

Annual Sustainability Report

Activities **2025**

2026

Building Legacies,
Honoring Values.

Reporting Parameters at a Glance

Reporting period: 1 January – 31 December 2025

Reporting Cycle: Annual (previously Biennial)

GRI Standards used: GRI 1: Foundation 2021, with reference to the GRI Standards

Boundary: Consolidated Contractors Group Holding Cy Limited
and all consolidated entities under operational control

Materiality basis: Double Materiality Assessment completed in 2025

Assurance: quantitative data drawn from CCC's independently assured FY2025 sustainability dataset

Contact: Sustainability Department, CCC Group • **www.ccc.net**

CONTENTS

INTRODUCTION
04 Introduction

ABOUT CCC
12 About CCC

SUSTAINABILITY
28 Sustainability

ENVIRONMENT
56 Environment

SOCIAL
80 Social

GOVERNANCE
98 Governance

COMMUNITY
110 Community

APPENDIX
132 Appendix

INTRODUCTION

INTRODUCTION

Who we report to, what changed in 2025, and the leadership perspective behind CCC’s next stage of sustainability.

A **STRONGER** REPORTING FOUNDATION

2025 moves CCC into a more evidence-led reporting cycle, with annual disclosure, broader sustainability data and a clearer link between material issues, performance and future priorities.

- Annual Reporting
- First DMA
- Wider GHG Coverage
- Stronger Data Systems
- Limited Assurance



ABOUT THE REPORT

This Annual Sustainability Report brings together CCC's Environmental, Social and Governance (ESG) performance for the financial year 1 January to 31 December 2025. Reported with reference to the GRI Standards (GRI 1: Foundation 2021 used), it continues the reporting journey started in 2012, while moving CCC onto an annual cycle with deeper data coverage, clearer boundaries and a stronger evidence base.

For CCC, 2025 was a step change in the way sustainability performance is understood and reported. The Group completed its first Double Materiality Assessment (DMA), expanded greenhouse gas accounting across Scope 1, partial Scope 2 and selected Scope 3 categories, deployed new digital sustainability data collection systems, and subjected its sustainability data to independent third-party limited assurance. The result is a stronger dataset that gives stakeholders a clearer, more decision-useful view of performance and the priorities ahead.

SCOPE AND BOUNDARY

The reporting boundary follows the entities included in the consolidated financial statements of Consolidated Contractors Group Holding Cy Limited and covers operational areas, offices, project sites, camps and facilities under the Group's operational control across the Middle East, Africa, the CIS and Europe. Where a metric is built on a partial boundary, the report says so directly. This includes selected environmental indicators compiled from seven major projects representing approximately 77% of operational activities, with coverage planned to expand in future reporting cycles.

HOW MATERIALITY WAS DETERMINED

Measuring What Really Matters

The 2025 materiality process is designed to show both sides of the sustainability picture: how CCC affects people and the environment, and how sustainability-related developments can affect the business.

CCC's first Double Materiality Assessment was designed to answer two questions at the same time: where the Group has the greatest impacts on people and the environment, and where sustainability-related developments could most affect the business. Impact materiality was assessed through scale, scope, remediability and likelihood; financial materiality considered the magnitude and likelihood of effects on revenues, costs, assets and access to finance. The assessment drew on recognised references including ENCORE and TNFD for nature-related impacts, the UNEP FI Social Risk and Impact Framework for social impacts, and industry benchmarks such as SASB. It covered the full value chain, from upstream suppliers to downstream clients and asset users, and incorporated the climate risk and resilience scenario analysis described in the Environment chapter.

MATERIAL TOPICS GRI 3-2

ENVIRONMENTAL
Climate change mitigation, adaptation & energy
Air and water pollution prevention
Water and marine resources
Materials, resource use & circular economy
Waste management

SOCIAL
Employment and working conditions
Occupational health and safety
Diversity, gender equality and inclusion
Training and development
Workers in the value chain & human rights

GOVERNANCE
Business conduct, ethics, anti-corruption & anti-bribery
Whistleblowing and grievance mechanisms
Supplier due diligence & sustainable procurement

CCC's sustainability agenda is also connected to the partnerships and principles that shape responsible business globally. As a signatory to the United Nations Global Compact (UNGC), the Group adheres to its ten principles, supports the Paris Climate Agreement and the UN Sustainable Development Goals, and collaborates with the WBCSD and the First Movers Coalition [GRI 2-28].

OUR REPORTING **JOURNEY**

The timeline below covers how our reporting cycle, materiality, GHG coverage and assurance have evolved from 2019 throughout to 2026 and beyond.

2019-2022
GRI Standards

Biennial reporting established; materiality assessment (2022); strategy objectives set against a 2012 baseline

2023-2024
GRI Standards

Content Index – Essentials service with SDG mapping; 71% construction-waste recovery on some projects; 100% supplier ESG screening reached

2025
GRI Standards

Annual cycle begins. First Double Materiality Assessment; expanded GHG inventory covering Scope 1, partial Scope 2 and selected Scope 3 categories; digital sustainability data systems; independent limited assurance

2026 onwards
GRI Standards + CSRD readiness

Full Scope 2 boundary • Scope 3 baseline year; approved transition plan with quantified targets

HOW WE APPLY THE **GRI REPORTING PRINCIPLES**

GRI 1: Foundation 2021 requires reported information to satisfy eight quality principles. The table below explains how this report applies each one – and where its limits lie.

01 **ACCURACY**
Quantitative data drawn from CCC's independently assured FY2025 sustainability dataset; calculation methodologies, emission factors (DEFRA, EPA, IEA, NAEI)

02 **BALANCE**
Unfavourable results are reported alongside achievements – e.g., 78% Code of Conduct declaration completion against a 100% target, 69.98% of waste still landfilled, and a 99.97% fossil energy mix.

03 **CLARITY**
Every disclosure page carries its GRI reference; charts, tables and plain-language notes accompany each dataset where required; a consolidated data annex gathers all figures in one place.

04 **COMPARABILITY**
Multi-year trends presented where boundaries are comparable (landfill disposal, sourcing indicators); the 2025 assured baseline enables consistent year-on-year comparison from this report forward.

05 **COMPLETENESS**
All topics identified as material by the 2025 DMA are covered; partial boundaries (e.g., seven major projects for water and waste) are always stated with expansion plans.

06 **SUSTAINABILITY CONTEXT**
Performance framed against the Paris Agreement, water-stress geography (WRI Aqueduct, WWF Water Risk Filter), the SDGs, and sector circularity expectations.

07 **TIMELINESS**
Annual cycle established from this report (previously biennial), published within months of the financial year-end.

08 **VERIFIABILITY**
Data is compiled from monthly project sustainability KPI reports, from Talisman (Scope 3 Categories 1 and 4) and from IBM Maximo (Scope 1); the three-tier SMS verification framework and independent limited assurance underpin every figure.

REPORTING BOUNDARY AT A GLANCE

FORTY-SEVEN ACTIVE PROJECTS ACROSS FOUR CONTINENTS

MONTHLY KPI REPORTING FROM EVERY PROJECT

INDEPENDENT LIMITED ASSURANCE

ENTITY
Consolidated Contractors Company and its consolidated operating companies and area offices

PERIOD
1 January to 31 December 2025, published 2026; annual cycle from this edition

STANDARDS
GRI Standards 2021, prepared in accordance with GRI 1: Foundation 2021

ASSURANCE
Limited assurance over the 2025 Sustainability Statement by an external consultant • GRI 2-5



MESSAGE FROM THE CHAIRMAN

"Building on more than seventy (70) years of achievement, our vision is to ensure that CCC remains a company that future generations will be proud of, a company defined by excellence, guided by integrity, strengthened by resilience, and committed to creating sustainable value for all its stakeholders."

SAMER KHOURY
CHAIRMAN OF THE BOARD, CCC GROUP

2025 marked a significant milestone for CCC, strengthening our governance framework while broadening our approach to long-term success. By integrating governance, resilience, risk management, sustainability, and value creation, we are building an approach that supports responsible growth and lasting value for stakeholders.

This approach encompasses a broad range of sustainability matters, including ethical business conduct, anti-corruption practices, human rights, workforce well-being, health and safety, stakeholder relationships, resource efficiency, circular economy principles, climate action, and pollution prevention. Equally important, it strengthens our understanding of both how CCC impacts the world around us and how external developments may influence our strategy, performance, and future success.

To support this evolution, CCC has established the foundations of a long-term sustainability and governance strategy anchored in double materiality. This work is helping us better understand our most significant impacts, risks, and opportunities, while guiding the development of strategic priorities, milestones, and performance targets that will shape our future direction.

As we advance this strategy, excellence remains central to everything we do. We believe it is not a destination, but a continuous responsibility that requires discipline, transparency, responsible leadership, and a commitment to continuous improvement.

Preserving the trust of our stakeholders and maintaining the highest standards of business conduct will remain essential to our long-term success. On behalf of the Board of Directors, I extend my sincere appreciation to our employees, clients, partners, shareholders, and communities for their continued trust and support. Together, we will continue building on CCC's legacy of excellence while helping shape a more resilient, responsible, and sustainable future for our industry and the communities we serve.



MESSAGE FROM THE CEO

"Protecting people, conducting business ethically, and creating positive outcomes for the communities in which we operate remain fundamental priorities for CCC."

JAMAL BAHLAWAN
CHIEF EXECUTIVE OFFICER, CCC GROUP

2025 was a year of meaningful progress for CCC as we strengthened our capabilities, enhanced operational performance, and advanced the implementation of a modern governance and sustainability reporting framework.

At the heart of CCC's success are its people. The expertise, professionalism, and dedication of our teams enable us to consistently deliver high-quality outcomes across diverse markets and geographies. We foster a culture of integrity, collaboration, accountability, and continuous improvement, empowering our people to innovate, develop their capabilities, and contribute to our long-term success.

Operational excellence remains a defining characteristic of how we create value and deliver our projects. Through disciplined execution, innovation, and effective risk management, we continue to strengthen project delivery, enhance efficiency, and maintain the highest standards of quality, health and safety, and business performance. We also continued to invest in digitalization, innovation, and data management capabilities. These efforts have improved transparency, supported better decision-making, and reinforced our ability to deliver consistent and reliable outcomes across our projects and business activities.

Looking ahead, our focus is clear: to build on the foundations established during this reporting period, advance our strategic priorities, and continue strengthening the capabilities, systems, and culture that support long-term value creation. By investing in our people, leveraging innovation and technology, and maintaining our unwavering commitment to excellence, we are building a more resilient organization that is well positioned for the future.

