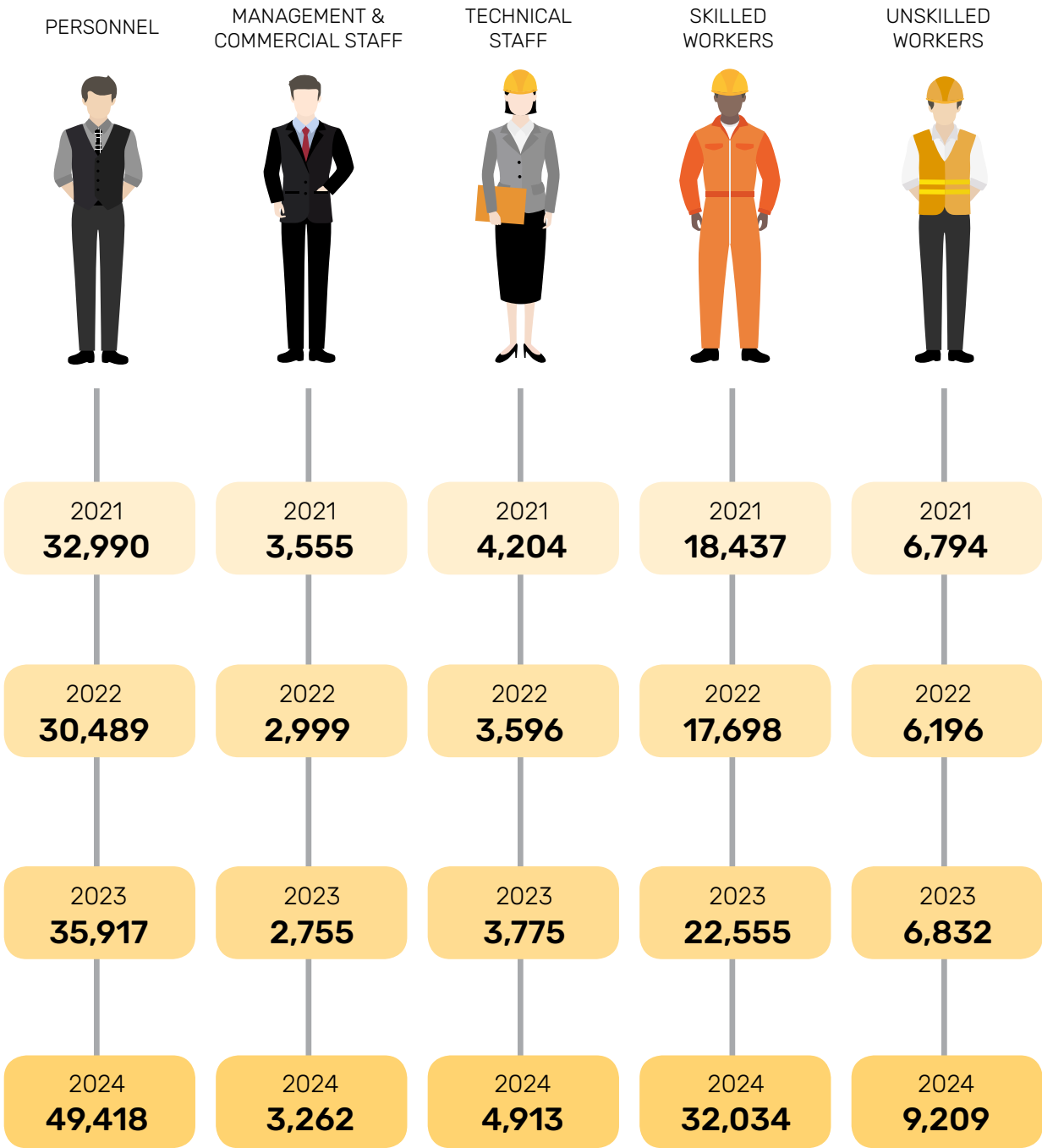
Empowering our Global Workforce for a Sustainable Future

Following the difficulties witnessed the energy & construction business which had prevailed during 2021 and 2022, the year 2023 witnessed a stabilization in the number of workforces across the Group as new projects in, primarily Qatar and Saudi Arabia started getting awarded. The drastic measures taken by the Company in the previous period, difficult as they were, helped keep CCC's foothold in the market and optimize its operations during 2023 and 2024.

During that period, various new efforts were initiated to help maintain the morales and engagement of active employees. From the learning perspective, HR and the Learning & Innovation departments joined forces to develop an online CCC tailored training courses hosted online, including staff on-boarding for newly hired employees. Other upskilling/reskilling initiatives included the development of a pilot on-site upskilling program for Control Engineers in efforts to enhance their understanding of the on-site activities. At the same time, L&D continued to provide employees with myriad of updated technical and soft skills courses through Webinars and interactive Virtual instructor-led training (VILTs).

As projects began to be awarded in 2024, CCC saw a 37% increase in its workforce compared to 2023 and a 62% increase compared to 2020, which was the lowest of the previous four years. Most of the additional workforce consisted of rehired, highly competent staff from previous years' releases. This allowed CCC to regain and grow its most vital competitive strength: its human capital, through the restoration of the aggregate years of experience, skills, and know-how among its staff, many of whom possess significant expertise, and through whom the overall performance and success of CCC can be guaranteed.

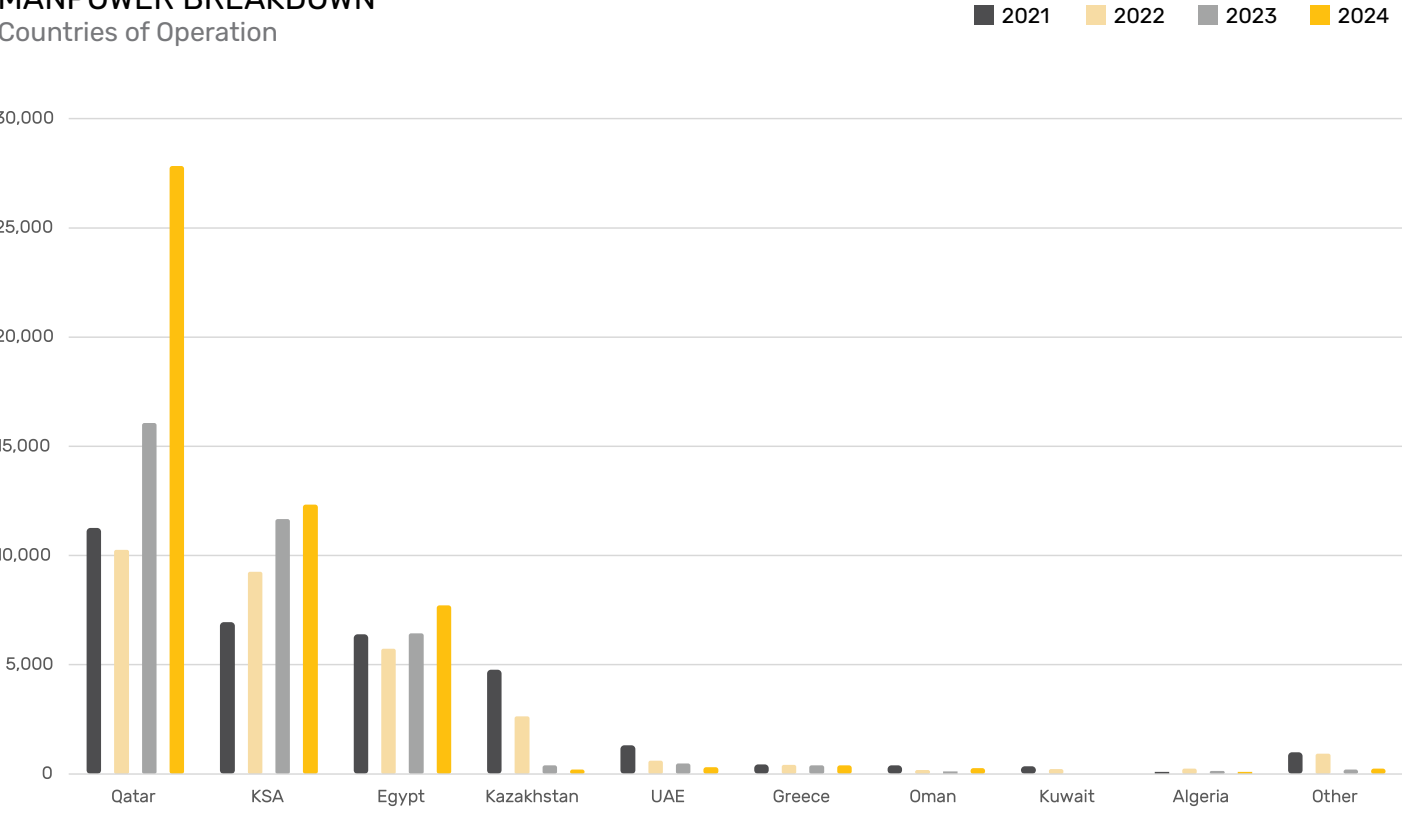
With the prospects for more work in the future, CCC will continue to embrace the family culture and investment in its staff's well-being and development as part of its commitment of **"providing a safe and healthy workplace, respecting human rights and being a good employer."**



The following graphs brings a holistic view of CCC’s manpower distribution in terms of geographical operations, staff levels, gender breakdown, and age groups during the years from 2021 to 2024.

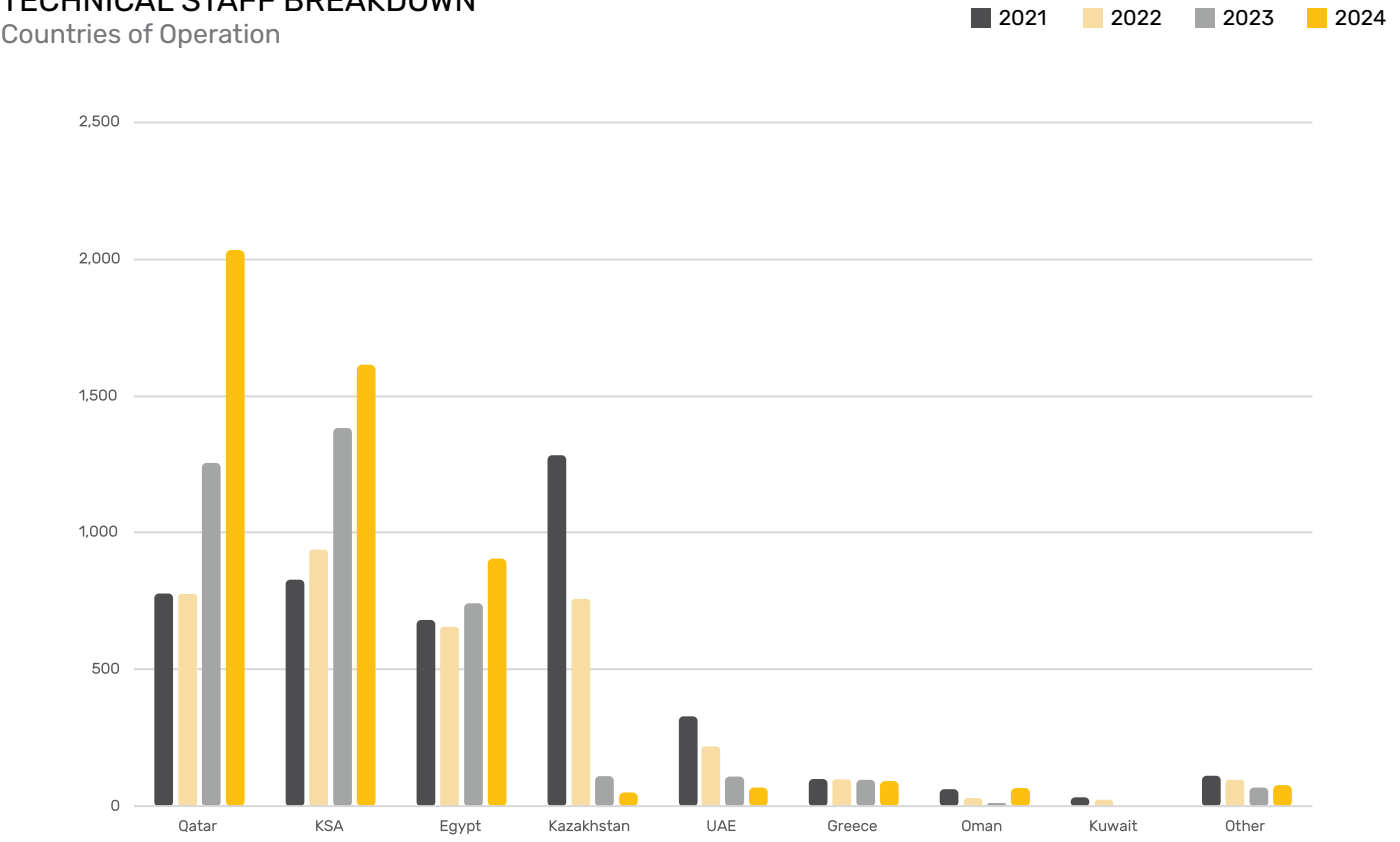
MANPOWER BREAKDOWN

Countries of Operation



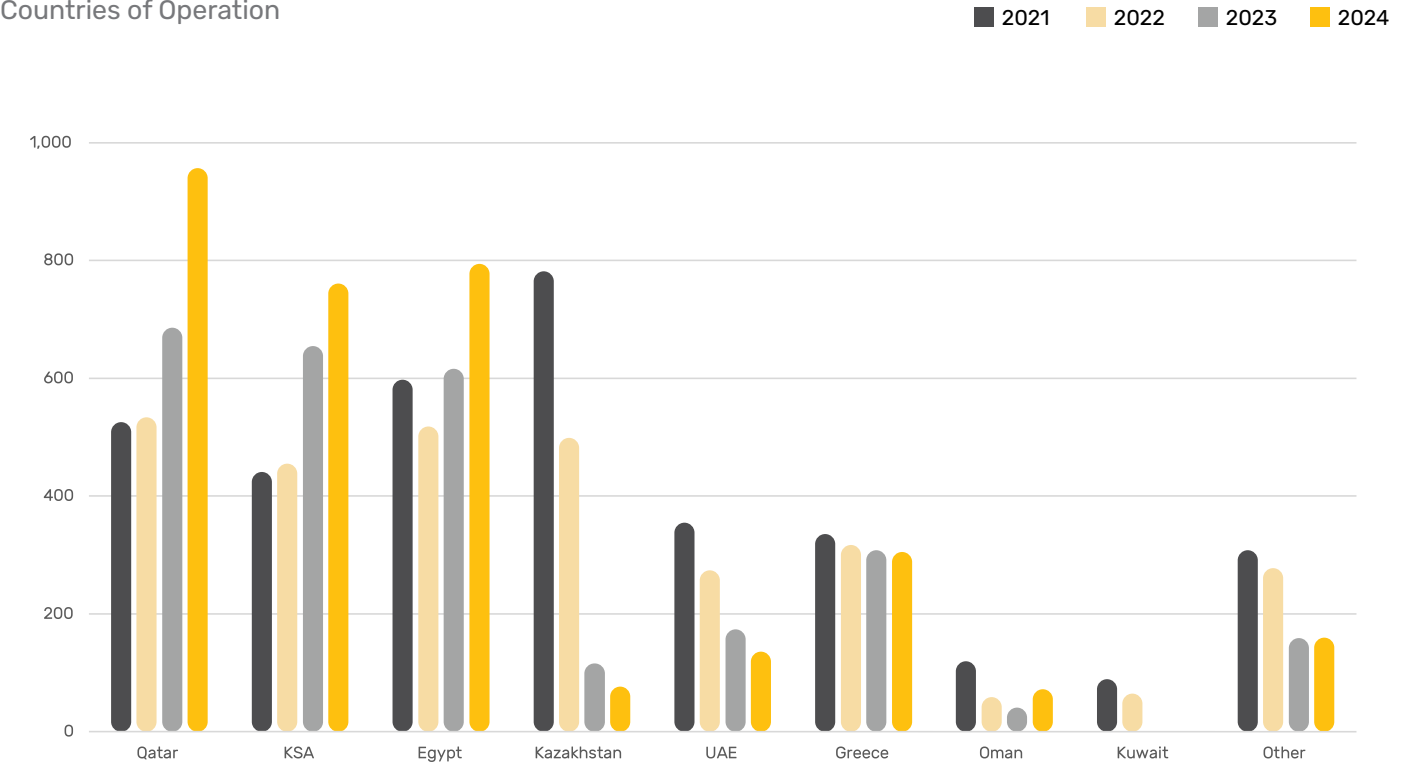
TECHNICAL STAFF BREAKDOWN

Countries of Operation



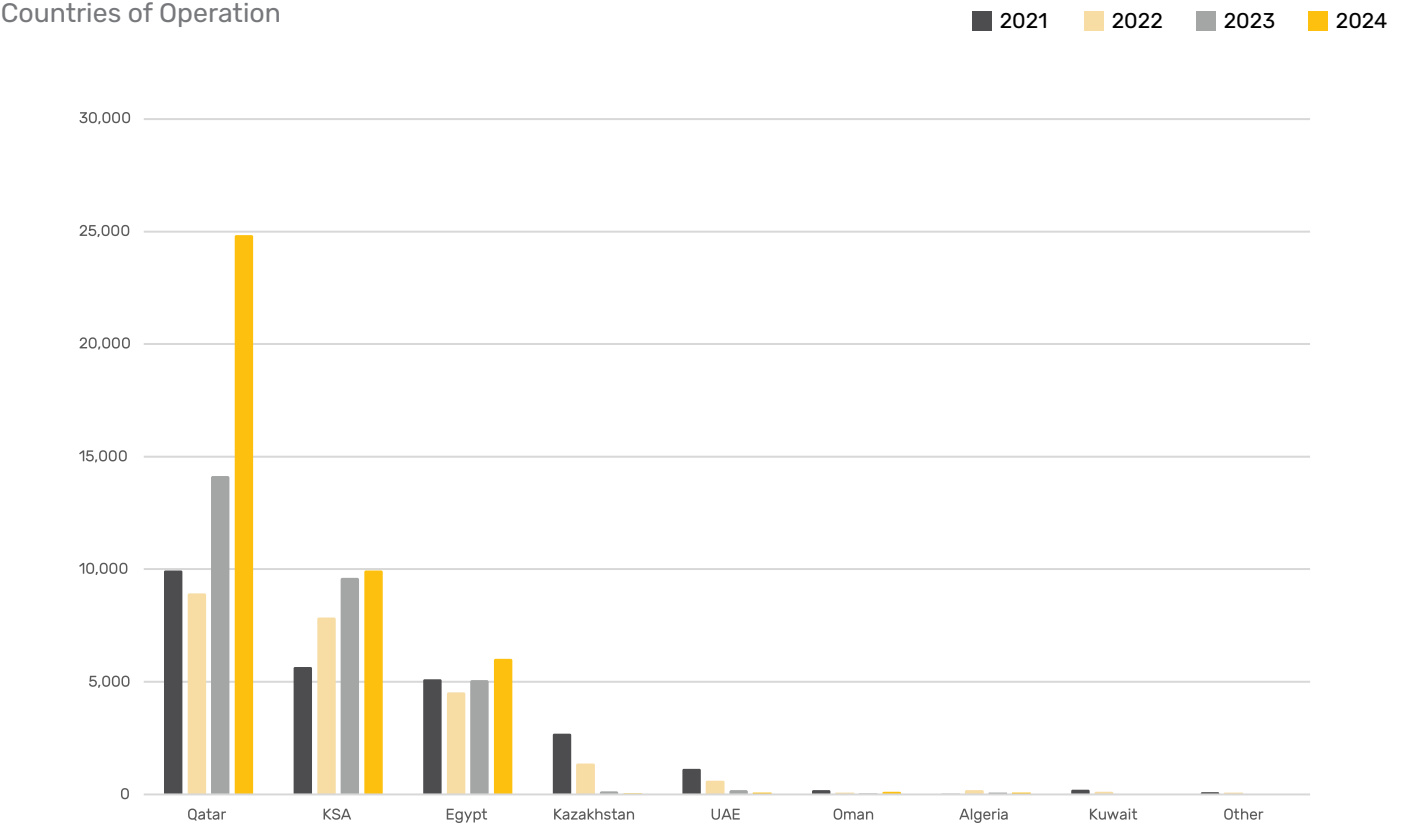
MANAGEMENT & COMMERCIAL STAFF BREAKDOWN

Countries of Operation

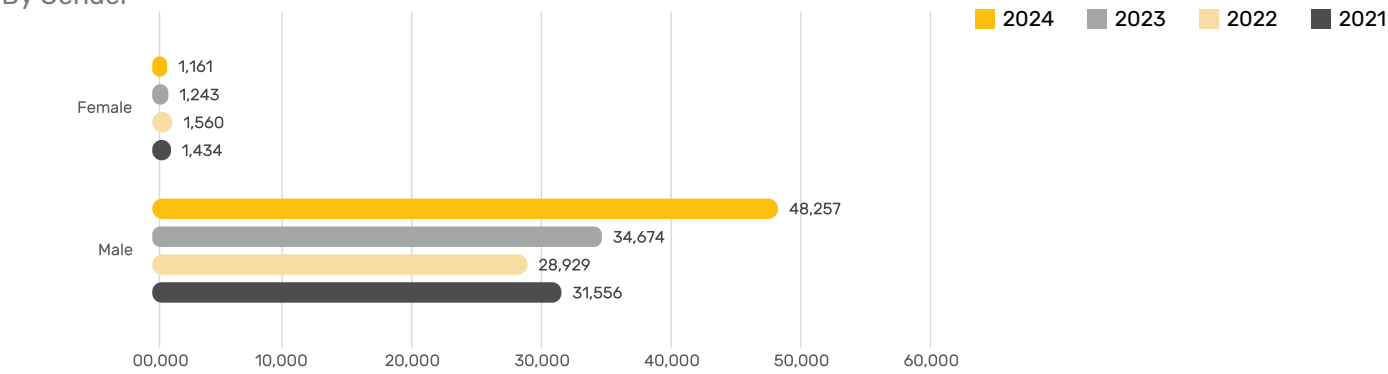


SKILLED & UNSKILLED WORKERS BREAKDOWN

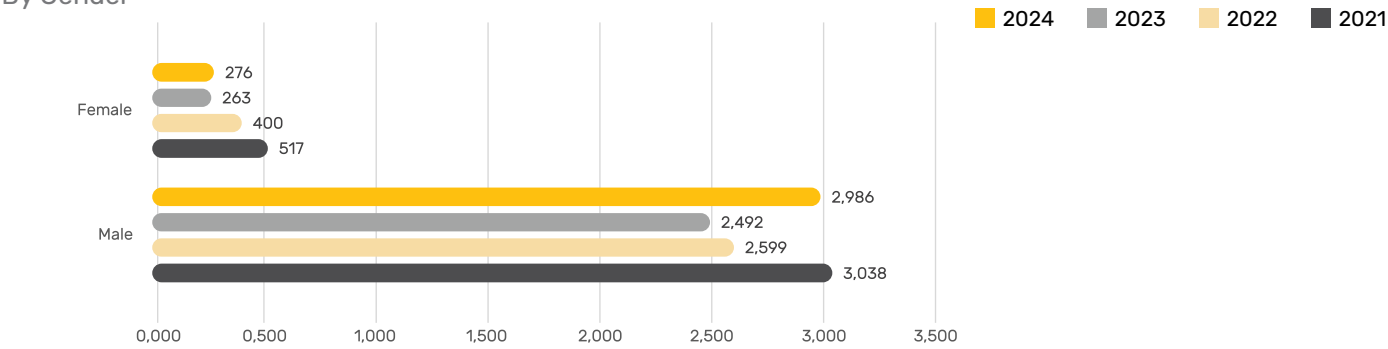
Countries of Operation



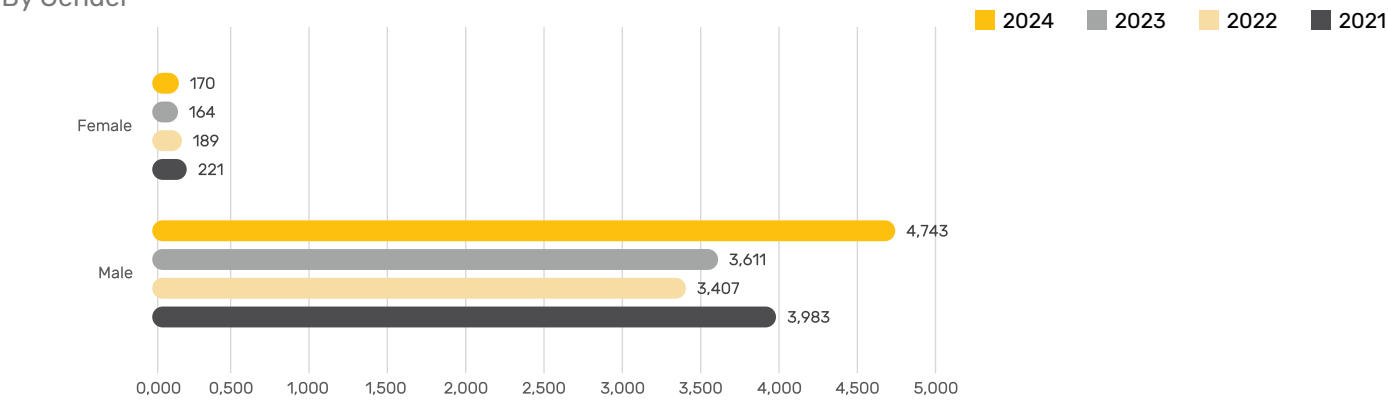
TOTAL MANPOWER BREAKDOWN
By Gender



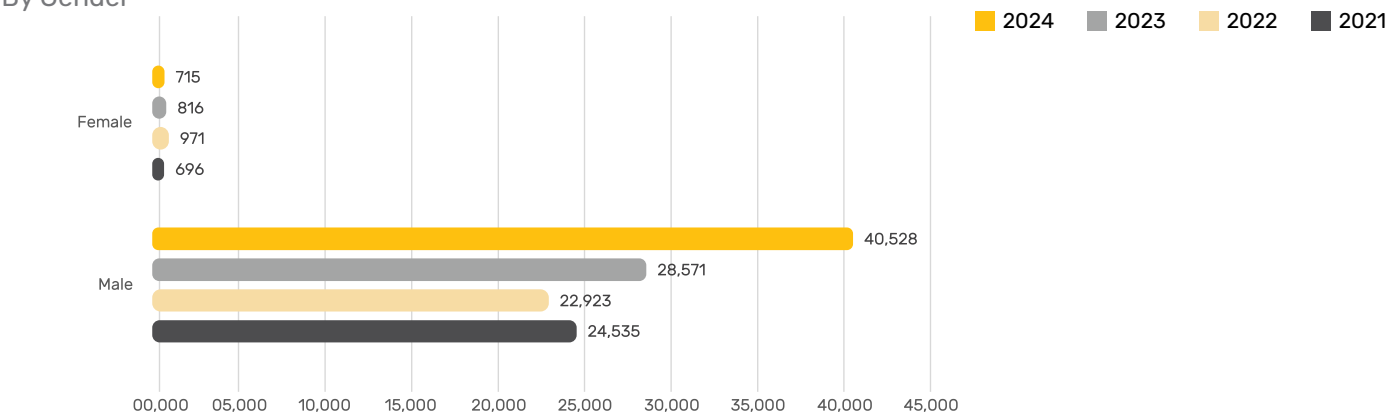
MANAGEMENT & COMMERCIAL STAFF BREAKDOWN
By Gender