2025 – FROM COMMITMENT TO EVIDENCE

First Double Materiality Assessment completed | New corporate policy statements signed at CEO level | Expanded GHG inventory covering Scope 1, Partial Scope 2 and selected Scope 3 categories | Sustainability data platforms deployed group-wide | Sustainability data independently assured

ABOUT CCC

ABOUT CCC

CCC combines the reach of an international contractor with the continuity of a business shaped by more than seven decades of engineering experience, long-term relationships and family values. Seven decades of delivery - the history, reach, values and capabilities that continue to shape CCC's future.

WHO IS CCC

BUILT ACROSS GENERATIONS

Since 1952, Consolidated Contractors Company has grown from a regional contractor into one of the Middle East's leading engineering and construction groups, with an international portfolio spanning industrial plants, infrastructure and major architectural landmarks. Across projects of very different scale and complexity, the same idea has endured: build with precision, overcome difficult conditions and create assets that become part of the places and economies they serve.

More than seventy years of delivery have given CCC a combination of global capability and deep local experience. The Group's reputation has been built on solving complex construction challenges, working alongside clients and partners over the long term, and using each project as an opportunity to strengthen local capability and community value. In that sense, CCC does more than construct assets - it connects people, markets and ambitions.

1952	83,000	54	175M	73
FOUNDED	GROUP EMPLOYEES WORLDWIDE	COUNTRIES SERVED TO DATE	MAN-HOURS 2025	YEARS OF EXPERIENCE



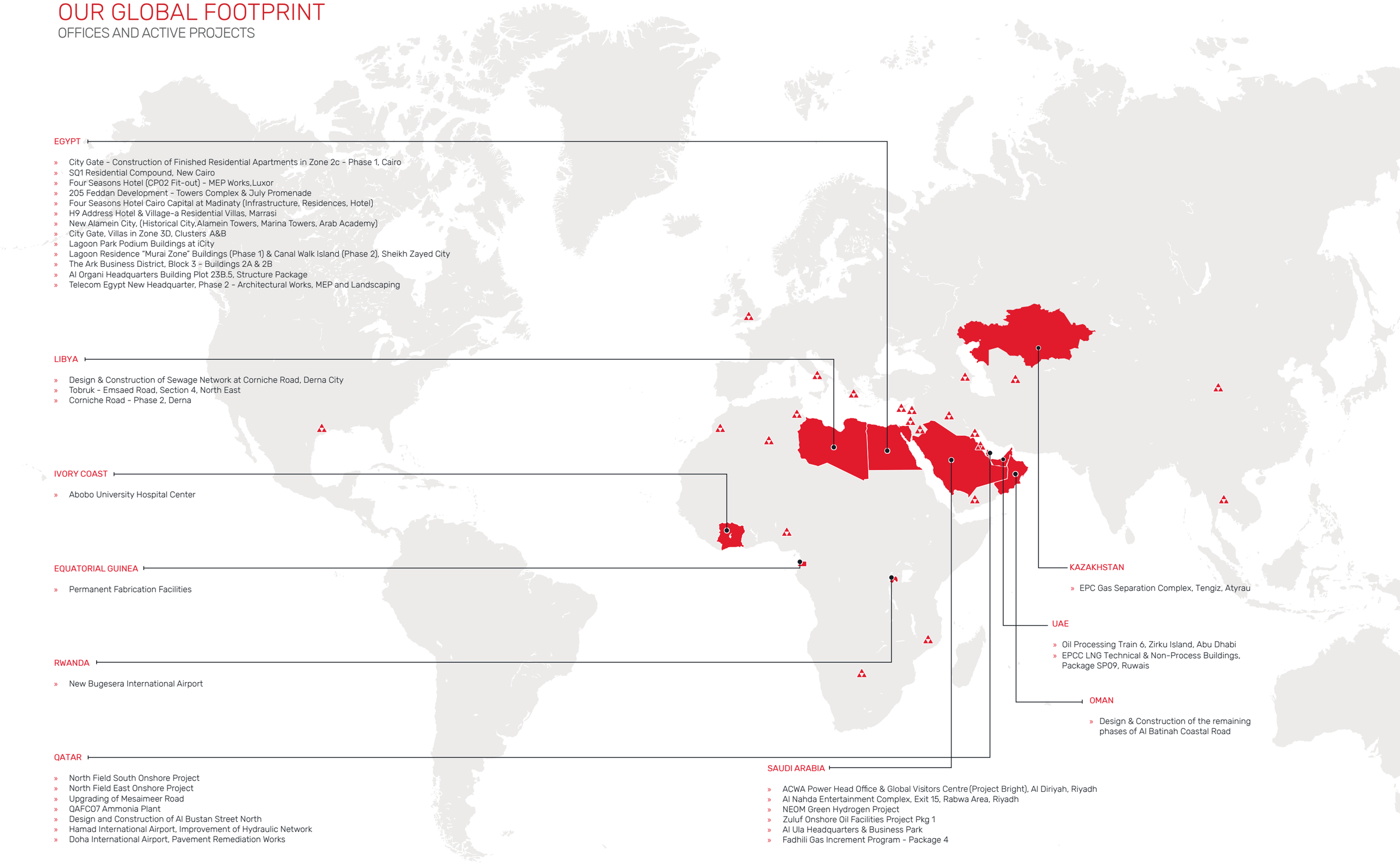
WHERE WE OPERATE

In 2025 CCC's active operations spanned ten principal areas across the Middle East, North Africa, sub-Saharan Africa, the CIS and Europe, organised into six reporting regions and supported by corporate offices in Europe and the Middle East. The map overleaf sets out the Group's active project portfolio; spanning over Qatar, Saudi Arabia, the United Arab Emirates, Oman, Kuwait, Egypt, Kazakhstan, Mozambique, Nigeria, and Botswana – organised across six reporting regions (GCC, MENA, CIS, EU, Africa, Asia), supported by corporate offices in Europe and the Middle East.

ABOUT CCC | GRI 2-1 | GRI 2-6

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 - Architectural 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 GUINEA

- Permanent Fabrication Facilities

RWANDA

- New Bugesera International Airport

QATAR

- North Field South Onshore Project
- North Field East Onshore Project
- Upgrading of Mesaimeer Road
- QAFCO7 Ammonia Plant
- Design and Construction of Al Bustan Street North
- Hamad International Airport, Improvement of Hydraulic Network
- Doha International Airport, Pavement Remediation Works

KAZAKHSTAN

- EPC Gas Separation Complex, Tengiz, Atyrau

UAE

- Oil Processing Train 6, Zirku Island, Abu Dhabi
- EPCC LNG Technical & Non-Process Buildings, Package SP09, Ruwais

OMAN

- Design & Construction of the remaining phases of Al Batinah Coastal Road

SAUDI ARABIA

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

ABOUT CCC

OUR HISTORY

SEVEN DECADES OF BUILDING

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.

1950

MODEST BEGINNINGS

- Established as the 1st Middle Eastern construction company
- Built our first project – the Aden Refinery and Oil Harbour, Yemen

1960

A CONCRETE BASE

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

1970

NEW SECTORS

- Awarded multiple projects across the Middle East
- Expanded into infrastructure & power
- Formed NPCC and CCC Underwater Engineering

1980

MARKET DIVERSIFICATION

- Entered the EPC market
- First project in Sub-Saharan Africa
- Acquired Morganti (USA) and ACWA (UK)

1990

COMPLETE DEVELOPMENT

- Entered the CIS market
- Acquired SICON Oil & Gas (Italy)
- Awarded multiple mega oil & gas projects

2000

INTO THE MILLENNIUM

- Largest construction company in the Middle East and "Contractor of Choice"
- ISO & OHSAS certified in 2001
- Exponential growth

2010

GLOBAL SOLUTION PROVIDER

- Managed 180,000 employees
- Owned US$1B+ of construction equipment
- ~US$5.6B average annual revenue
- Entered Oceania / South-East Asia
- Reached US$6B annual revenue

2020

INTO THE NEW ERA

- Building the foundations of a decarbonisation pathway
- Investing in innovation and shaping the future of construction



AMERICAS

United States

EUROPE

Cyprus
Greece
Italy
United Kingdom

AFRICA

Algeria
Botswana
Egypt
Equatorial Guinea
Libya
Morocco
Mozambique
Nigeria
Tunisia

ASIA

Azerbaijan
Bahrain
China
Iraq
Jordan
Kazakhstan
Kuwait
Lebanon
Oman
Palestine
Qatar
Saudi Arabia
Thailand
Turkmenistan
U.A.E.
Uzbekistan
Yemen

GROUP PROFILE

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

Associates

Subsidiaries

CCC Operations

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

CCC Underwater Engineering

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

CC Energy Development

An Exploration and Production company.

Equatorial Consolidated Group

Based in Equatorial Guinea, with fabrication facilities to cater for the fabrication requirements in Western Africa.

Sicon Oil & Gas

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

ACWA

INNOVATION IN PROCESS

Based in the UK it carries out EPC Water and Wastewater Treatment projects worldwide.

Our Worldwide Services

CCC works primarily as a main contractor and project delivery partner, and in selected cases as a subcontractor, bringing engineering, procurement, construction and operational capability to large-scale projects for public- and private-sector clients, asset owners and main contractors. Its core services include:

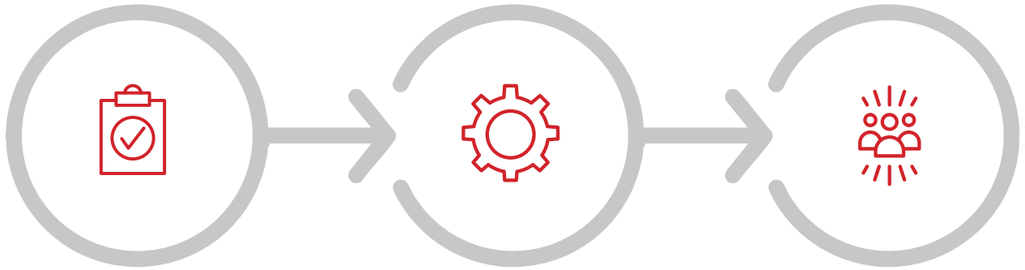
Engineering | Procurement | Construction | Commissioning | Operations | Maintenance | Project Development

Our Market Focus

Energy & Chemicals | Renewables, Power & Water | Pipelines | Buildings | Transportation & Infrastructure

Built on strong foundations.