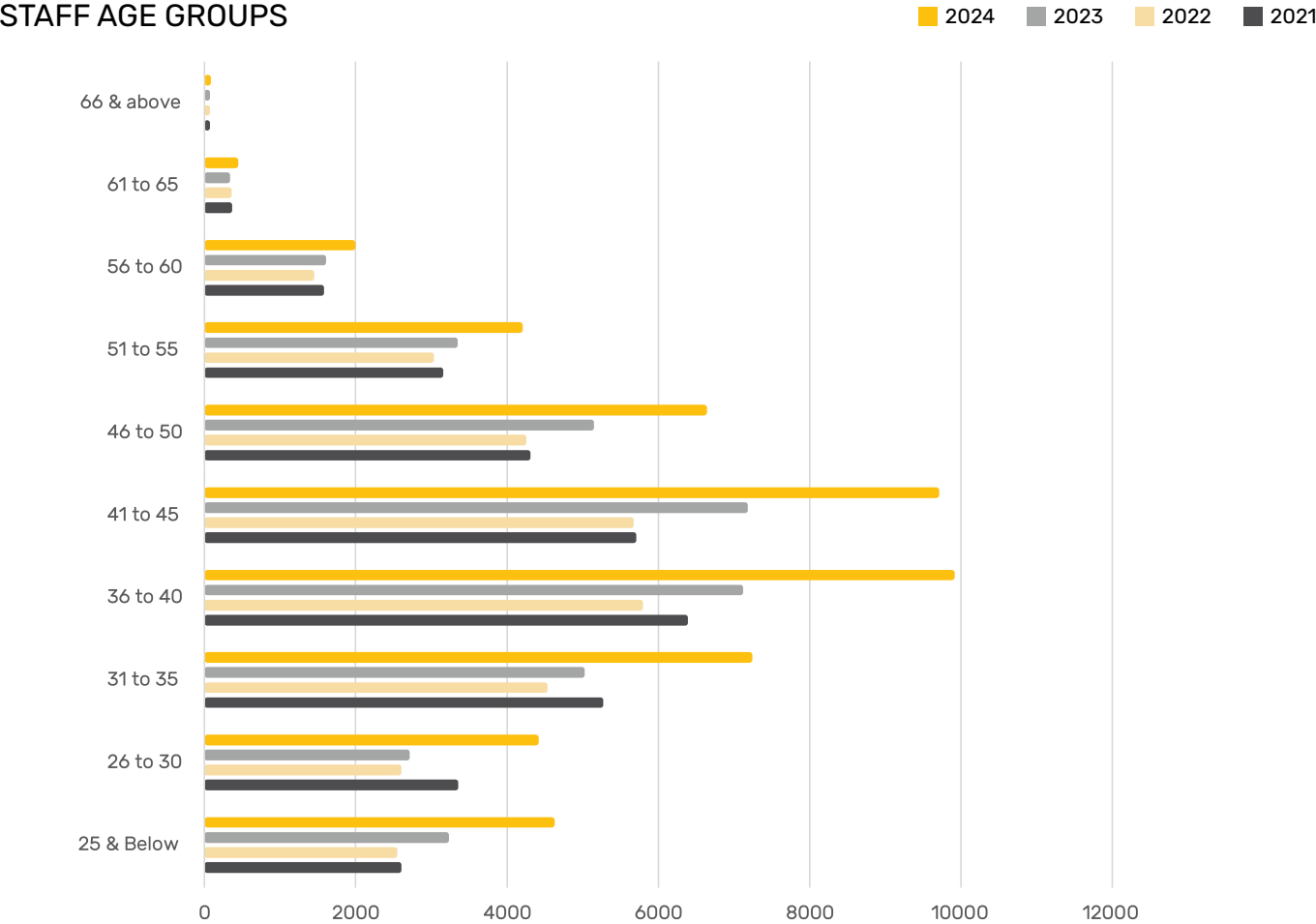
TECHNICAL STAFF BREAKDOWN
By Gender



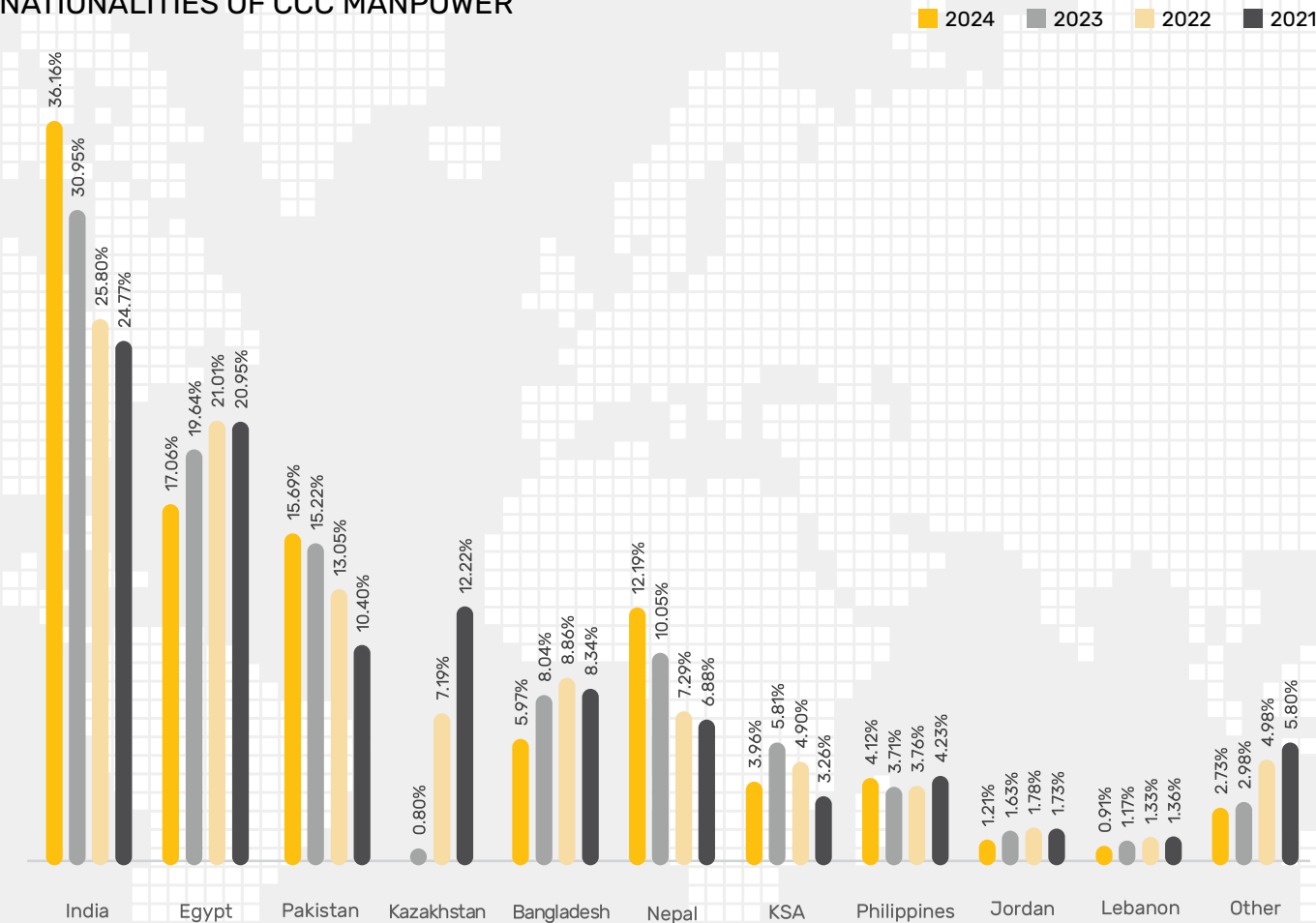
SKILLED & UNSKILLED WORKERS BREAKDOWN
By Gender