OUR VALUE CHAIN



UPSTREAM

suppliers, equipment providers, logistics providers and subcontractors engaged in the extraction, manufacture and transportation of construction materials and equipment, fuel supply, and specialised services

OWN OPERATIONS

project management, design, procurement, construction, equipment & fleet management, and environmental and social management at project level

DOWNSTREAM

project delivery and handover and, where applicable, the operation and end-of-life phases of assets where CCC retains responsibilities or influences outcomes through design and construction decisions

Global Partnerships

CCC is a signatory to the **UN Global Compact**, and collaborates with the **World Business Council for Sustainable Development (WBCSD)** and the **First Movers Coalition** – turning "nourishing long-term relationships" into auditable supply-chain resilience.

United Nations Global Compact

wbcsd

First Movers Coalition

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 delivering, regardless of the challenges. No challenge is too great for us to meet our high standards and make a positive impact.

OUR VISION

To provide exceptional engineering and construction services while expanding in-house capabilities, fostering collaboration, and setting industry standards – pioneering solutions that address population growth and environmental sustainability, securing a better future for our people, clients, communities, and the planet.

OUR CORE VALUES

A FAMILY LEGACY SINCE 1952

- Integrity, honesty & reliability
- Preservation of the environment
- Protecting human life
- Devoted to the highest quality of work
- Completion of all projects regardless of challenges
- Encouraging innovation
- Humility & kindness - respecting the community
- Commitment to preserve the CCC family culture
- Nourishing long-term relationships

ECONOMIC PERFORMANCE AND VALUE CREATION

VALUE AT SCALE

The impact of a major contractor is felt far beyond the project boundary. Infrastructure enables growth, projects create jobs and procurement decisions support businesses throughout the supply chain.

For more than seven decades, CCC's engineering capability has translated into value far beyond the project fence: infrastructure that supports economic activity, jobs that build careers, and procurement that strengthens local supply chains. At CCC's scale, better project practices multiply quickly - an efficiency improvement, a sourcing decision or a higher standard can influence thousands of suppliers and tens of thousands of workers.

1,500+
projects completed

US$ 300 billion
worth projects executed

60+
nationalities on global workforce

47
active projects *in 2025*

175 million
direct man-hours worked *in 2025*

7,000
pieces of equipment

Average revenue
US$ 3.5 billion
per year
(average 10 years)

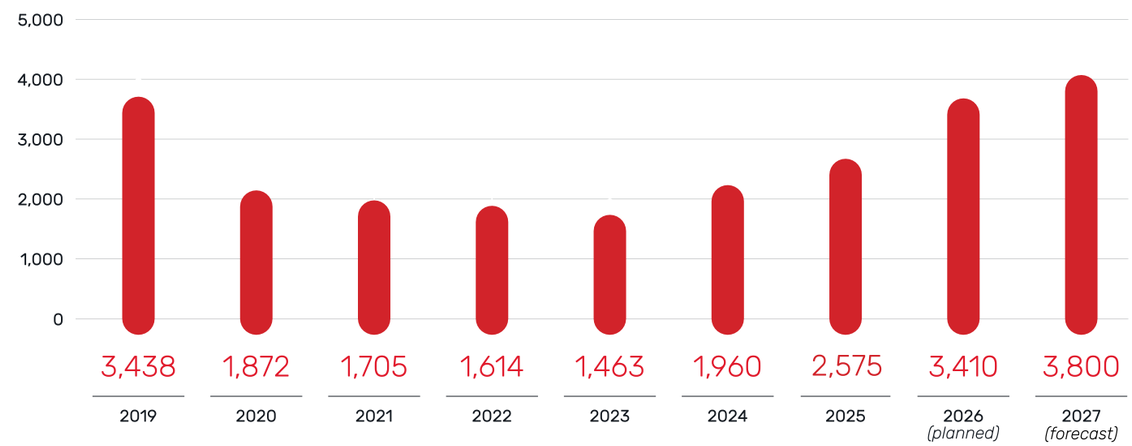
Current backlog
US$ 11 billion
at year end

Total Revenue
US$ 2.58 billion
in 2025

FINANCIAL SUMMARY 2025

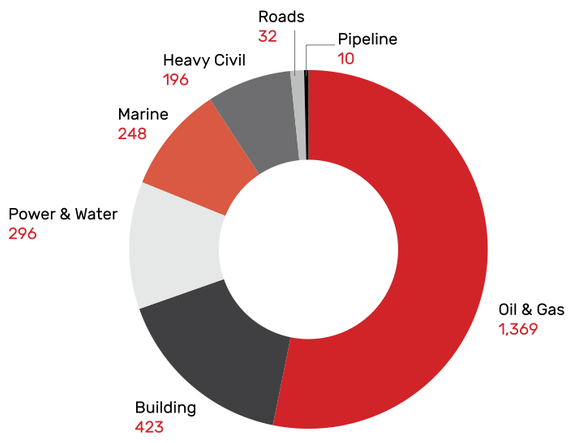
Total CCC Revenue, actual and planned

in Million USD



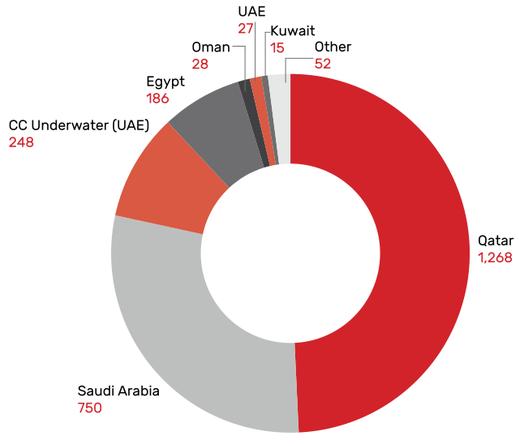
Revenue Breakdown by Sector

in Million USD



Revenue Breakdown by Area

in Million USD





Over 70 years of experience.

CERTIFICATIONS, STANDARDS & MEMBERSHIPS

ONE DISCIPLINE ACROSS MANY MARKETS

International standards, external certifications and industry partnerships give CCC a common operating language across countries, clients and project types.

Operating across multiple markets demands consistency. CCC's management systems are certified and aligned to internationally recognised standards, giving clients, lenders and regulators independent confidence that quality, safety and environmental management are governed through a common Group approach:

- ISO 45001 – Occupational Health & Safety Management (SHES Management System)
- ISO 14001 – Environmental Management System
- ISO 9001 - Aligned quality management across project delivery
- IFC Performance Standards and World Bank Group EHS Guidelines – referenced by the Sustainability Management Manual
- OECD Guidelines for Multinational Enterprises – governance and conduct reference
- LEED • GSAS • Mostadam (to Diamond) • ESTIDAMA • WELL • BREEAM – green building delivery capability

MEMBERSHIPS AND PLEDGES

UN Global Compact
Long-standing signatory, adhering to the ten principles on human rights, labour, environment, and anti-corruption – with SDG alignment embedded in strategy and community programs.

World Business Council for Sustainable Development
Collaboration on harmonized sustainability data and sector decarbonisation practice.

First Movers Coalition
Pledged to procure near-zero emission steel and concrete by 2030 – a demand-side commitment that directly targets the largest component of CCC's Scope 3 footprint.

Industry engagement
Participation in good-governance initiatives including World Economic Forum dialogues and the Pearl Initiative Business Pledge, plus regional sustainability forums and expos.

THE UN GLOBAL COMPACT

TEN PRINCIPLES WE OPERATE BY

HUMAN RIGHTS
- Support and respect the protection of internationally proclaimed human rights
- Ensure no complicity in human rights abuses

LABOUR
- Uphold freedom of association and the right to collective bargaining
- Eliminate all forms of forced and compulsory labour
- Effectively abolish child labour
- Eliminate discrimination in employment and occupation

ENVIRONMENT
- Support a precautionary approach to environmental challenges
- Undertake initiatives to promote greater environmental responsibility
- Encourage the development and diffusion of environmentally friendly technologies

ANTI-CORRUPTION
- Work against corruption in all its forms, including extortion and bribery

SUSTAINABILITY

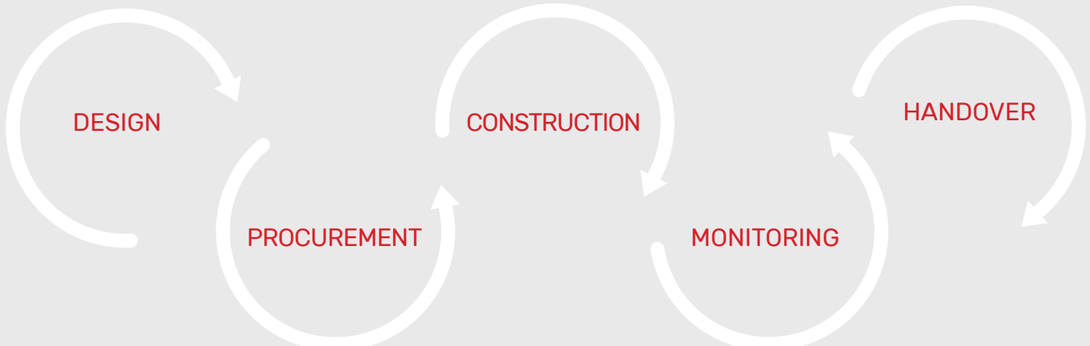
SUSTAINABILITY

From values to delivery - the policy, strategy, management system and project practices turning commitment into measurable performance.

DOING WELL **BY DOING GOOD**

At CCC, sustainability is rooted in the same principles that have guided the business for generations: responsible growth, respect for people, stewardship of resources and long-term relationships. Today, those principles are being translated into a more structured management approach built around the triple bottom line - economic growth, social responsibility and environmental protection - with the aim of creating lasting value for shareholders, clients, employees, communities and future generations.

The Group's sustainability strategy aligns this legacy with the UN Sustainable Development Goals and the ten principles of the UN Global Compact. It is organised around seven priorities that connect corporate commitments with the realities of project delivery:



FACILITATE SUSTAINABLE ECONOMIC GROWTH
maintain a robust, enduring business; target sustainable infrastructure projects

CONDUCT BUSINESS ETHICALLY
advocate transparency and accountability; educate employees on ethics and anti-corruption

REDUCE OUR ENVIRONMENTAL FOOTPRINT
cut CO_2 emissions, water consumption, construction waste and wastewater discharge

SOURCE SUSTAINABLE MATERIALS
integrate ESG factors into supplier selection; prioritise regional and recycled-content materials

PROVIDE SAFE AND HEALTHY WORKPLACES
zero fatalities; growing HSE training; a culture of innovation

PROMOTE DIVERSITY AND INCLUSION
a safe, fair, empowering work environment with opportunities for development

DRIVE SOCIOECONOMIC DEVELOPMENT OF COMMUNITIES
generate local employment and lasting community value



SUSTAINABILITY AT CCC
FROM VALUES TO OPERATING PRACTICE

CCC is moving sustainability closer to the way projects are actually planned and delivered - through governance, procedures, project-level action and increasingly structured performance data.