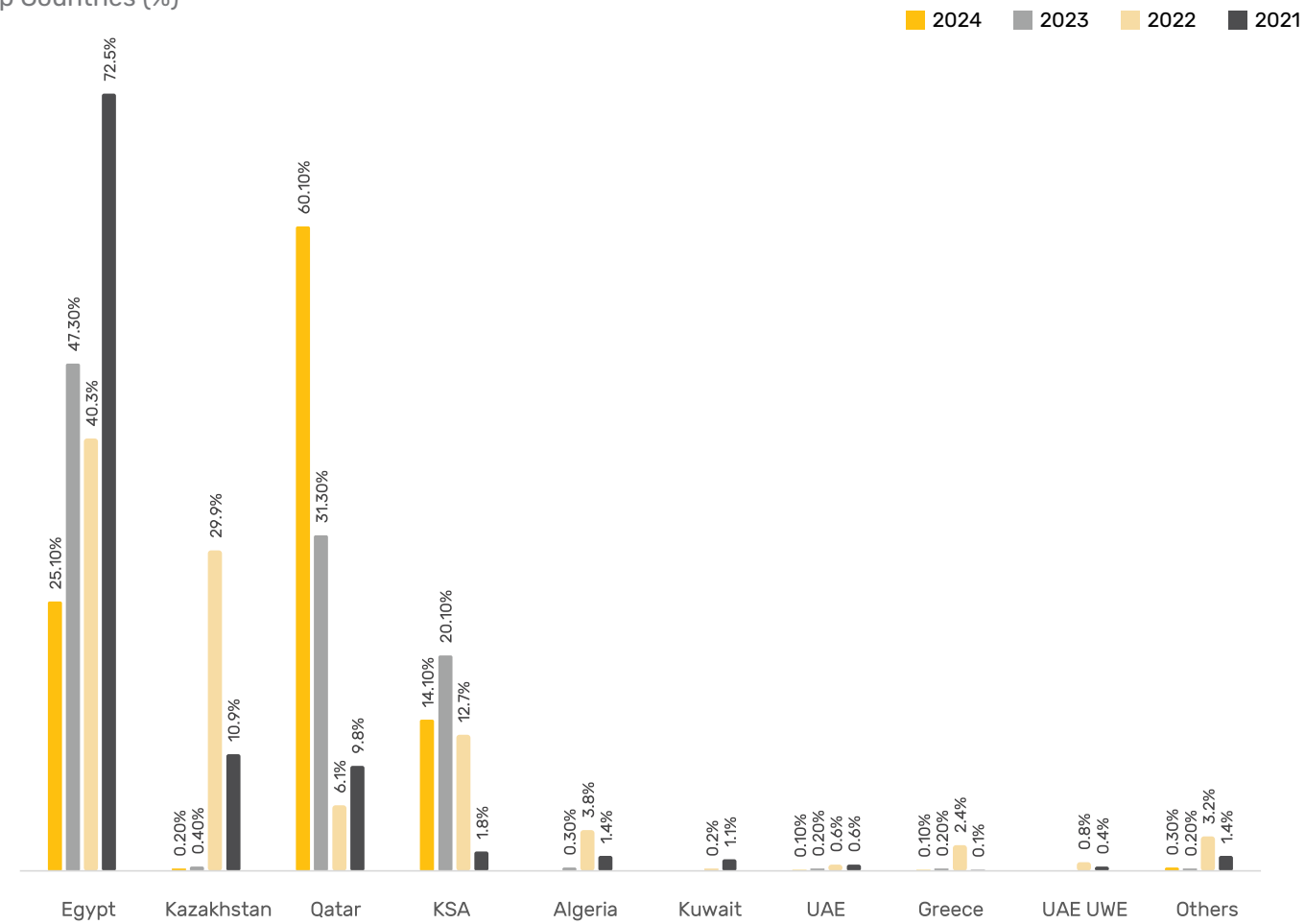
STAFF AGE GROUPS



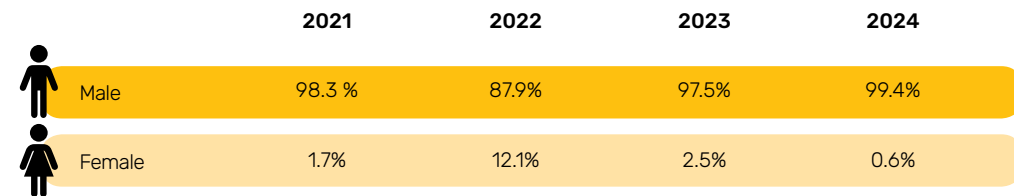
NATIONALITIES OF CCC MANPOWER



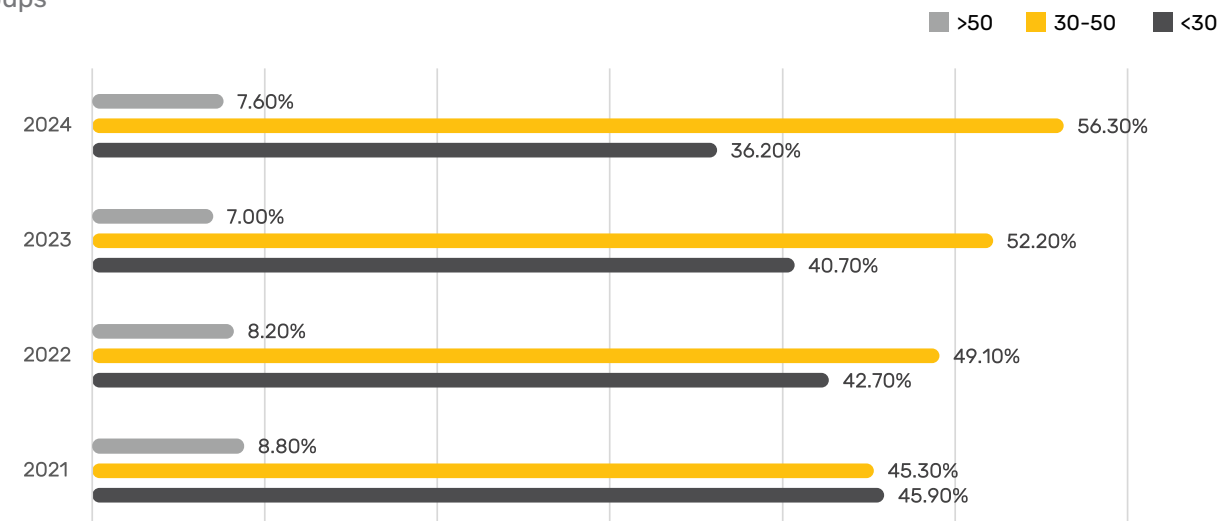
NEW HIRES
Top Countries (%)



NEW HIRES
By Gender (%)



NEW HIRES
By Age Groups



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 & 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.



Fostering Human Rights Awareness 1,896 members

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.

HUMAN RIGHTS POLICY

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

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

LOCAL COMMUNITIES

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

SUPPLY CHAIN

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

TRAINING & DEVELOPMENT

An integral aspect of achieving CCC’s strategic objectives is cultivating a highly skilled, capable, and motivated workforce committed to both individual and organizational growth. To this end, CCC prioritizes comprehensive training and development programs designed to enhance employees’ professional expertise while supporting their personal advancement.



For the past 19 years, CCC has maintained its status as a Global Registered Education Provider (R.E.P.) accredited by the Project Management Institute (PMI). This enables CCC to offer in-house training programs in critical areas such as risk management, productivity, and planning, among others, which are meticulously aligned with the preparation requirements for the Project Management Professional (PMP) certification. Participants in these programs can earn Professional Development Units (PDUs), globally recognized credits that fulfill PMI’s credentialing prerequisites.

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



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.

In addition to the provision of training and development, Coursera, as part of the contract, provided CCC with the possibility to host its internal training onto the learning platform. In July 2021 CCC utilized this feature to offer its in-house training material exclusively to its employees and partners. In 2022, moreover, the contract with Coursera provided CCC with the possibility to have open licenses to all its staff to what is called Guided Projects.

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.





25,631 TOTAL TRAINING HOURS



23,836
training hours
(male)



1,795
training hours
(female)



62
Coursera online
guided projects



44
Coursera online
courses & specialization



81
in-house online
courses



2 million +
HSE training
manhours



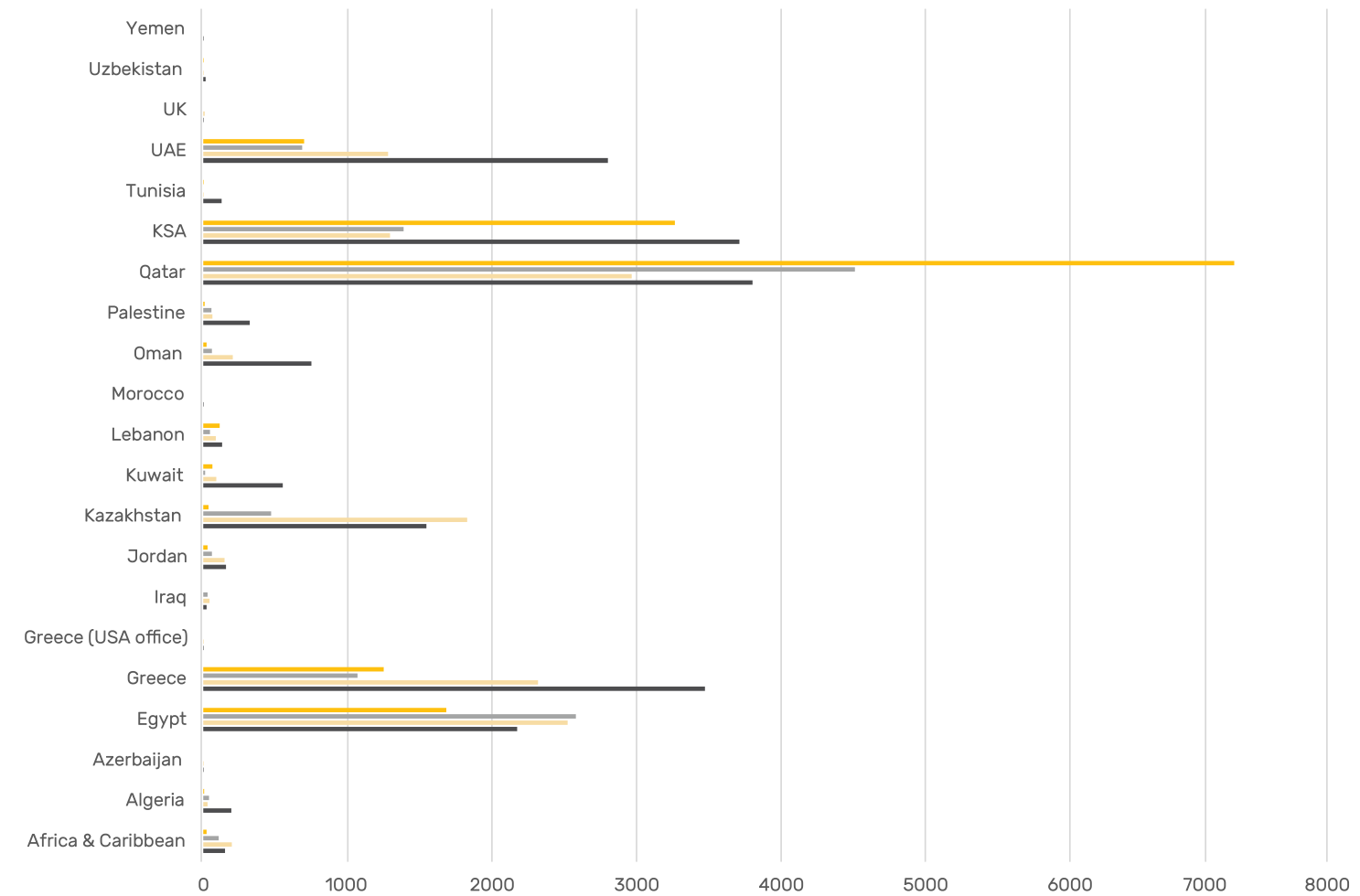
20 +
countries



3,351
participants

TRAINING HOURS By Country

2024 2023 2022 2021



TRAINING HOURS By Gender

	2021	2022	2023	2024
Male	18,604 hrs	11,800 hrs	10,372 hrs	13,503 hrs
Female	1,329 hrs	1,285 hrs	824 hrs	975 hrs
Total	19,933 hrs	13,085 hrs	11,196 hrs	14,478 hrs

TRAINING HOURS Per Employee

	2021	2022	2023	2024
Male	13 hrs	5 Hrs	10 hrs	6 hrs
Female	9 hrs	5 Hrs	9 hrs	5 hrs
Total	12 hrs	5 hrs	10 hrs	6 hrs

TRAINING HOURS
Per Employee Per Category

Staff Category	2021	2022	2023	2024
Clerical and Technical Support	62	955	577	1,055
Supervisory and First Professional	7,334	5,475	4,459	7,714
Discipline Heads, Section Leaders and Specialists	10,426	5,318	5,209	5,018
Area, Project Management and Experts	2,110	1,336	951	691
Overall	19,932	13,084	11,196	14,478

COURSE TOPICS	2021	2022	2023	2024
ACCOUNTS/FINANCE & AUDIT	118	59	17	0
ARTIFICIAL INTELLIGENCE	0	0	0	143
BUSINESS/COMMERCIAL PROGRAMS	20	27	5	0
CIVIL TRAINING PROGRAMS	0	0	2	0
COMPUTER/INFORMATION SYSTEMS &TECH.	159	447	215	114
CONTRACTS & ESTIMATING	195	73	219	286
COST CONTROL	206	78	82	56
DESIGN ENGINEERING	242	166	83	105
EMPLOYEE ONBOARDING PROGRAM	0	0	295	282
ETHICS & COMPLIANCE	1202	2249	462	1598
HUMAN RESOURCE AND PERSONNEL	22	29	0	0
INNOVATION AND TECHNOLOGY	0	0	69	89
INSURANCE	0	139	84	58
LEADERSHIP PROGRAMS	113	115	161	63
LEGAL	1	0	4	0
LOGISTICS	11	5	2	0
MANAGERIAL SKILLS	66	16	9	0
MATERIALS/STORES & WAREHOUSING	-	-	1	0
PERSONAL & SOFT SKILL DEVELOPMENT	1113	1372	687	567
PRE-COMMISIONING & COMMISSIONING	-	50	87	60
PROJECT MANAGEMENT & PROJECT CONTROL	2001	764	1019	1022
QA/QC & RELATED PROCEDURES	425	762	954	1595
SAFETY & H.S.E	5	2	2	36
SUSTAINABILITY	7	16	12	2
TOTAL	6,205	6,369	4471	6,076



WOMEN EMPOWERMENT

CCC’s Women Empowerment Initiative, established in 2018, is strategically aligned with the global development agenda, emphasizing women’s empowerment as a fundamental pillar of sustainable development. Recognizing the vital role of strong and talented women within the organization, CCC is committed to fostering diversity and inclusion through a proactive approach to gender equality.

The initiative adopts a comprehensive strategy, underpinned by strong top management support, the implementation of affirmative actions, the development of enabling policies, and targeted efforts to raise awareness about gender diversity and the invaluable contributions of women. CCC is dedicated to cultivating an inclusive and empowering work environment that supports the growth and success of its female employees, reinforcing the company’s long-term sustainability objectives.

Acknowledging that the journey toward gender parity is continuous, CCC remains committed to advancing opportunities and meaningful roles for women across the organization. Future initiatives will focus on increasing the active participation of women, offering comprehensive training and development programs, and promoting female representation in leadership positions. Through these concerted efforts, CCC aims to create a more inclusive, dynamic, and empowering workplace, contributing to both organizational excellence and broader societal progress.



Linda Murungi, AREF Fellow

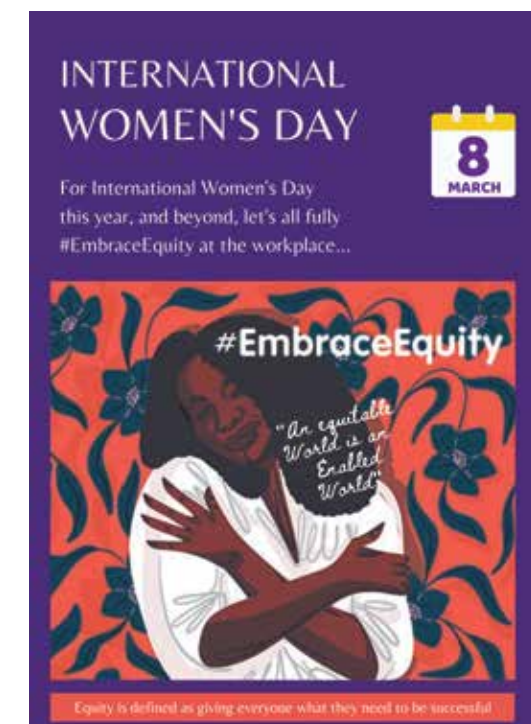
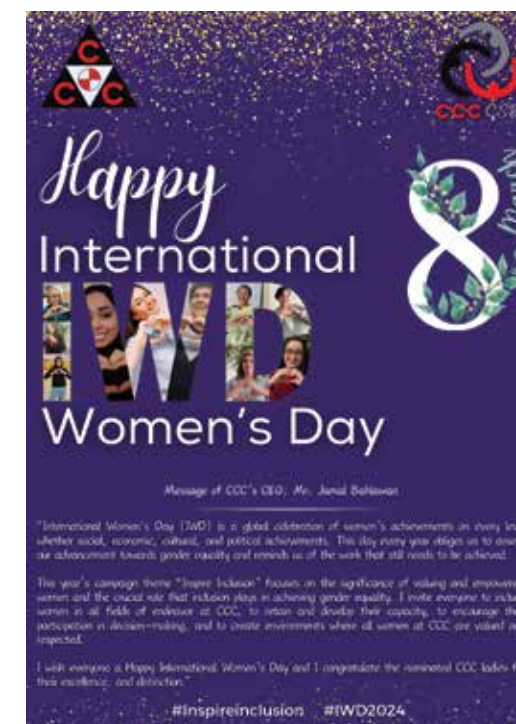


INTERNATIONAL WOMEN'S DAY Embracing Equity at the Workplace (2023)

At CCC, we are committed to fostering an inclusive and equitable workplace where women can thrive. In celebration of International Women's Day 2023, we embraced the theme #EmbraceEquity by recognizing and appreciating the dedication of our women employees across our global operations. Special gatherings were organized in Egypt, Kazakhstan, Saudi Arabia, and Lebanon, where appreciation gifts and flowers were distributed. Additionally, seven outstanding women from diverse operational areas were honoured for their excellence and commitment to their roles. CCC's Chairman, Samer Khoury, reinforced our commitment to equity, diversity, and inclusion, encouraging a workplace culture where women can prosper and succeed. Through such initiatives, CCC continues to support and empower women, ensuring their contributions are valued and their achievements.

WOMEN IN RESEARCH LEADERSHIP PROGRAMME

As part of our commitment to gender equality and professional development, CCC is proud to continue its partnership with the Africa Research Excellence Fund (AREF) through the launch of a new Women in Research Leadership Programme. This initiative is designed to empower 20 early-career women researchers from 10 Sub-Saharan African countries by enhancing their leadership skills and fostering research independence. The three-month program provides expert guidance, mentorship, and skills development workshops to address challenges such as gender bias and limited career advancement opportunities. Through this initiative, CCC is helping to create an inclusive research environment where women can excel, secure funding, and lead impactful studies that shape healthcare policy and practice. Our continued support reflects our dedication to promoting equal opportunities and strengthening women's roles in scientific research.



Empowering Saudi Women Through Workplace Success Program (2022-2023)

Through our Workplace Success Program in collaboration with Education for Employment (EFE), we successfully trained and placed 25 young Saudi women in diverse sectors, equipping them with essential workplace skills. The program focused on effective communication, teamwork, time management, emotional intelligence, and labor education—empowering participants with the tools needed for career success. Upon completion, all graduates secured jobs with leading organizations, including SDAIA, the Emirate of Riyadh Province, and the Ministry of Investment. With a 100% job retention rate after three months, the initiative exceeded its key objectives, leaving a lasting impact. CCC is proud to support such programs that enhance women’s professional opportunities, enabling them to thrive in the workforce and contribute meaningfully to Saudi Arabia’s economic growth.

Advancing Women’s Economic Empowerment in Saudi Arabia (2024)

CCC has launched the second phase of its Job Training & Placement (JTP) Program for Saudi women in collaboration with Education for Employment (EFE). Building on the success of Phase 1, which saw 25 young women trained and employed in key sectors, this 12-month program will equip 20 more women with essential soft skills tailored to market needs, ensuring their successful integration into the workforce. The initiative aligns with Saudi Vision 2030, aiming to increase female workforce participation and drive economic transformation. By providing targeted training and employment opportunities, CCC is empowering women with the skills, confidence, and career pathways needed to thrive professionally, contributing to a more inclusive and prosperous society.



Empowering Women Farmers in Egypt: Award-Winning CSR Initiative

CCC is proud to have received the 2023 Corporate Social Responsibility Award, sponsored by TotalEnergies, for our transformative project “Building Resilience and Self-Reliance of Young Women Farmers in Minya, Egypt.” In partnership with Alfamar, this initiative directly addressed the high 24% female unemployment rate and the critical role of agriculture, which constitutes 65% of Egypt’s economy. By equipping 400 women farmers with modern agricultural skills, training 50 women entrepreneurs in business development, and fostering sustainability through digitized curricula, the program contributed to economic empowerment, reduced chemical fertilizer use, and the adoption of sustainable farming practices. Beyond economic impact, the initiative improved personal hygiene, home cleanliness, and dietary habits among participants, reinforcing CCC’s commitment to sustainable development and social progress. This award reaffirms our dedication to corporate social responsibility and our mission to create meaningful, lasting change in the communities where we operate.

GOVERNANCE

The Board of Directors oversees CCC's operations, ensuring alignment with the company's best interests and those of its stakeholders. CCC's enduring family ownership, coupled with their unwavering commitment to the group, strengthens the company's core values and enduring legacy. Guided by foundational principles—our Core Values, Guiding Principles, and Code of Practice—CCC operates with the highest standards of honesty, integrity, and legal compliance. A proactive approach to risk management enhances our corporate governance framework, supporting Board oversight and enriching strategic decision-making. Above all, CCC maintains a firm ethical commitment, with zero tolerance for bribery and corruption.



Corporate Structure

The organizational framework of CCC is guided by its Board of Directors, the company’s highest governing body. Adhering to best practices in corporate governance, the Board oversees the Group’s structure and business operations. Through their strategic decisions, the Board members ensure CCC’s continual growth, steady development, and robust financial performance, strengthening its services and expanding its market influence.

BOARD OF DIRECTORS



Samer S. Khoury
CHAIRMAN

Mr. Samer Khoury serves as Chairman at Consolidated Contractors Company.

Mr. Khoury is active in many economic institutions around the world and board member of more than 28 regional and internationally renowned organizations 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.



Wael 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.



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 & 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 A CORPORATE DIRECTOR

Mr. Nazih Abdul Kader is on the CCC Board of Directors representing the Corporate Director “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 A CORPORATE DIRECTOR

Mr. Ali is on the CCC Board of Directors representing the Corporate Director “Safad Holding SAL”. Mr. 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, Libya, Greece, UAE, S. Arabia, and Kazakhstan.He 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 A CORPORATE DIRECTOR

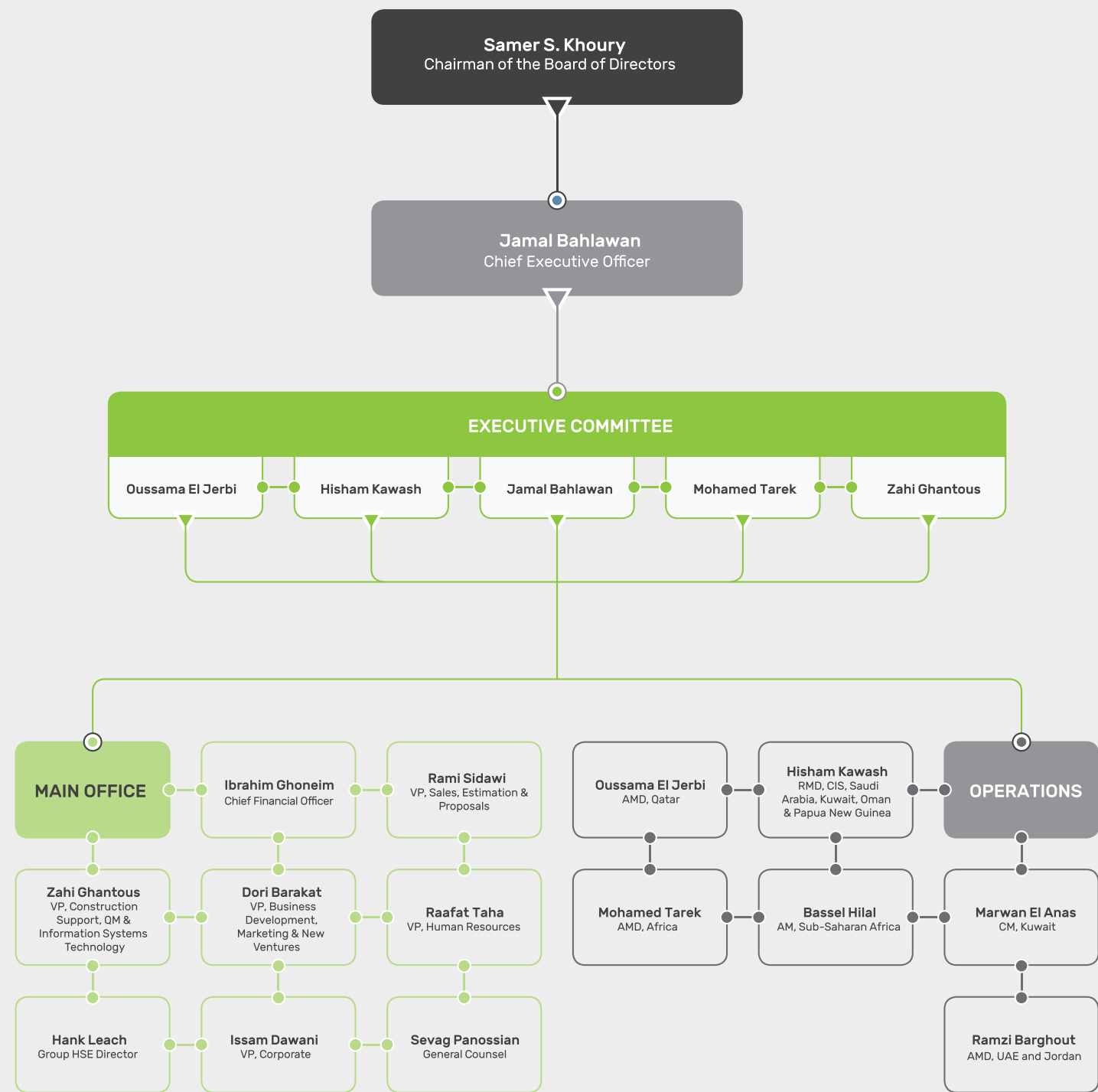
Mr. Abdul Halim Rateb is on the CCC Board of Directors representing the Corporate Director “Al Bahi SAL

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. A

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

Consolidated Contractors Company LEADERSHIP



HIGHEST GOVERNANCE BODY

Nomination of the 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.

Training and 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 Body

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 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.

REMEDIATION OF NEGATIVE IMPACTS

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 (2023-2024).



CCC Core Values

CCC’s corporate values have been the cornerstone of its organizational behaviour and unique culture throughout its history. These values guide the company’s commitment to responsible growth, emphasizing respect for people and the environment. By fostering strong human and business relationships, CCC creates mutual strengths and shared value, ensuring that its operations benefit employees, clients, suppliers, local communities, and society.

CCC’s philosophy prioritizes long-term sustainability in the regions where it operates, reflected in the establishment of permanent offices and collaborative in-country management. Working closely with local companies, governments, and clients, CCC delivers innovative solutions across global markets and industries, leveraging over 70 years of construction and engineering expertise.

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





Professional Ethics & Anti-Corruption



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

CCC 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 everyone 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. Here are the four foundational principles that encapsulate CCC’s golden rules:”

- We treat everyone with respect.
- We act with integrity and comply with our work obligations honestly.
- We only undertake work that we have the knowledge, skills, and resources to carryout.
- We show accountability through taking responsibility for our actions and act to deter wrongdoing.

Corruption Initiative (PACI) Principles

- Transparency International-Business Principles for Countering Bribery
- The Pearl Initiative
- The UK Bribery Act 2010
- The US Foreign Corrupt Practices Act (FCPA), 1977
- The OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1999

Training Program

The Ethics & Compliance (E&C) training courses are an integral component of CCC’s technical and project management training initiatives. Approved by the Project Management Institute (PMI), CCC’s project management programs enable attendees to earn Professional Development Units (PDUs). As a registered Global Education Provider by PMI, CCC emphasizes the importance of ethics and compliance in cultivating a well-rounded and accountable workforce.

CCC is dedicated to maximizing the reach of E&C training through online platforms, ensuring a broad impact across its workforce in a time-efficient manner. The E&C Online Training Induction Course is a core element of CCC’s efforts to raise awareness among employees. Developed in collaboration with international experts, the program adheres to global standards and is mandatory for all staff. Successful completion of the course is a requirement for continued engagement in CCC’s activities. In coordination with the Lessons Learned Department and Human Resources, CCC ensures continuous improvement and reinforcement of E&C knowledge.

Standing Tall Against Corruption

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.