OUR 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

GOVERNANCE OF SUSTAINABILITY

SUSTAINABILITY OVERSIGHT STARTS AT THE TOP

Board and executive oversight connect sustainability with long-term strategy, enterprise risk management, policy approval and the performance-review processes that guide the Group.

Sustainability oversight starts with the Board. The Board of Directors holds ultimate responsibility for CCC's long-term strategy and for the governance of material impacts, risks and opportunities. Together with the Chief Executive Officer, it approves the Sustainability Management Manual and Group policies, and reviews performance annually through corporate risk management and management review processes. Material sustainability matters are embedded within the enterprise risk management framework, while the Board and Executive Management receive regular briefings on emerging sustainability regulation, climate-related risks and evolving reporting standards. Where specialist knowledge is required, those briefings are supplemented by external advisors.

THE SUSTAINABILITY MANAGEMENT SYSTEM (SMS)

FROM POLICY TO PROJECT

POLICY → PROCEDURE → PROJECT PLAN → KPI MONITORING → VERIFICATION → MANAGEMENT REVIEW

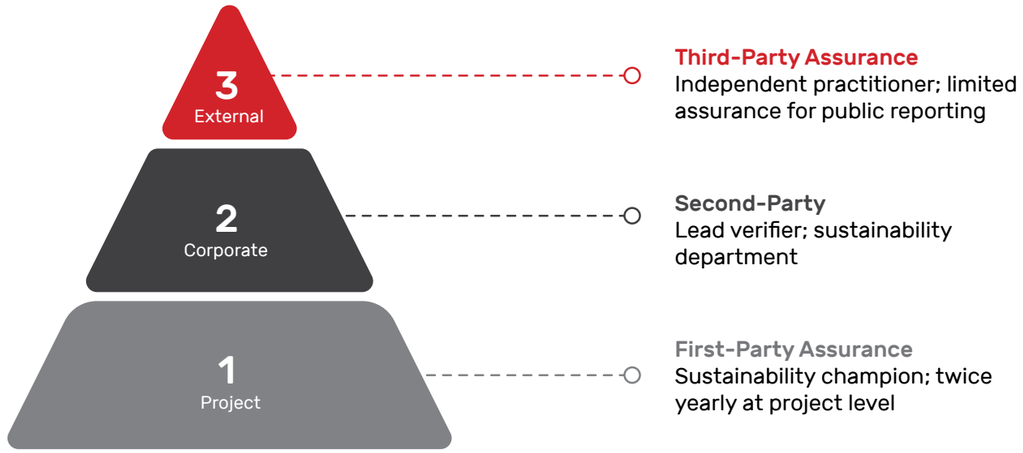
The Sustainability Management System is the bridge between corporate commitments and site-level delivery, giving projects a common framework for applying, monitoring and reviewing sustainability requirements.

The Sustainability Management System turns CCC's policy commitments into a common way of working. Anchored by the Corporate Sustainability Management Manual and its supporting procedures, the SMS provides the structure through which requirements are translated into project-level action, monitoring and review. It aligns CCC's management approach with recognised international references, including the IFC Performance Standards, the World Bank Group EHS Guidelines and the OECD Guidelines for Multinational Enterprises, together with other standards applied where necessary. It also frames the value chain as upstream, own operations and downstream, with affected stakeholders identified across each segment.



THREE-TIER VERIFICATION & ASSURANCE FRAMEWORK

Independent external assurance for formal sustainability reporting sits at the apex, supported by corporate-level verification and project-level self-verification.





DOUBLE MATERIALITY ASSESSMENT

A CLEARER BASIS FOR PRIORITY-SETTING

Double materiality gives CCC a structured way to focus attention on the issues with the greatest potential impact on people, the environment and long-term business performance.

In 2025, CCC completed its first Double Materiality Assessment, giving the Group a more disciplined basis for deciding where management attention matters most. The assessment examined the most significant impacts, risks and opportunities across the full value chain. Negative impacts were scored for scale, scope, remediability and likelihood, while financial effects were assessed by magnitude and likelihood over short-, medium- and long-term horizons.

PILLAR	MATERIAL TOPIC	NATURE OF MATERIAL IMPACTS, RISKS AND OPPORTUNITIES IDENTIFIED
Environment	Climate change & energy	IMPACT significant GHG footprint across Scopes 1–3 RISK rising regulatory exposure and cost of carbon-intensive materials and cleaner-fuel transition OPPORTUNITY sustainable building solutions & low-carbon delivery
	Pollution of air & water	IMPACT non-GHG emissions (PM, NOx, SO_2, VOCs) and potential water contamination from construction activity RISK rising cost of low-emission materials
	Water & marine resources	IMPACT water use in water-stressed regions RISK water-supply risk in the Middle East affecting cost and delivery
	Resource use, waste & circularity	IMPACT substantial C&D waste, low recycling rates RISK tightening circularity regulation tied to procurement OPPORTUNITY green building materials
Social	Own workforce	IMPACT high-risk construction activities (falls, dust, hazardous materials, noise, repetitive strain) – managed through 100% SHES coverage
	Workers in the value chain	IMPACT labour conditions in subcontracted arrangements RISK forced labour / modern slavery exposure in global supply chains
Governance	Business conduct	IMPACT corruption & bribery risk in procurement RISK supply-chain disruption tied to social risks

VISUALISING DOUBLE MATERIALITY

The matrix translates that assessment into a practical picture. It positions each topic according to **impact materiality** - the severity and likelihood of CCC's effects on people and the planet - and **financial materiality** - the magnitude and likelihood of effects on the business. Topics toward the upper-right are double-material, shaping both this report and CCC's strategic priorities. The positions are indicative and reflect the qualitative outcomes of the 2025 DMA.

TOPIC IDENTIFICATION → IMPACT ASSESSMENT → FINANCIAL ASSESSMENT → VALIDATION → FINAL MATERIAL TOPICS

CCC DOUBLE MATERIALITY MATRIX

2025 DMA Outcomes (Indicative)



STAKEHOLDER ENGAGEMENT

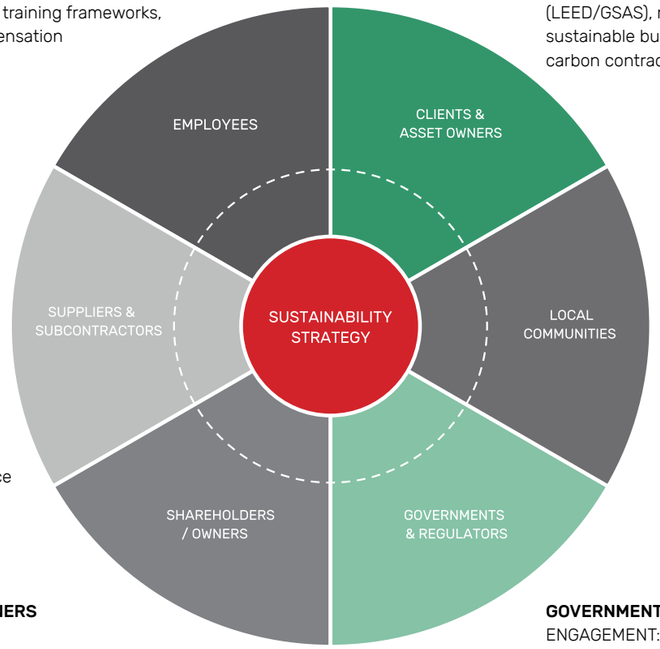
CCC's stakeholders span the full project ecosystem: clients, employees, shareholders and owners, business partners, suppliers and subcontractors, governments, industry organisations, civil society and local communities. Their interests are captured through stakeholder mapping within the DMA, day-to-day operational engagement, contractual relationships and structured inputs from Sustainability and Risk Management together with Compliance, SHES, Human Resources, Procurement, and Plant, Materials & Vehicles (PMV). The Sustainability Department consolidates those insights and carries them through SMS governance channels to executive leadership.

EMPLOYEES
ENGAGEMENT:
Anonymous satisfaction & wellness surveys, SHES inductions, toolbox talks, Open-Door Policy, International Women's Day and recognition events

PRIORITIES & RESPONSE:
Safety, fair treatment, development – met through 100% SHES coverage, training frameworks, gender-neutral compensation

CLIENTS & ASSET OWNERS
ENGAGEMENT:
Project delivery interfaces, contractual sustainability requirements, certifications support

PRIORITIES & RESPONSE:
Low-carbon delivery, green certification (LEED/GSAS), reliability – met through sustainable building solutions and low-carbon contract criteria



SUPPLIERS & SUBCONTRACTORS
ENGAGEMENT:
Supplier Portal pre-qualification, contractual sustainability clauses, procurement training, grievance channels

PRIORITIES & RESPONSE:
Fair access, clear standards – met through transparent screening and zero-tolerance anti-bribery commitments

LOCAL COMMUNITIES
ENGAGEMENT:
CSR programs, NGO partnerships, volunteering, community needs assessments

PRIORITIES & RESPONSE:
Jobs, skills, environment, relief – met through 320+ engagement projects and the Corporate Volunteer Program

SHAREHOLDER/OWNERS
ENGAGEMENT:
Board reporting, ERM integration, annual sustainability performance reviews

PRIORITIES & RESPONSE:
Resilience, compliance readiness, value creation – met through DMA-based strategy and assured reporting

GOVERNMENTS & REGULATORS
ENGAGEMENT:
Permitting, host-country compliance, environmental monitoring reporting

PRIORITIES & RESPONSE:
Legal compliance, national-vision alignment (e.g., Saudi Vision 2030) – met through CEMPs and local-content programs



SUPPORTING THE SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals provide a common language for linking CCC's own priorities with wider global challenges, from health, education and gender equality to resource efficiency, climate action and sustainable economic development. The strategy pillars are mapped to the relevant goals shown here, and the community programmes in Chapter 7 identify the SDGs they support.

SDG 3 • Good Health
SDG 4 • Quality Education
SDG 5 • Gender Equality
SDG 6 • Clean Water
SDG 7 • Clean Energy
SDG 8 • Decent Work
SDG 9 • Industry & Infrastructure
SDG 11 • Sustainable Cities
SDG 12 • Responsible Consumption
SDG 13 • Climate Action
SDG 16 • Strong Institutions
SDG 17 • Partnerships

ALIGNMENT WITH SDGs'

How our strategy aligns with the SDGs, and the actions taken so far.