During the period 2023-24, total number and percentage of governance body members that have received training on anti-corruption, broken down by region in the below table:

ETHICS & COMPLIANCE GOVERNANCE

Region	Communicated	Acknowledged	Completed	Percent (%)
AFRICA	13	13	13	100%
CIS	17	17	16	94%
EU	170	170	133	78%
GCC	1,520	1,520	1,475	97%
MENA	316	316	272	86%
Total	2,036	2,036	1,909	93.8%

During the period 2024-25, total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region in the below table:

ETHICS & COMPLIANCE EMPLOYEES

Region	Employee Category	Communicated	Acknowledged	Completed	Percent (%)
AFRICA	Area, Project Management, Functional Management and Experts	1	1	1	100%
AFRICA	Discipline Heads, Section Leaders and Specialists	8	8	8	100%
AFRICA	Supervisory and First Professional	4	4	4	100%
CIS	Area, Project Management, Functional Management and Experts	2	2	2	100%
CIS	Discipline Heads, Section Leaders and Specialists	4	4	4	100%
CIS	Executive, Project, Functional and Area General Management	1	1	1	100%
CIS	Supervisory and First Professional	10	10	9	90%
EU	Area, Project Management, Functional Management and Experts	34	34	31	91%
EU	Clerical & Technical Support	5	5	3	60%
EU	Discipline Heads, Section Leaders and Specialists	57	57	46	81%
EU	Executive, Project, Functional and Area General Management	10	10	6	60%
EU	Supervisory and First Professional	64	64	47	73%
GCC	Area, Project Management, Functional Management and Experts	69	69	63	91%
GCC	Clerical & Technical Support	181	181	178	98%
GCC	Discipline Heads, Section Leaders and Specialists	421	421	407	97%
GCC	Executive, Project, Functional and Area General Management	7	7	7	100%
GCC	Supervisory and First Professional	842	842	820	97%
MENA	Area, Project Management, Functional Management and Experts	11	11	9	82%
MENA	Clerical & Technical Support	18	18	15	83%
MENA	Discipline Heads, Section Leaders and Specialists	114	114	100	88%
MENA	Executive, Project, Functional and Area General Management	1	1	1	100%
MENA	Supervisory and First Professional	172	172	147	85%
TOTAL		2,036	2,036	1,909	93.8%



Individual commitment forms were distributed and completed by the employees during the period 2023-24. Below table provides the summary of individual commitment forms:

Region	Forms Sent	Forms Completed	Completion (%)
Algeria	15	9	60 %
Bahrain	1	1	100 %
Botswana	1	1	100 %
Cyprus	2	2	100 %
Egypt	866	378	44 %
Equatorial Guinea	2	1	50 %
Greece	360	267	74 %
India	2	1	50 %
Iraq	1	0	0 %
Italy	2	1	50 %
Ivory Coast	8	7	88 %
Jordan	18	16	89 %
Kazakhstan	58	43	74 %
Kuwait	33	17	52 %
Lebanon	48	39	81 %
Libya	6	1	17 %
Mozambique	9	7	78 %
Nigeria)	3	3	100 %
Oman	40	14	35 %
Palestine	31	10	32 %
Qatar	1137	792	70 %
Saudi Arabia	842	477	57 %
Tunisia	1	1	100 %
United Arab Emirates	189	132	70 %
Uzbekistan	1	1	100 %
Yemen	2	1	50 %
Grand Total	3,678	2,222	60 %

Regional & Area Managing Directors, have fulfilled the E&C requirements for 2024 by signing the commitment form:

-  **AFRICA** Completed on Jan 11, 2025
-  **CIS** Completed on Jan 11, 2025
-  **OMAN** Completed on Jan 11, 2025
-  **JORDAN** Completed on Jan 16, 2025
-  **KUWAIT** Completed on Jan 16, 2025
-  **UAE** Completed on Jan 16, 2025
-  **N. AFRICA** Completed on Jan 17, 2025



Whistleblowing and Reporting

E&C Webline – Open Box & Anti-Corruption

The E&C Webline – Open Box is a secure and confidential service designed to empower officers, employees, and external partners to raise concerns or report issues. This service facilitates reporting on violations of policies, procedures, standards, laws, and regulations observed in the workplace. These channels play a critical role in protecting individuals from the harmful effects of workplace misconduct while minimizing the financial and reputational risks associated with incidents. By fostering an environment of trust, these channels encourage employees and partners to speak up, strengthening the relationship between employer and employee.

Employees are encouraged and expected to report any breaches or suspicions of corruption directly to the company’s E&C Hotline. All reports are handled with the utmost confidentiality to ensure the safety and security of those reporting. The Open Box service ensures confidentiality, allowing reports to be submitted either with the sender’s disclosed identity or anonymously. By providing these accessible and secure reporting options, CCC demonstrates its commitment to fostering a transparent and ethical workplace.



WHISTLEBLOWING COMMUNICATION PORTAL

CCC Ethics Webline - Open Box, is a confidential service that allows CCC employees and stakeholders to speak to a trusted profesional 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

» Abuse of designated role or position

» Breach of confidentiality

» Inappropriate personal use of CCC’s resources

» Theft and bribes

» Violations of the law, policies and procedures

» Inappropriate gifts and entertainment

Employees are expected to report, in full confidentiality, to the CCC’s Whistleblowing hotline:
WEBSITE: www.ethicswebline.com EMAIL: OpenBox@EthicsWebline.com

CCC CORPORATE POLICIES

At CCC, our enduring leadership reflects the relentless commitment, excellence, and dedication of every member of our family. For decades, our distinctive cultural values—marked by industrious expertise, steadfast loyalty, unwavering dedication, and compassionate respect—have been the foundation of our success.

These core pillars, deeply rooted in a familial ethos, have preserved our internal cohesion while enabling us to forge and sustain resilient partnerships, even in the face of external challenges. Essential to CCC’s commitment to business integrity are its corporate Policies & manuals that emphasize anti-corruption and anti-bribery measures.

Click below to access CCC’s policies:

CCC SUSTAINABILITY POLICY

CCC ENVIRONMENTAL POLICY

CCC FULL HSSE POLICY

CCC CSR POLICY

CCC ETHICS & COMPLIANCE POLICY

CCC HUMAN RIGHTS POLICY

CCC LEARNING & DEVELOPMENT POLICY

INTERNAL AUDITS

CCC’s Internal Audit department is pivotal in upholding the efficacy of risk management, governance, and control mechanisms. Their responsibilities span across process evaluations, adherence checks during audits, and probing into potentially fraudulent activities, while also tracking remedial measures. A cornerstone of CCC’s internal audit practice is its unwavering focus on adherence to company protocols and a proactive approach towards fraud deterrence, prevention, and identification. When it pertains to tackling fraud, our internal auditors meticulously assess the robustness of the established internal control systems to ensure they adeptly manage any potential risks of malfeasance.

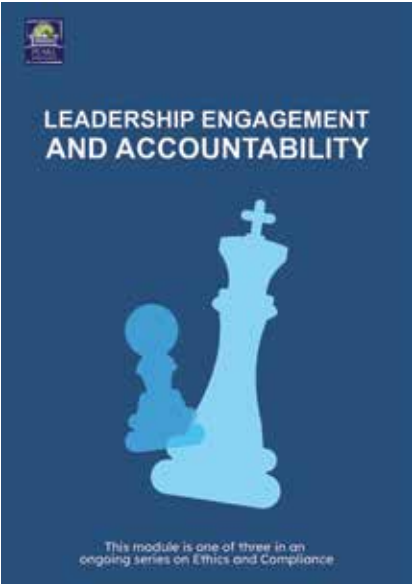
Global Compliance Officer

To ensure a widespread reach given CCC’s extensive geographical presence, we’ve instituted regional Compliance Officers. Their duties align with that of the central Corporate Ethics Compliance Officer but are tailored to a localized context in the respective regions they serve.

Acting as ambassadors of compliance, they champion CCC’s commitment to Ethics and Anti-Corruption across their designated areas, ensuring the consistent application of approved protocols and conducting regular compliance training and education sessions.

Moreover, they serve an advisory role, offering insights into ethical queries in sync with the Corporate Ethics Compliance Officer. These regional officers also delegate responsibilities to Compliance Coordinators at the project level within their territories. To keep them updated and proficient, we periodically offer training sessions for these compliance officers, both online and in person.”

Ethics and compliance officers from CCC in the UAE and KSA have collaborated on the development of three compliance guidebooks initiated by the Pearl Initiative’s Anti-Corruption Working Group. These guidebooks, which also feature inputs from experts, address important themes including Leadership Engagement and Accountability, Speak-Up Culture, and Communication. They provide significant insights into corporate compliance practices



ZERO TOLERANCE AGAINST CHILD LABOR

Consolidated Contractors Company (CCC) enforces a zero-tolerance policy against child labor and enslavement, aligning with local and international laws, including United Nations standards. CCC is committed to maintaining robust systems to verify individuals’ age and social status, ensuring ethical operations and reducing risks such as identity document falsification. This commitment reflects CCC’s adherence to its Core Values, Guiding Principles, Code of Practice, Ethics & Compliance Manual, and Sustainability Policy.

CCC only collaborates with suppliers, vendors, subcontractors, and business partners who share its dedication to human rights, comply with all relevant laws, and allow audits of their facilities, records, and staff. Contract terms include provisions for termination in case of unsatisfactory compliance.

The company upholds the Universal Declaration of Human Rights (UDHR), particularly Article 23, which guarantees favourable working conditions. In the construction context, this includes proper worker accommodations, hygienic food, and rigorous safety standards at project sites. CCC recognizes that child labour and forced labour violate fundamental human rights and hinder societal development.

Up until 31/12/2024, out of the 4,476 registered venders & subcontractors, E&C Prequalification Requirements have been completed by 4,476 (100%). During the current year (2024), out of the 1,522 registered business partners, 1,522 have completed the requirements so far, which stands at (100%). This showcases the communication of CCC’s Compliance Manual and Code of Conduct to venders and business partners.

COMMUNITY

Since the inception of CCC, Corporate Social Responsibility (CSR) principles have been embedded in our core management philosophy. Our CSR approach stems from the founders' fundamental conviction that an organization must consistently contribute to society while prioritizing stakeholder interests. This vision has guided our business strategy, emphasizing commitment to social responsibility, environmental sustainability, and community welfare in all operational regions. CCC remains steadfast in upholding these principles, ensuring our business practices create positive societal impact while honouring our founders' legacy and values.

Corporate Social Responsibility (CSR)

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:**

- ✓ Education and Employment Creation
- ✓ Health
- ✓ Environment
- ✓ Science, Technology, and Innovation
- ✓ Humanitarian Aid and Relief



CSR Statistics 2023-2024



CORPORATE SOCIAL RESPONSIBILITY AWARD

In recognition of CCC's CSR Project entitled "Building Resilience and Self Reliance of Young Women Farmers in Minya, Egypt", CCC won the 2023 Corporate Social Responsibility Award sponsored by TotalEnergies. The award recognizes CCC's unwavering commitment to social responsibility, sustainability, and its exemplary success in improving the quality of life in communities and societies at large.

The CSR Project to support women farmers in Egypt, was in response to the pressing challenges posed by a 24% unemployment rate among women and the paramount significance of the agricultural sector, which constitutes 65% of Egypt's economy. CCC in partnership with Al fanar organization, embarked on a transformative project to economically empower women farmers in upper Egypt that directly feeds into boosting Egypt's productivity, modernizing farming, and building an economically prosperous, sustainable future.



PROJECTS

CCC's CSR is dedicated to executing projects and initiatives that enhance human, social, and economic development in the communities where it operates by collaborating and implementing partners or introducing its own initiatives such as humanitarian fundraising campaigns. In 2023-2024 the projects ranged from capacity building, education, humanitarian relief, health, and entrepreneurship.

Below are some examples of projects carried out in Qatar, Palestine, Saudi Arabia, Egypt, UAE, Kazakhstan, and Greece. Through various partnerships with local and international non-governmental organizations (NGOs), CSR has addressed the 17th Sustainable Development Goal: Partnerships for the Goals.



Youth Entrepreneurship and Employability Preparedness Program - Qatar

Supported by CCC and facilitated by INJAZ Qatar, the Youth Entrepreneurship and Employment Preparedness Program quipped 280 junior high school students in Doha and Lusail with skills for the 21st-century job market. Seven trained volunteers from INJAZ Al-Arab and CCC delivered the program, featuring interactive workshops and activities focused on entrepreneurship, critical thinking, communication, and high-demand career skills.

Project Impact: This project impacted the lives of 280 people and addressed the following Sustainable Development Goals



Job Training Program for Saudi Women (Phase 2) – Saudi Arabia

In partnership with Education for Employment (EFE), CSR launched the second phase of its Job Training & Placement (JTP) Program for Saudi women in November 2024. This 12-month initiative aims to train and place 20 women in entry-level roles within sectors critical to Saudi Arabia’s economic growth, supporting the nation’s Vision 2030 goals of increasing female workforce participation and reducing unemployment. Building on the success of Phase 1, which graduated 25 women in 2022—each securing employment—the second phase emphasizes soft skills tailored to market needs, identified through a comprehensive assessment.