FOCUS	TARGET	SDG	ACTION PLAN	HIGHLIGHTS OF CCC CONTRIBUTIONS (2025)
ECONOMIC DEVELOPMENT	Facilitate sustainable economic growth		• Maintain a robust and enduring business. • Expand business through further market and geographical diversification. • Target sustainable infrastructure projects (Green Buildings, Renewables).	• Completed multiple projects achieving high-level green building certifications (including LEED Gold, LEED Platinum, and GSAS 4-Star ratings), yielding verified energy (12-29%), water (46-64%), and waste (75-83%) reductions. • Executing landmark green energy projects, notably a partnership for Green Hydrogen Plants in the Middle East and the construction of the World's Largest Blue Ammonia Plant in Qatar.
	Conduct business ethically and adhere to the highest governance standards		• Advocate corporate transparency and accountability. • Educate our employees on Ethics and Anti-corruption. • Engage with partners to promote fair business practices.	• Achieved a 78% completion rate among employees for the annual Code of Conduct declaration, and an 89% completion rate among senior management for Conflict of Interest declarations. • Rolled out the fully digitized Supplier Portal to mandate ESG due diligence, anti-corruption commitments, and E&S screening for all suppliers.
ENVIRONMENTAL PROTECTION	Reduce environmental footprint *(compared to our 2012 baseline performance)*		• Reduce Construction waste to less than 30 Kg/m2. • Reduce 50% of Construction waste disposal. • Adopt a zero single-use plastic strategy on all project sites.	• Achieved a total waste diversion rate of 30.02% for total waste across projects (with major projects in Saudi Arabia and Qatar achieving up to 40% on-site reuse and recycling rates). • Reused or recycled an average of 58.7% of water produced. • Phased in hybrid light vehicles and deployed CNG buses avoiding an estimated 8,000 kg CO2e per month.
	Source sustainable materials		• 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.	• Screened 417 suppliers against environmental criteria and 385 suppliers against social and human rights criteria. • Achieved an average of 55.4% for regional materials used from suppliers within 500km of project sites. • Achieved an average of 19.7% for recycled materials used. • Committed to the World Economic Forum's First Movers Coalition (FMC) to procure near-zero emissions steel and cement/concrete, achieving a cumulative deployment of 2,237,808 m³ of FMC-compliant green concrete across project operations up to 2025.
SOCIAL DEVELOPMENT	Provide safe and healthy workplaces for our employees		• Strive for "Zero Incidents" (Fatalities and LTIs). • Increase HSE Training (minimum 70 hrs / employee). • Implement new mental health and well-being programs.	• Achieved a 'Zero Incident' goal of 0 fatalities from recordable work-related accidents across the Group's own workforce and other site workers. • Recorded 14 Lost Time Injuries with an estimated LTIFR of 0.07 per 1,000,000 man-hours (or 0.014 per 200,000). • Recorded a Recordable Injury Rate (TRIR) of 0.10 (105 total recordable accidents). • Delivered 1,032,217 total HSE training hours across the group.
	Promote a culture of diversity and inclusion		• Provide a safe, fair, and empowering work environment. • Create opportunities for employee training and development. • Enable the inclusion of CCC employees through policies and affirmative action.	• The total female headcount stands at 1,030 (1.7% of the workforce), with women making up 4.0% of Top Management. • Established a formal short-term target to grow female workforce participation to a minimum level of 5%.
	Drive the socioeconomic development of local communities and promote community engagement		• Generate local employment opportunities. • Support local businesses through our supply chain. • Implement targeted CSR initiatives focused on education and youth employment.	• Achieved an average of 89.0% for local suppliers and subcontractors. • Achieved an average of 4.7% for local manpower across the group. • Benefited 59,928 individuals directly through various CSR initiatives and programs. • Benefited 45 women via the Job Training and Placement (JTP) Program in collaboration with Education for Employment (EFE) in Saudi Arabia. • Logged 13,327 volunteered hours across 71 volunteering activities, driven by 987 unique CCC volunteers.



CELEBRATING EXCELLENCE IN SUSTAINABILITY

RECOGNITION & SUSTAINABILITY LEADERSHIP

Recognition matters most when it reflects work already happening on projects. Over the past decade, CCC's sustainability efforts have received awards and acknowledgements across the region - from green building and environmental performance to social impact and sustainability leadership. The Group continues to build on that record:

2023

CSR Award (TotalEnergies)
Women Farmers Resilience Program, Minya, Egypt

2021

Middle East Leadership Award
Sustainability Leadership of the Year

2020

Qatar Sustainability Award
Green Contractor
MEED Sustainability Medal

2014–18

MENA Green Building Awards
Contractor of the Year
Training Initiative
Best Green Initiative

A DECADE OF EXTERNAL RECOGNITION

CCC's sustainability journey is reflected in the recognition its work has received across the region. Over the past decade, the Group has been acknowledged for achievements spanning green building, environmental performance, social impact, and sustainability leadership, continuing to raise the bar through its ongoing projects.

QATAR SUSTAINABILITY WEEK
Certificate of participation QSW 2025 campaign activities **2025**

SUSTAINABILITY COUNCIL – TECHNIP ENERGIES HQ
T.EN Sustainability Council **2025**

CSR AWARD (SPONSORED BY TOTAL ENERGIES)
Building Resilience and Self-Reliance of Young Women Farmers **2023**

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**

CLIENT SUSTAINABILITY CHAMPION CERTIFICATES
NFE project
April, May & June 2025
NEOM Green Hydrogen Plant
Dec 2025

GORD – GULF ORGANISATION FOR RESEARCH & DEVELOPMENT
Longstanding commitment to climate action **2024**

EXPO DOHA SUSTAINABILITY PANEL
Revolutionising Infrastructure & Construction Towards a More Sustainable Future **2023**

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**



North Field Expansion (NFE) project, Qatar

SUSTAINABILITY CHAMPION PROJECTS & GREEN BUILDING PORTFOLIO

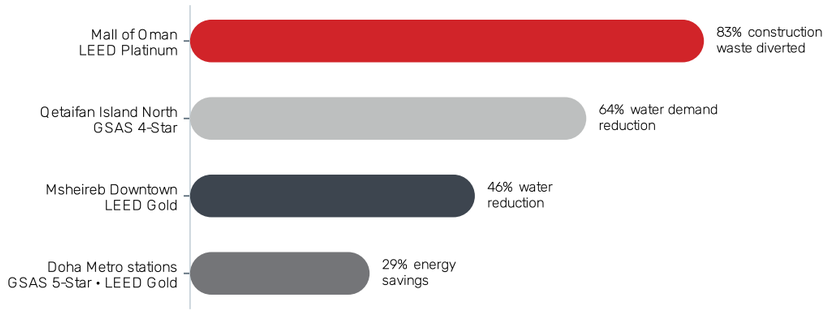
The same principle is reinforced internally through CCC's biannual Sustainability Champion Project Award. Projects are evaluated against sustainability KPIs so that strong performance is not only recognised but shared. Recent examples include the NFE project for energy optimisation and waste diversion, and the NEOM Green Hydrogen Plant for carbon reduction and green procurement - turning project experience into practices that can be replicated elsewhere in the portfolio.

CCC delivers certified green buildings across the region – LEED Gold campuses (PNU Riyadh), 5-Star GSAS metro stations (Doha Metro Msheireb), LEED-certified museums, ports, malls and CCC's own LEED-certified headquarters in Muscat – drawing on LEED, GSAS, Mostadam, ESTIDAMA and BREEAM expertise.



NEOM Green Hydrogen Plant

CERTIFICATION TRANSLATED INTO MEASURED PERFORMANCE



- **Msheireb Downtown Doha (LEED Gold)** – 100% LED lighting, 75% solar water heating, 46% water reduction
- **Doha Metro stations (GSAS 5-Star • LEED Gold)** – 29% energy savings, 100% demountable design
- **Qetaifan Island North (GSAS 4-Star)** – 64% water demand reduction, 82% native landscaping
- **Mall of Oman (LEED Platinum)** – 83% construction waste diverted, 10% of power from solar PV

SUSTAINABLE INFRASTRUCTURE AS A MARKET

Renewable energy plants, green hydrogen facilities, metro systems, and water infrastructure now form a core part of CCC's delivery portfolio – positioning the Group to capture the opportunity identified in its DMA: sustainable building solutions and low-carbon delivery.

IN FOCUS – POWERING THE ENERGY TRANSITION

NEOM Green Hydrogen Plant (KSA): the world's largest utility-scale green hydrogen plant – 650 t/day of green hydrogen, 5,000 t/day of green ammonia and an estimated 5 Mt of CO_2e mitigated annually, built on 110 modular trains of 20 MW electrolysers (~2 GW). CCC delivers civil, structural and mechanical execution scopes. Qatar decarbonisation: the world's largest blue ammonia plant (1.2 Mtpa, operational 2026) and LNG carbon capture & storage cutting plant CO_2e by 25% and NOx by 60%, with sequestration in deep saline aquifers.

STRATEGIC ALLIANCES FOR THE TRANSITION

Samsung E&A – long-term strategic partnership signed at ADIPEC, covering major energy-transition and LNG infrastructure. NMDC Group – integrated EPC joint-venture platform in Abu Dhabi for large-scale marine, energy and sustainable infrastructure. Crest Investment Co. – strategic MOUs signed for 2025–2026 expansion.

LOCAL VALUE CREATION

Regional sourcing (50–62% of materials purchased regionally in recent cycles), local hiring, and 40%-within-500 km procurement ambitions keep project value in host economies – while shortening supply chains and cutting transport emissions.

BUILDING GREEN

CERTIFIED PROJECT PORTFOLIO

Green certification is now part of CCC's delivery capability across a growing range of project types. The portfolio includes 22 completed certified projects across design and construction phases, with a further 4 under construction and targeting certification. Together they span seven countries and frameworks including LEED up to Platinum, GSAS up to 5-Star, ESTIDAMA and DMGBR:



Al Nahda Entertainment Complex

PROJECT NAME	LOCATION	CLIENT	CERTIFICATION CONSTRUCTION
COMPLETED PROJECTS			
Doha Metro – Msheireb Station	Qatar – Doha	Qatar Rail	GSAS 5-Star + LEED Gold
Mall of Oman, Package 2 Main Works	Oman – Muscat	Majid Al Futtaim	LEED Platinum
Doha Metro – Education City Station Green Line Stabling Yard • Red Line Depot 1	Qatar – Doha	Qatar Rail	GSAS 4-Star (×3)
Princes Nourah bint Abdulrahman University, Academic Campus 1&2	KSA – Riyadh	Ministry of Finance	LEED Gold
Msheireb Downtown Doha, Phases 1B & 4	Qatar – Doha	Msheireb Properties	LEED Gold (×2)
Riyadh Metro, Lines 1 & 2	KSA – Riyadh	ADA	LEED Gold
City Centre Almaza	Egypt – Cairo	Majid Al Futtaim	LEED Gold
Al Zahia City Centre	UAE – Sharjah	Majid Al Futtaim	LEED Gold
Palestinian Museum	Palestine – Birzeit	The Welfare Association	LEED Gold
Abu Dhabi Int'l Airport – Midfield Terminal	UAE – Abu Dhabi	ADAC	ESTIDAMA 3-Pearl
Lusail Multipurpose Hall (LMH)	Qatar – Doha	Qatar Olympic Committee	GSAS 4-Star
Seef Lusail 6-8 • Qetaifan Island North Ph.1 (×2)	Qatar – Doha	Lusail / Qetaifan Projects	GSAS 4-Star
New Port CT-1 • The E18hteen Marina	Qatar – Doha	NPP / Lusail	GSAS 3-Star
Opera Grand Tower	UAE – Dubai	Emaar Properties	DMGBR
Abu Dhabi Plaza (6 buildings)	Kazakhstan – Astana	Aldar Properties	LEED Silver
CCC Headquarters Building	Oman – Muscat	CCC	LEED Silver
UNDER CONSTRUCTION PROJECTS *(targeting certification)*			
AlUla Royal Commission HQ	KSA - AlUla	Royal Commission for AlUla	LEED Gold
ACWA Power New Head Office & Global Visitors Centre	KSA - Riyadh	Acwa Power	LEED Platinum + LEED Zero + WELL + Mostadam Diamond
The Central New Cairo	Egypt - New Cairo	Saudi Egyptian Developers	LEED Silver
Al Nahda Entertainment Complex Exit-15	KSA - Riyadh	Seven	LEED Silver



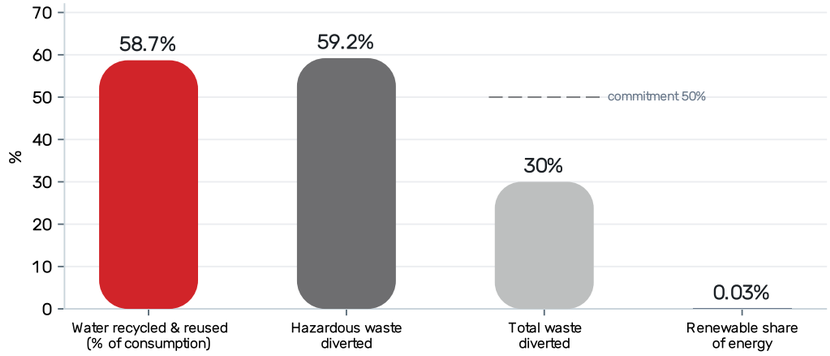
SUPPLY CHAIN SUSTAINABILITY & LOCAL VALUE

Every project depends on a wider network of suppliers and subcontractors. CCC uses procurement, screening and material controls to extend its expectations beyond its own operations and keep more value in host economies.

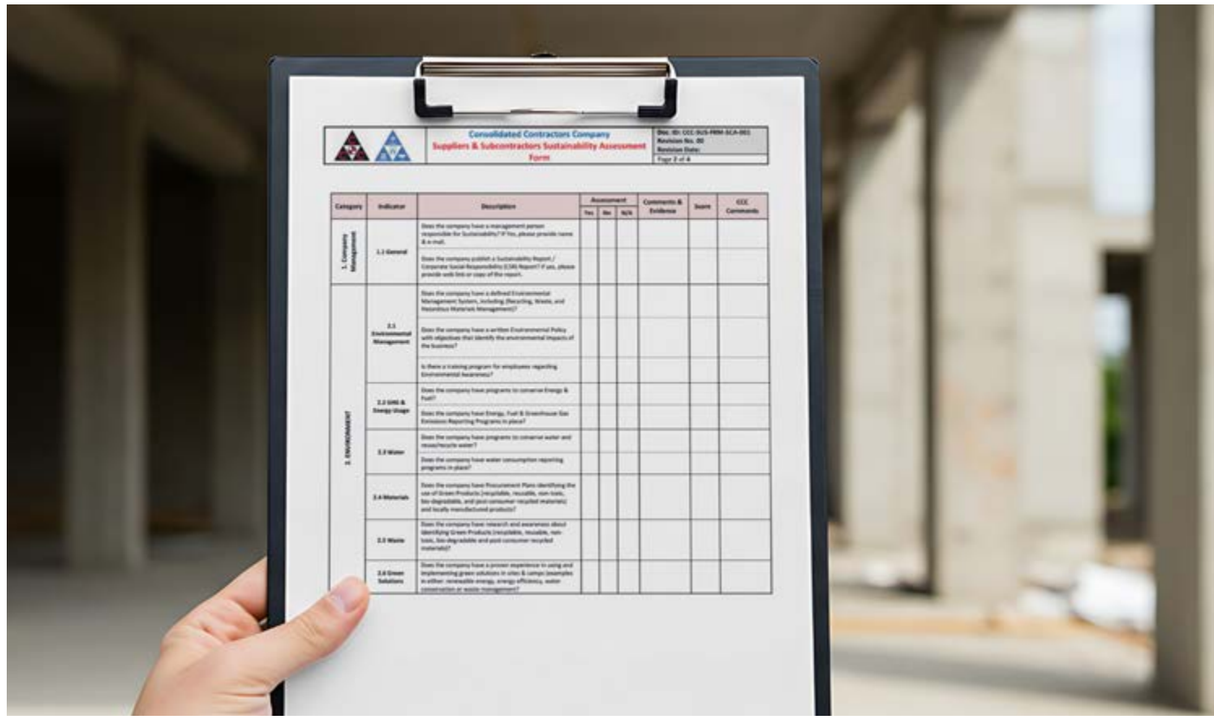
SUPPLIER PORTAL REGISTRATION → DUE DILIGENCE → CONTRACT REQUIREMENTS →
MATERIAL-SUBMITTAL REVIEW → PROJECT MONITORING → CORRECTIVE ACTION

CCC's ability to deliver projects depends on a global network of suppliers and subcontractors, so sustainability expectations cannot stop at CCC's own operations. Every partner enters through the Supplier Portal, an IBM Maximo®-powered pre-qualification system that screens legal compliance, financial stability, technical competence, ethics, sustainability and human-rights standards, including formal acknowledgement of CCC's anti-corruption requirements and zero tolerance for bribery. The Sustainability team then reviews material submittals against project-specific sustainable-material requirements, while procurement personnel complete mandatory biennial sustainable-procurement training.

FY2025 RESOURCE EFFICIENCY
ASSURED DATA SET



- 392,354 m³ of water recycled & reused – equivalent to 58.7% of net water consumption (11.3% of total withdrawal), with dewatering discharge and treated effluent repurposed for dust suppression and site irrigation
- 59.2% of hazardous waste diverted – 301 t of 508 t recovered rather than landfilled
- 30.0% of total waste diverted against the Group's 50% commitment
- Talisman integrated with a digital carbon-accounting module, enabling automated embodied-carbon tracking at the point of procurement



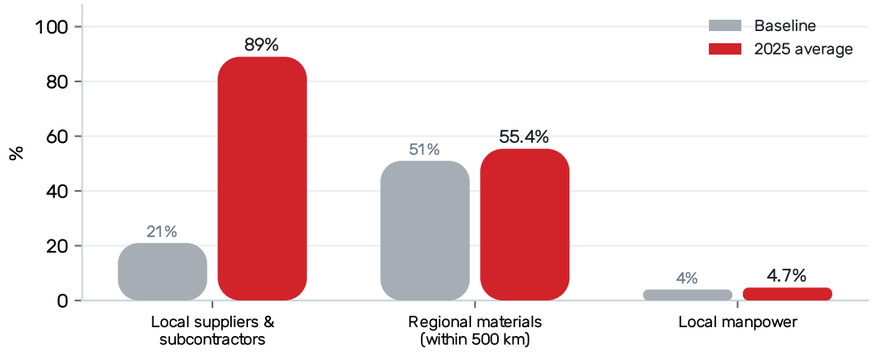
LOCAL VALUE CREATION

Local sourcing creates value twice: it keeps more project expenditure in host economies and can reduce the transport emissions associated with moving materials over long distances. Because upstream transportation is the single largest component of CCC's Scope 3 footprint, this is also a practical climate lever. The Resource Management & Sustainable Procurement Procedure therefore sets a working ambition of sourcing at least 40% by contract value within a 500 km radius where viable, supported by supplier-location verification for credible reporting.



LOCAL VALUE INDICATORS

2025 PERFORMANCE AGAINST BASELINE



- Local suppliers and subcontractors: 89.0% in 2025 – against a 21% baseline, the strongest local-content result in the portfolio and a fourfold improvement on the baseline position
- Regional materials within 500 km: 55.4% in 2025 – against a 51% baseline, exceeding the sourcing target
- Local manpower: 4.7% in 2025 – against a 4% baseline, with more than sixty nationalities represented across the Group
- Supplier sustainability screening: 100% – every new supplier is screened through the Supplier Portal against sustainability criteria covering human rights, anti-corruption, labour practices and environmental management; work is ongoing to extend full environmental and safety screening across the upstream value chain

WHY LOCAL SOURCING IS A CLIMATE LEVER

Category 4 (upstream transport) alone accounts for 307,262 tCO_2e – 44.7% of CCC's total footprint. Shortening supply routes is therefore among the most direct decarbonisation actions available to the Group, alongside low-carbon materials and fleet efficiency.

FROM SCREENING TO PERFORMANCE

Standardised supplier and subcontractor assessment tools evaluate environmental performance, enabling pollution-management and circularity requirements to be embedded in tender and contract documentation for high-impact procurement categories.

INNOVATION & DIGITALISATION
TECHNOLOGY WITH A PRACTICAL PURPOSE

For CCC, innovation is most valuable when it improves the way projects are designed, built, monitored and measured - reducing waste, strengthening safety and making data more useful. CCC approaches innovation as a project tool, not a showcase. Digital technologies are embedded in defined workflows and Standard Operating Procedures where they can improve quality and efficiency, reduce material use and rework, strengthen safety, or make sustainability performance easier to measure and manage.