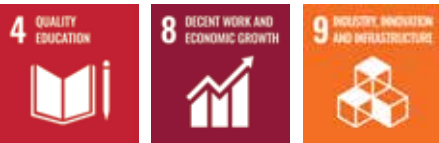
This project will impact the lives of 20 people plus their families, and it addresses the following Sustainable Development Goals:



The Student Company Program; Empowerment of Palestinian Youth – Palestine

The Student Company Program, supported by CCC and facilitated by INJAZ Palestine, trained, and mentored 150 high school and university students. The Program empowered the students with skills necessary to conceptualize, establish, and manage their own companies using a dynamic business simulation platform. Furthermore, the program equipped the participants with practical entrepreneurial experience by guiding them through the processes of creating and running a company.

This project impacted the lives of 150 people and addressed the following Sustainable Development Goals:





Empowering of Students with Special Needs on the International Day of Education - UAE

On the International Day of Education, CCC in the UAE chose to support the Ability Center for the Handicapped, a day school dedicated to children with special needs. This initiative was part of CCC's commitment to community engagement and empowering students with special needs. CCC volunteers dedicated their time and efforts repaired and painted damaged walls, enhancing the appearance of the Center and spent quality time with the students, engaging in games and entertainment activities that created a positive and fun atmosphere for them. In addition, CCC provided office furniture, schooling accessories, and stationery, all of which will help create a more conducive learning environment for the students.

This project impacted the lives of 30 people and addressed the following Sustainable Development Goals:



CCC Addresses the Needs of Schools on the International Day of Education- Kazakhstan

On the International Day of Education, CCC made a significant contribution to the educational development of Kaigali Smagulov Secondary School and Talgairan Primary School, both located in a rural district of Atyrau, by donating 10 computers, 2 printers, network accessories, and additional equipment to support the establishment of a new computer class for the schools' 1,840 enrolled students. Many of these students come from low-income families, with some being orphans, making this donation even more impactful.

This project impacted the lives of 1,840 people and addressed the following Sustainable Development Goals:



CCC Employee Mr. Atta Mohiuddin Volunteering Event

CCC's corporate ethos of social responsibility manifests through the active community engagement of our workforce. During this reporting cycle, the volunteer contributions of CCC personnel have demonstrated our organizational values in action. Exemplifying this commitment, CCC employee Mr. Atta Mohiuddin participated in a diverse portfolio of community service initiatives spanning cultural, sporting, healthcare, and humanitarian domains. His volunteer activities included:

- Ramadan Mass Iftar events at Education City in 2023 and 2024
- Web Summit 2024
- Eid Prayer services at Education City Stadium in 2023 and 2024
- World Judo Championship 2023.
- Blood donation campaign at Hamad Medical Center in 2024
- Qatar Diabetes Association's awareness program in 2023
- Education Above All fundraising initiative for Gaza relief

These diverse volunteer engagements exemplify how CCC's corporate social responsibility principles are actively embraced and implemented by our employees, creating measurable positive impact in our operational communities.





CCC’S CORPORATE VOLUNTEER PROGRAM (CVP)

As part of its commitment to supporting those in need and addressing issues that impact the well-being of disadvantaged communities, CCC established the Corporate Volunteer Program (CVP) through its Corporate Social Responsibility (CSR) Department. This initiative encourages employees to give back to society while fostering a culture of volunteerism within the company.

As a signatory of the UN Global Compact (UNGC), CCC aligns its corporate social responsibility initiatives and volunteer activities with the 17 Sustainable Development Goals (SDGs) outlined by the UN. These goals serve as a framework for developing programs that aim to improve social, economic, and environmental conditions in the communities where CCC operates. Through a variety of volunteer efforts, CCC has actively engaged its employees to support marginalized groups in local communities, directly contributing to the achievement of the UN’s SDGs.

The following are a few examples of the voluntary actions carried out during 2023 and 2024:

EDUCATIONAL AND CAPACITY BUILDING ACTIONS



Jewelry and Watches Exhibition - Fundraising event of Education Above All (EAA)

CCC volunteers assisted Education Above All (EAA) in its fundraising efforts at Doha’s 2023 Jewelry and Watch Exhibition to support marginalized children’s education. The volunteers helped by providing information about EAA’s mission and selling the 30 pieces of bespoke jewelry designed by Valentino. The volunteers had a great experience for a wonderful cause, and they were glad to contribute to EAA’s mission of raising awareness about funding support for children in need.

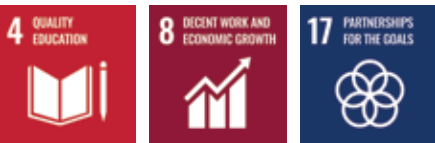
The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



Empowering Egyptian Youth Through Mentorship

CCC volunteers in Egypt participated in Education for Employment’s (EFE) Mentorship Program to support youth by connecting them with professionals for career guidance. The mentor volunteers were first provided with an orientation session to introduce them to the program objectives and were then matched with mentees before embarking on a 4-month journey which consisted of 8 sessions, offering structural guidance in career development, skill enhancements and networking opportunities.

The volunteering activity contributed to achieving the below UN’s Sustainable Development Goals:





World Youth Skills Day – UAE

On World Youth Skills Day, CSR in the UAE arranged a visit to the Federal Youth Authority in Abu Dhabi, an organization dedicated to empowering and engaging youth in key sectors. During the visit, CCC volunteers connected with students and recent graduates, offering guidance on drafting, and enhancing their resumes and CVs.

The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



Student Summer Internships in Qatar and Egypt in 2023 and 2024

In the summer of 2023 and 2024, CCC hosted a total of 146 engineering students from various universities in Egypt and Qatar. For a period ranging from 3 weeks to 4 weeks, the interns underwent a hands-on training across various departments as well as exposure to project sites equipping students with both theoretical insights and practical skills essential for their future careers. The initiative provided students with valuable exposure to the engineering sector, bridging the gap between academic knowledge and real-world application.

The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



ENVIRONMENTAL ACTIONS

Recycling for Sustainable Waste Management

CCC partnered with Elite Paper Recycling in Doha to champion sustainable waste management by collecting 4,000 kg of paper and cardboard from its Al Bustan North Project. CCC volunteers segregated documents and files, consolidating them to facilitate an efficient collection process. Their diligent efforts ensured the seamless removal of paper and cardboard waste, supporting the broader goal of reducing landfill contributions and encouraging responsible waste management practices. This initiative reflects CCC’s unwavering commitment to environmental stewardship and resource conservation and its partnership with Elite Paper Recycling underscores the importance of collaboration between businesses in driving positive environmental change.

The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



Save the Fry Campaign Kazakhstan

CCC volunteers participated in the “Save the Fry” environmental initiative in Atyrau, aimed at rescuing fish trapped in drying reservoirs caused by the Ural River’s summer flooding and receding water levels. Collaborating with local organizations, the volunteers helped in saving 10,000 fry from species like carp, sturgeon, and catfish, releasing them into the Zhide channel, an offshoot of the Ural River. This effort was vital in protecting biodiversity and sustaining fish populations in the Ural River ecosystem.

The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



Tree Planting Activities

Between 2023-2024, 1,099 trees were planted in three of CCC’s areas of operation: Qatar, Greece, and Egypt. Involving volunteers in such an environmental activity reiterates CCC’s commitment towards environmental sustainability and raising awareness about the significance of such as activity as tree planting in reversing the effects of climate change.

-  **Qatar** - CCC volunteers participated in the Tree Planting initiative organized by Qatar Energy at the Greenbelt Area of Ras Laffan Industrial City (RLIC). The 39 volunteers planted 185 trees.
-  **Egypt** - In collaboration with the Misr El-Kheir Foundation, ten CCC volunteers and family members planted 100 trees at the Al-Shahid Mohamed Samir Language School in Badr City.
-  **Greece** - In collaboration with We4all organization, 12 CCC Volunteers planted 50 tree seedlings of the 400 donated by CCC.
-  **Qatar** - fifteen of CCC’s volunteers joined the tree plantation activity organized by Qatar Energy at the Ras Laffan Industrial City (RLIC). While Qatar Energy provided the saplings for planting, the pits, the water, and the tools for planting, the CCC volunteers planted 94 seedlings of Ziziphus Spina Christi known as “Sidr Tree” which symbolizes the country’s heritage.
-  **Qatar** - On World Environment Day, CCC volunteers planted 270 trees at the North Field South (NFS) Project as a symbol of their commitment to sustainability and environmental stewardship.

The volunteering activity contributed to achieving the UN’s Sustainable Development Goal:



HUMANITARIAN AID AND ASSISTANCE FOR SOCIALLY VULNERABLE GROUPS

Packaging Food Boxes for the Poor with Al Rahman Kitchen - Egypt

CCC's volunteers in Cairo joined other groups of volunteers at Al Rahman Kitchen (Matbakh Al Rahman) to prepare meals for needy families. After a short briefing about what needed to be done, the dedicated team of volunteers collaborated to prepare around 6,800 meal plates. The volunteers worked efficiently and harmoniously together for a noble cause of helping those who were less fortunate.

The volunteering activity contributed to achieving the UN's Sustainable Development Goal:



Humanitarian Aid for Floods in Greece Donation Drive

In response to storm Daniel that caused the devastating floods in northern region of Thessaly in Greece, CSR in Athens organized a Flood Donation Drive in cooperation with HELPHellas. With the generous support for their fellow humans CCC employees donated a truckload of much needed supplies such as bottled water, medical supplies, personal hygiene products, disinfectants and cleaning supplies which were delivered to the victims of the floods in various areas.

The volunteering activity contributed to achieving the UN's Sustainable Development Goal:



Soup Kitchens in Greece and Egypt

CCC volunteers participated in meal preparation initiatives to support individuals and families in need. In collaboration with Humanity Greece, volunteers prepared 189 vegetarian meal portions for homeless individuals, working in two teams after an introduction to the organization's mission and goals. Similarly, in Egypt CCC volunteers joined efforts at Al Rahman Kitchen to prepare approximately 6,800 meals for needy families.

The volunteering activity contributed to achieving the UN's Sustainable Development Goal:





Cooperation with Al Taawon Gaza Relief Initiative - *Egypt*

In cooperation with the Al-Taawon Association, CCC volunteers in Egypt contributed their time and effort to support the people in Gaza and to address the urgent needs of displaced families. CCC's volunteers were involved in various activities ranging from managing the procurement and purchasing of medical supplies, coordinating with suppliers, packaging the products, and delivering to the Rafah crossing, and coordinating their receipt by Taawon in Gaza.

Volunteering Impact: The volunteering activity contributed to achieving the UN's Sustainable Development Goal:



Provision of Emergency Shelters and Medical Assistance

Recognizing the dire situation in Gaza, particularly in the wake of the collapse of many hospitals and the displacement of more than 1.8 million Palestinians, CCC:

- ✓ Supplied two huge (60* 20 meters) aluminum tents to the Municipality of Rafah to be used as mobile clinics and offer essential medical services, and
- ✓ Donated 200 smaller tents (4x3 meters) to the Palestinian Red Crescent for sheltering of displaced families. These tents provided much-needed temporary housing, offering protection from the harsh conditions, and provided shelter to displaced individuals and families.

Together for Lebanon and Palestine Fundraising Campaign

In collaboration with Al Taawon Association and the Lebanese Red Cross, CSR launched a “Together for Lebanon and Palestine” fundraising campaign to support the displaced and affected populations in Gaza and Lebanon. Funds raised went to:

- ✓ Al Taawon's Gaza Orphan Care Program, which aims to assist 20,000 orphaned children offering immediate relief, health care, psychological support, and education, and vocational training.
- ✓ Lebanese Red Cross to support in its endeavors such as providing ambulance supplies and rescue operations, blood transfusion supplies and services, primary health care for the displaced, and disaster relief products (food parcels, blankets, hygiene kits).

BETHLEHEM DEVELOPMENT FOUNDATION (BDF)



The Bethlehem Development Foundation (BDF) is a Palestinian non-profit organization which was established in May 2012 by the late Said Khoury, co-founder of Consolidated Contractor Company (CCC) – and a group of International and Palestinian philanthropists. The organization was established to achieve the development goals set forth by the Bethlehem Development Initiative (BDI) for the city of Bethlehem and to implement the Strategic Action Plan that has evolved out of this initiative.

As part of this initiative, BDF has prepared a 25-year Master Plan which aims to strategically address the different needs of Bethlehem and its surrounding areas by focusing on eight sectors: energy, waste, economy, access, movement, water, quality of life, culture, tourism and the public realm.



Since its establishment, BDF has worked to implement the sustainable development goals already set by Bethlehem Development Initiative (BDI). By 2030, BDF aims to focus on the following targets:

- ✓ Sustainable urban development initiatives including energy, environment, public spaces, & 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
- ✓ Focus on sustainable urban development initiatives.
- ✓ 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.



Terra Sancta Solar Power Project

After the successful completion of Terra Sancta project, BDF managed to install a solar power plant at the Terra Santa College serving 1200 school children to build on our existing projects and achieve sustainability. This project presents a great teaching opportunity that can enrich the classroom content with real-world examples of the benefits of renewable energy. The environmental raising awareness activities under this project can make a long-lasting difference in the lives of the children and communities and will greatly influence the green practices of the children, their families, and communities for years to come.

UN's Sustainable Development Goal:





Bethlehem Reborn,
The Wonders of the Nativity



Driven by the vision of the Bethlehem Development Foundation (BDF) to develop Bethlehem and its region into a lively, international, and spiritual travel destination, BDF joined efforts 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 to bring this touring exhibition to the World.