BUILDING THE FUTURE, DIGITALLY

BIM & the C3D platform: accurate material quantification and clash-free design reduce waste at source – minimising steel off-cuts and excess ready-mix concrete before they are generated.

3D printing & prefabrication: additive manufacturing of civil elements and spare parts, and modular prefabrication, reduce material consumption, transport and rework.

IoT wearables: battery-powered smart-helmet networks connect the worksite securely, integrating safety monitoring into the hard hat of construction workers – scaling up with projects and feeding dashboards in real time.

Fleet telematics & IBM Maximo: asset-performance monitoring addresses low utilisation and idling of machinery – a direct Scope 1 reduction lever.





DIGITAL BACKBONE FOR SUSTAINABILITY DATA

IBM Maximo – Scope 1 digitisation
Maximo is CCC's asset-management backbone and the digitising platform for Scope 1 CO_2e: fuel issues, equipment hours and telematics are captured at asset level, producing the equipment-category emissions analysis reported in the Environment chapter.

↓

Talisman Project Control System
Group-wide procurement and material-activity records feed resource-inflow accounting. Integrated with a digital carbon-accounting module, Talisman now captures Scope 3 embodied carbon of purchased materials and the transport carbon associated with each purchase order. It also doubles as a circular-economy engine: a central material inventory shared across projects lets surplus materials from one project be reallocated to another instead of being disposed of as waste.

↓

Morta Environment Platform – live from 2026
Developed during 2025 and to be fully implemented in 2026 for automated data collection and for the next reporting cycle: structured data capture across climate, water, pollution and resource management; workflow, approval and audit-trail functionality is being progressively enabled to strengthen traceability and evidence retention.



INNOVATION CASE STUDIES

ADDITIVE MANUFACTURING – PRINTING THE FUTURE OF FORMWORK

Working side-by-side with additive-manufacturing partners, CCC released a world-first proof point in large-format 3D printing: the “Sensorial Adaptive Concrete Column”, produced with 3D-printed formwork, with the Group managing manufacture, supply and assembly of the architectural design. 3D printing is also applied to machinery spare parts – reducing inventory, avoiding downtime, and cutting the transport emissions of a global parts warehouse.

IoT ON THE HARD HAT

Through its investment in a construction-tech IoT venture, CCC integrates a tracking device seamlessly into workers’ hard hats: a battery-powered, wireless mesh network that connects the worksite securely, digitizing site operations, strengthening emergency mustering, and integrating with existing project-management software – without compromising structural integrity of the helmet.

DIGITAL CONSTRUCTION PLATFORM

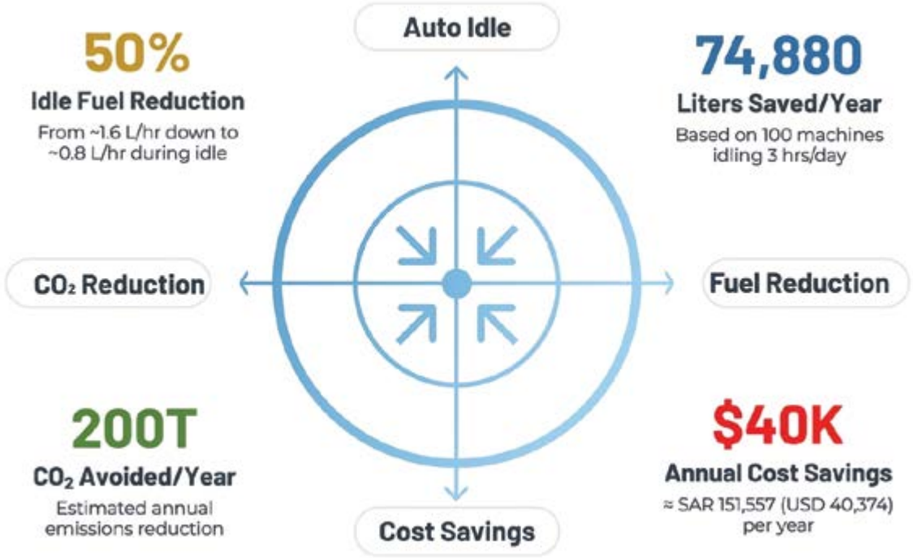
BIM and the C3D platform drive “just-in-time” inventory strategies that reduce warehouse footprints and the risk of unexpected costs – while accurate quantification eliminates material waste before it is generated. Optimisation extends to transport and logistics planning for site supply.

THE NEO INITIATIVE

ONE PLATFORM FOR SMART INNOVATION

Through Its Knowledge sharing platform, CCC’s **NEO (New Engineering Opportunities)** smart-innovation initiative channels ideas from every project into evaluated, engineered and shared solutions – the pipeline that turned a field observation about idling welding machines into a group-wide lesson learned , and site experiments with solar lighting into standard practice. Ideas are assessed for environmental benefit, cost impact and replicability, then published through CCC’s knowledge-management systems so a solution proven on one project becomes the baseline for the next.

NEO – CCC’S SMART INNOVATION PLATFORM

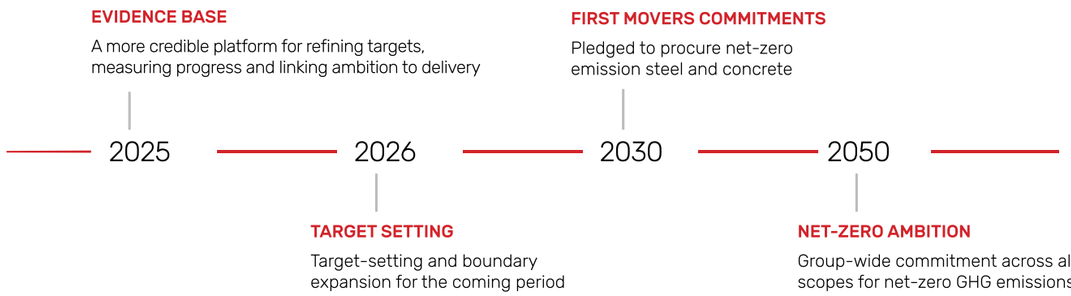


SUSTAINABILITY REPORTING PROGRAMME

A dedicated governance structure – Sustainability Steering Committee, CSRD team, a four-member automation team and 22 contributors across business functions – brought the 2025 Sustainability Statement to ~90% completion under independent limited assurance, while progressively automating ESG data collection.

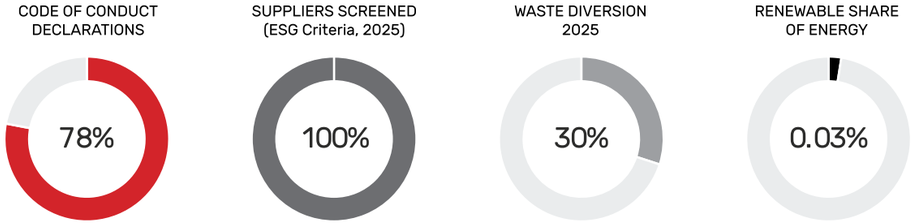
OUR SUSTAINABILITY COMMITMENTS

CCC's public commitments set the direction of travel. The stronger 2025 evidence base provides a more credible platform for refining targets, measuring progress and linking ambition to delivery. At CCC, sustainability is not an initiative – it is at the heart of everything we do. Our projects are guided by a clear vision: resilient infrastructure, reduced impact, and lasting value.



50%	50%	ZERO	100%	100%	SBTs
WATER REDUCTION	WASTE DIVERSION	PLASTIC USAGE	SUSTAINABILITY INTEGRATION	TRANSPARENCY	QUANTIFIED TARGETS IN DEVELOPMENT

WHERE WE STAND AGAINST OUR GOALS



LEGACY STRATEGY OBJECTIVES (2012 BASELINE)

FIRST MOVERS COALITION – WHAT WE PLEDGED

Steel: procure near-zero emissions steel for major construction scopes by 2030, establishing an early lead in low-carbon industrial supply chains. Cement & concrete: commitment to 10%+ near-zero cement and concrete procurement, driving market demand for innovative cementitious blends.

GREEN CONCRETE IN PRACTICE

CCC specifies blended mixes using 50–60% GGBS and 25–35% fly ash replacement of Portland cement where structural performance allows – the most direct lever available against the 87,426 tCO_2e that steel alone contribute to Category 1.

The objectives below are **CCC's legacy strategy objectives, set against a 2012 baseline.** They are undergoing revision during 2025–2026 so that targets align with the Double Materiality Assessment, the new GHG baselines and the assured reporting boundary:

- Reduce 15% of CO_2 emissions (energy & fuel)
- Reduce 50% of water consumption
- Reduce construction waste to < 30 kg/m²
- Reduce 50% of construction waste disposal
- Reduce 25% of wastewater discharge
- Use 50% regional construction materials
- Use 20% recycled-content materials
- Use 50% certified wood
- Zero plastic usage strategy
- Zero fatalities – always

2025 AT A GLANCE

A PIVOTAL YEAR IN CCC'S SUSTAINABILITY JOURNEY

2025 was a pivotal year because CCC strengthened both performance and the way performance is evidenced. The Group moved from a traditional sustainability-reporting approach toward a more integrated, evidence-based framework built on double materiality, cross-functional data ownership and independent assurance. The change involved functions, regions and projects across the organisation, creating a stronger platform for future targets while keeping operational excellence at the centre.

DRIVING SUSTAINABLE SOLUTIONS

Projects incorporating sustainability initiatives demonstrated measurable improvements in energy use, water efficiency, and waste management – evidence of sustainability integration across the project lifecycle.

INNOVATING FOR IMPACT

Strengthened data systems – including the Morta Environment Platform and the Talisman project-control system – enable consistent measurement, monitoring, and reporting of performance.

PEOPLE DRIVING PROGRESS

Teams on the ground were central to maintaining strong safety performance, supporting community engagement, and ensuring responsible delivery across all regions.

KEY HIGHLIGHTS OF THE REPORTING YEAR

63,188
EMPLOYEES
across 6 global regions • GRI 2-7

0
FATALITIES
100% workforce covered by the SHES management system • GRI 403-9

1st
DMA
first Double Materiality Assessment completed • GRI 3-1

70+
YEARS
of construction excellence since 1952

687,224
TCO_2E TOTAL GHG
first full Scope 1 + 2 + 3 inventory • GRI 305

766,716
MWH ENERGY
total energy consumption • GRI 302-1

30%
WASTE DIVERTED
of 68,866 t waste diverted from disposal • GRI 306-4

392,354
M³ WATER
recycled and reused • GRI 303

ENVIRONMENT

ENVIRONMENT

Energy, carbon, pollution, water, materials, waste and biodiversity - how CCC is measuring impact and building a stronger environmental baseline.