The exhibition “Bethlehem reborn” tells a story that goes beyond the history of politics and art to reveal, through the restoration works of the Church of the Nativity, an overdue recognition of the outstanding universal value of Palestinian heritage to humanity and to highlight the artistic beauty, the historical significance, and the spiritual message of the Church of the Nativity.

Project Activities:

- Through its five areas, the exhibition used the nearly completed restoration project as a thread that stitches together the even greater history of the oldest monument in Christendom.
- Since its launch in December 2019, at the Vatican museum, the exhibition was hosted in several Italian cities, in city of Cologne in Germany and lately in UNESCO headquarters in Paris in 2022.
- In 2023 and 2024, the exhibition continued its tour in different locations including UN head quarters in Vienna, the World Council of Churches Headquarters in Geneva, and the Museum of the Bible in Washington and Bergish Gladbach, Germany.
- In 2025, the exhibition will continue its tour in cities like Santiago, Chile. It will be hosted at the Vatican as part of the Jubilee 2025

UN’s Sustainable Development Goal:



Plastic Waste
Reduction Initiative

Our project “Zero Waste Lab- Bethlehem” aims to raise environmental awareness and foster sustainable practices through targeted awareness sessions and focus groups. The primary target groups are school students, university students, and a local restaurant. BDF partnered with ‘Zero Waste Palestine’ and identified three key partners to hold sessions: Zuwadeh Restaurants, Terra Sancta School, and Dar Al-Kalima College.

Zuwadeh:

“Less Waste, Better Taste” Campaign was developed to reduce plastic waste in their stores. The plan has had three phases to ensure sustainable results including:

- mild nudging activities and active communication about PWR,
- planned social media activities,
- selling of reusable products,
- transitioning takeaway packaging to cartons instead of plastic,
- providing bags made from recyclable materials, and
- implementing a plastic bag charge to incentivize customers to bring their own bags.

Terra Sancta School:

We worked with 7th and 8th graders in Terra Sancta’s Green Club, which had previously organized environmental awareness activities, including a play. Met twice to discuss zero waste and strategies for communicating environmental messages effectively. During summer break, we held an interactive workshop, where students engaged in playful activities to learn about the dangers of waste and explore creative ways to spread environmental messages.

UN’s Sustainable Development Goal:



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 – Essentials and SDG Mapping Service Add-on. For the Content Index – Essentials 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 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.

STATEMENT OF USE		Consolidated Contractors Company (CCC) has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2024		
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 AND EXPLANATION	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
GRI 2: General Disclosures 2021				
Disclosure 2-1	Organizational details	Page 8-15		
Disclosure 2-2	Entities included in the Organization's Sustainability reporting	Page 12-13		
Disclosure 2-3	Reporting period, frequency, and contact point	Page 2-5		
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 8-21		
Disclosure 2-7	Employees	Page 87-94		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 110 -112		SDG 5.5, 16.7
Disclosure 2-10	Nomination and selection of the highest governance body	Page 113		SDG 5.5, 16.7
Disclosure 2-11	Chair of the highest governance body	Page 110 -112		SDG 16.6
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	Page 113		SDG 16.7
Disclosure 2-13	Delegation of responsibility for managing impacts	Page 112		
Disclosure 2-14	Role of highest governance body in sustainability reporting	Involved from initiation to the end		
Disclosure 2-15	Conflicts of interests	Page 115		SDG 16.6
Disclosure 2-16	Communication of critical concerns	Page 115		
Disclosure 2-17	Collective knowledge of the highest governance body	Page 114		
Disclosure 2-18	Evaluation of the performance of the highest governance body	Page 114		
Disclosure 2-19	Remuneration policies	Page 114		
Disclosure 2-20	Process to determine remuneration	Page 114		
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 6-7		
Disclosure 2-23	Policy commitments	Page 124		SDG 16.3
Disclosure 2-24	Embedding policy commitments	Page 25, 48, 76		
Disclosure 2-25	Processes to remediate negative impacts	Page 116		
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	Page 123		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 7		
Disclosure 2-29	Approach to stakeholder engagement	Page 116		
Disclosure 2-30	Collective bargaining agreements		Not Applicable There are no collective bargaining agreements in place during the reporting year.	
GRI 3: Material Topics 2021				
Disclosure 3-1	Process to determine material topics	Page 24-31		
Disclosure 3-2	List of material topics	Page 30		
SOURCING OF RAW MATERIALS				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 204: Procurement Practices 2016				
Disclosure 204-1	Proportion of spending on local suppliers	Page 42-43		SDG 8.3
GRI 301: Materials 2016				
Disclosure 301-1	Materials used by weight or volume	Page 62-64		SDG 8.4, 12.2
Disclosure 301-2	Recycled input materials used	Page 62-64		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.	

GRI CONTENT INDEX *(CONTINUED)*

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR DIRECT RESPONSE	REASON FOR OMISSION AND EXPLANATION	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
GRI 308: Supplier Environmental Assessment 2016				
Disclosure 308-1	New suppliers that were screened using environmental criteria	Page 40-43		
Disclosure 308-2	Negative environmental impacts in the supply chain and actions taken	Page 40-43		
GRI 414: Supplier Social Assessment 2016				
Disclosure 414-1	New suppliers that were screened using social criteria	Page 40-41		SDG 5.2, 8.8, 16.1
Disclosure 414-2	Negative social impacts in the supply chain and actions taken	Page 40-43		SDG 5.2, 8.8, 16.1
ENERGY				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 302: Energy 2016				
Disclosure 302-1	Energy consumption within the organization	Page 50		SDG 7.2, 7.3, 8.4, 12.2, 13.1
Disclosure 302-2	Energy consumption outside the organization	Page 50		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.	
Disclosure 302-4	Reduction of energy consumption	Page 50		SDG 7.3, 8.4, 12.2, 13.1
Disclosure 302-5	Reductions in energy requirements of products and services	Page 50-55		SDG 7.3, 8.4, 12.2, 13.1
CARBON EMISSIONS				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 305: Emissions 2016				
Disclosure 305-1	Direct (Scope 1) GHG Emissions	Page 51-53		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-2	Energy Indirect (Scope 2) GHG Emissions	Page 54		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-3	Other Indirect (Scope 3) GHG Emissions	Page 55 & 57		SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-4	GHG emissions intensity	Page 56		SDG 13.1, 14.3, 15.2
Disclosure 305-5	Reduction of GHG emissions	Page 57		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 any of CCC 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.	
WATER				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 303: Water and Effluents 2018				
Disclosure 303-1	Interactions with water as a shared resource	Page 58		SDG 6.3, 6.4, 6.a, 6.b, 12.4
Disclosure 303-2	Management of water discharge related impacts	Page 58		SDG 6.3
Disclosure 303-3	Water withdrawal	Page 58		SDG 6.4
Disclosure 303-4	Water discharge	Page 58		SDG 6.3
Disclosure 303-5	Water consumption	Page 58		SDG 6.4
BIODIVERSITY				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
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 65-67		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 24-31		
GRI 306: Waste 2020				
Disclosure 306-1	Waste generation and significant waste-related impacts	Page 60-61		SDG 3.9, 6.3, 6.6, 11.6, 12.4, 12.5
Disclosure 306-2	Management of significant waste-related impacts	Page 60-61		SDG 3.9, 6.3, 8.4, 11.6, 12.4, 12.5
Disclosure 306-3	Waste generated	Page 61		SDG 3.9, 6.6, 11.6, 12.4, 12.5, 15.1
Disclosure 306-4	Waste diverted from disposal	Page 61		SDG 3.9, 11.6, 12.4, 12.5
Disclosure 306-5	Waste directed to disposal	Page 61		SDG 3.9, 6.6, 11.6, 12.4, 12.5, 15.1

GRI CONTENT INDEX *(CONTINUED)*

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR DIRECT RESPONSE	REASON FOR OMISSION AND EXPLANATION	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
EMPLOYMENT				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 401: Employment 2016				
Disclosure 401-1	New employee hires and employee turnover	Page 94		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	All our employees are engaged on a full-time basis; we do not employ staff on temporary or part-time contracts. Employees are provided with company benefits aligned with their job level and in accordance with applicable local labor laws, particularly where such benefits are not explicitly covered under company policy. Currently, the following benefits are offered to employees across all locations: medical insurance, accident insurance, workers' compensation, and parental leave (where mandated by law).		SDG 3.2, 5.4, 8.5
Disclosure 401-3	Parental leave	a. In jurisdictions where parental leave is mandated by law, all married employees are eligible. b. In 2023 and 2024, 186 female and 141 male employees utilized parental leave. c. All employees returned to work following the conclusion of their leave. d. One year after returning, 92% of female (171) and 93% of male (131) employees remained actively employed.		SDG 5.1, 5.4, 8.5
LABOR / MANAGEMENT RELATION				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 402: Labor/Management Relations 2016				
Disclosure 402-1	Minimum notice period regarding operational changes	For employees, any HR-related change can be implemented with as little as one month's notice, depending on the nature of the change. However, certain notice periods—such as those related to termination of employment—are subject to contractual and legal requirements, which can vary based on the maximum period allowed by law and the terms outlined in the contract of service.		SDG 8.8
HEALTH AND SAFETY				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 74-86		
GRI 403: Occupational Health and Safety 2018				
Disclosure 403-1	Occupational health and safety management system	Page 75		SDG 8.8
Disclosure 403-2	Hazard identification, risk assessment, & incident investigation	Page 74-77		SDG 8.8
Disclosure 403-3	Occupational health services	Page 76		SDG 8.8
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	Page 78-79		SDG 8.8, 16.7
Disclosure 403-5	Worker training on occupational health and safety	Page 78-79		SDG 8.8
Disclosure 403-6	Promotion of worker health	Page 77		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 82-83		SDG 8.8
Disclosure 403-8	Workers covered by an occupational health and safety management system	Page 82-83		SDG 8.8
Disclosure 403-9	Work related injuries	Page 80-86		SDG 3.6, 3.9, 8.8, 16.1
Disclosure 403-10	Work related ill health	Page 80-86		SDG 3.3, 3.4, 3.9, 8.8, 16.1
DIVERSITY AND EQUAL OPPORTUNITY				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 88-94		
GRI 405: Diversity and Equal Opportunity 2016				
Disclosure 405-1	Diversity of governance bodies and employees	Page 93, Page 110-111		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.	
TRAINING AND DEVELOPMENT				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 97-102		
GRI 404: Training and Education 2016				
Disclosure 404-1	Average hours of training per year per employee	Page 100-102		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 97-102		SDG 8.2, 8.5
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	In 2023, 79% females and 87% males. Overall, 87% overall employees. In 2024, 95% females and 94% of males. Overall, 94% employees		SDG 5.1, 8.5, 10.3

GRI CONTENT INDEX *(CONTINUED)*

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR DIRECT RESPONSE	REASON FOR OMISSION AND EXPLANATION	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
HUMAN RIGHTS				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 95-96		
GRI 408: Child Labor 2016				
Disclosure 408-1	Operations & suppliers at significant risk for incidents of child labor	Page 125		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 124-125		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 95-96		SDG 8.8
WOMEN EMPOWERMENT				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 103-107		
GRI 404: Training and Education 2016				
Disclosure 404-1	Average hours of training per year per employee	Page 100-102		SDG 4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
Disclosure 404-2	Programs for upgrading employee skills & transition assistance	Page 97-102		SDG 8.2, 8.5
GRI 405: Diversity and Equal Opportunity 2016				
Disclosure 405-1	Diversity of governance bodies and employees	Page 93, Page 110-111		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.	
GRI 406: Non-discrimination 2016				
Disclosure 406-1	Incidents of discrimination and corrective actions taken	No incidents to report during this period		SDG 5.1, 8.8
ETHICS AND ANTI-CORRUPTION				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 118-119		
GRI 205: Anti-corruption 2016				
Disclosure 205-1	Operations assessed for risks related to corruption	Page 119-123		SDG 16.5
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 119-123		SDG 16.5
Disclosure 205-3	Confirmed incidents of corruption and actions taken	No corruption cases reported during this period		SDG 16.5
WHISTLEBLOWING				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 205: Anti-corruption 2016				
Disclosure 205-1	Operations assessed for risks related to corruption	Page 119-123		SDG 16.5
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Page 119-123		SDG 16.5
Disclosure 205-3	Confirmed incidents of corruption and actions taken	No corruption cases reported during this period		SDG 16.5
CORPORATE SOCIAL RESPONSIBILITY				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31 & 128-130		
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 32-33		SDG 5.4, 9.1, 9.4, 11.2
Disclosure 203-2	Significant indirect economic impacts	Page 32-33		SDG 12, 1.4, 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 24-31 & 42-43		
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 42-43		SDG 14, 2.3
NON-DISCRIMINATION				
GRI 3: Material Topics 2021				
Disclosure 3-3	Management of Material Topics	Page 24-31		
GRI 406: Non-discrimination 2016				
Disclosure 406-1	Incidents of discrimination and corrective actions taken	No incidents to report during this period		SDG 5.1, 8.8



CREDITS

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Special thanks to our colleagues listed below, in alphabetical order, for their efforts and commitment towards preparing this report.

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