COMMITTED TO OUR ENVIRONMENT

CCC has measured and managed environmental performance for more than a decade. In 2025, that work was supported by an independently assured sustainability dataset and a significantly stronger emissions inventory: complete Scope 1, partial location-based Scope 2 and selected Scope 3 categories. Together, these provide a more defensible baseline for future reduction targets and project-level action.

Environmental performance is actually managed on a construction project: governance and controls first, then the energy used, the emissions created, pollution and water management, biodiversity, materials and finally what is kept in use or sent to waste. Performance is reported for the Group where the boundary allows, and for CCC's seven largest projects under construction during 2025 where monthly KPI reporting provides greater detail.

Carbon intensity has moved down from the pre-2023 value, recycled-content materials reached their highest recorded level, water reuse remained well above baseline, and landfill disposal fell year on year on a comparable boundary.



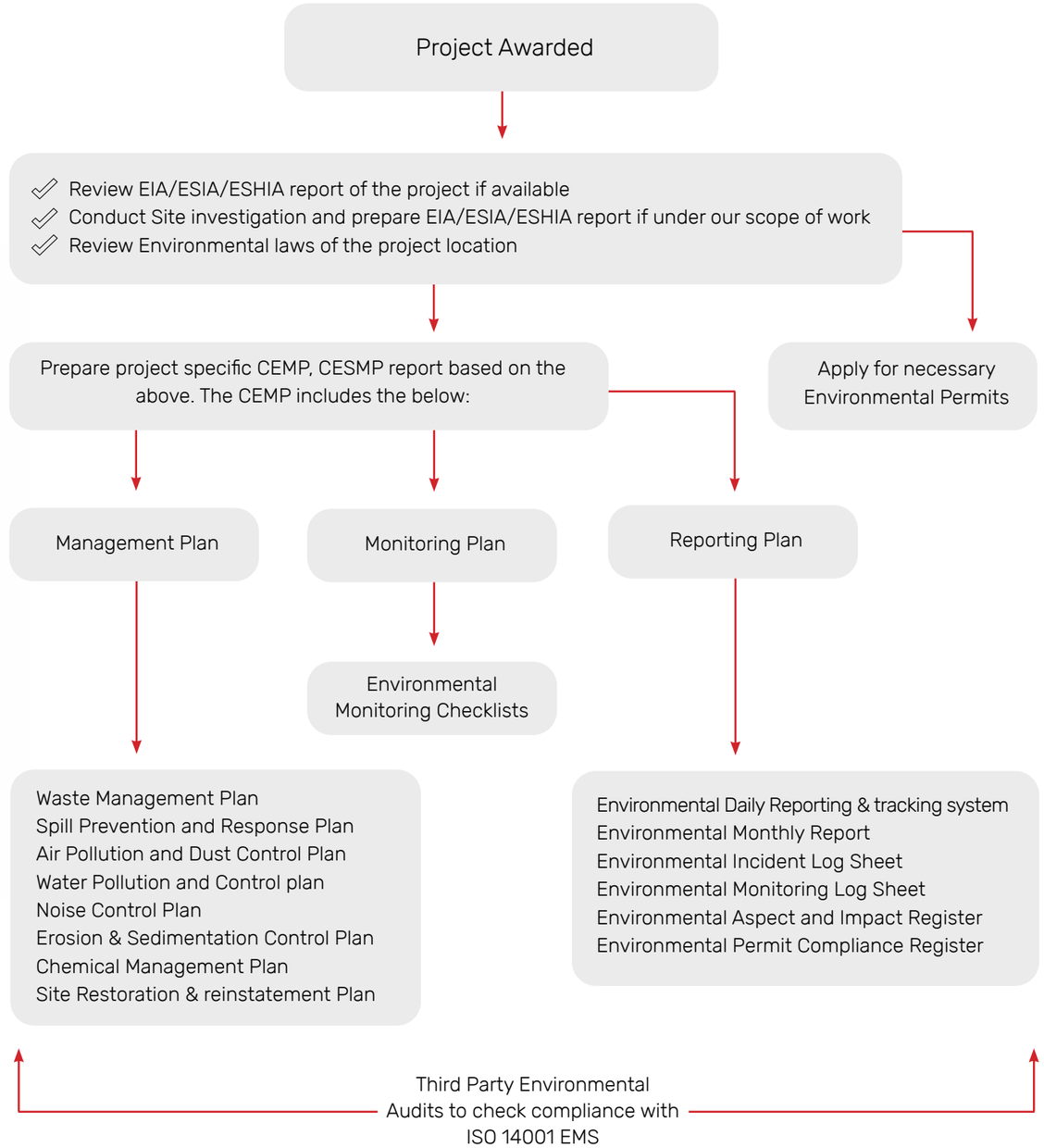
MANAGING THE ENVIRONMENT FROM POLICY TO SITE

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. Every environmental topic in this chapter follows the same management architecture: a Board-approved policy statement sets the commitment; an SMS manual governed procedure translates it into requirements; project-level plans apply it to each site's context; and the three-tier verification framework checks that it happens. This cascade is what turns commitments into the assured numbers reported on the following pages.

Click here for CCC's Environmental Policy

ENVIRONMENTAL MANAGEMENT SYSTEM

CCC's management framework is intended to connect Group policy with the plans, controls, monitoring and data used on site. 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:





ENERGY

THE ENERGY BEHIND LARGE-SCALE CONSTRUCTION

Heavy equipment, generators, transport and site facilities make construction energy intensive. Understanding that profile is the first step toward improving efficiency and increasing the role of lower-carbon energy.

CCC's energy profile reflects the nature of large-scale construction: fuel combustion in construction machinery, heavy equipment, generators, and transport vehicles dominates consumption. In 2025, total energy consumption reached 766,715.6 MWh, of which 99.97% derived from fossil sources and 0.03% from self-generated solar PV – establishing the transparent baseline from which CCC's decarbonisation levers will be measured.

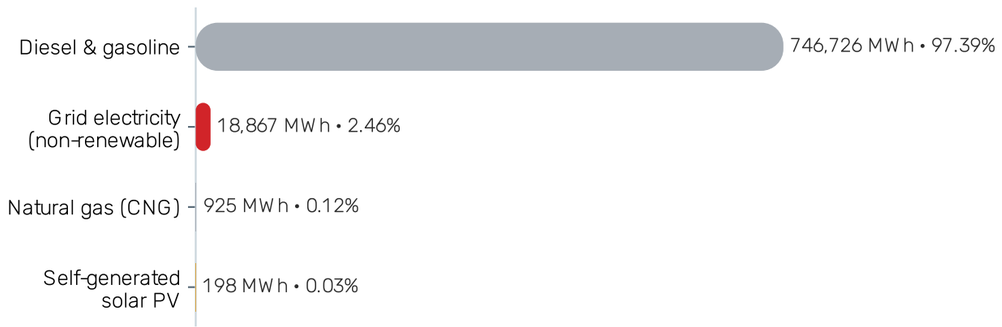
766,716
MWH
Total energy consumption

99.97%
FOSSIL
766,518 MWh from fossil fuels

197.6
MWH RENEWABLE
self-generated solar PV

131,745
MWH GENERATED
on-site generator output

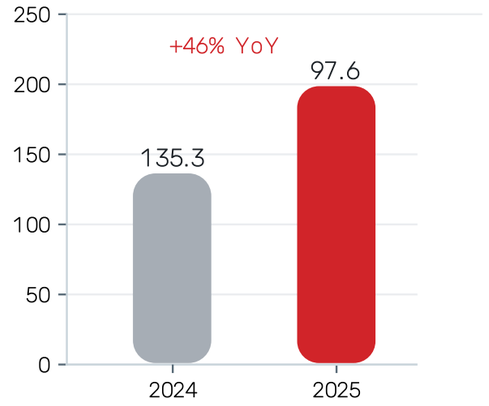
ENERGY CONSUMPTION MIX
CCC GROUP 2025



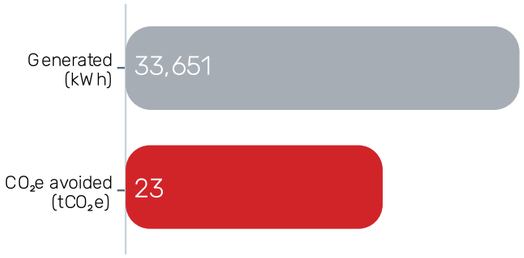
RENEWABLE GENERATION IS GROWING FAST

Renewable generation remains a small part of CCC's total energy mix, but 2025 showed clear movement. Self-generated solar PV reached 197.6 MWh, up 46% year on year. The corporate mandate now prioritises solar tower lights over diesel generators where site conditions allow, while rooftop PV is being deployed on site facilities and parking structures. At the NFS project in Qatar, a 16 kW on-grid rooftop system generated 33,651 kWh during 2025 and avoided an estimated 23 tCO2e.

SELF-GENERATED SOLAR PV



THE NFS PROJECT CASE STUDY



ENERGY TYPE	2025 (MWh)	% OF TOTAL
Fuel consumption from crude oil & petroleum products (diesel, gasoline)	746,725.8	97.39%
Fuel consumption from natural gas (CNG)	924.9	0.12%
Purchased grid electricity (non-renewable portion)	18,867.3	2.46%
Total fossil energy consumption	766,518.0	99.97%
Self-generated non-fuel renewable energy (solar PV)	197.6	0.03%
TOTAL ENERGY CONSUMPTION	766,715.6	100%

ENERGY GENERATION ON SITE	2025 (MWh)
Renewable sources (solar PV)	197.6
Non-renewable sources (diesel generators)	131,745.1

EMISSIONS

A CLEARER PICTURE OF THE CARBON FOOTPRINT

The 2025 inventory gives CCC a stronger view of where greenhouse gas emissions arise across direct operations, purchased energy and selected value-chain activities - and where future reduction efforts can be focused.

The 2025 inventory gives CCC its clearest carbon picture to date. It combines a complete Scope 1 inventory with a partial location-based Scope 2 inventory and expanded Scope 3 accounting covering purchased goods and services, upstream transport, waste and employee commuting. CCC has set 2020 as the baseline year for Scopes 1 and 2, with 2026 planned as the Scope 3 baseline - the first full year of harmonised value-chain data. The organisational boundary follows the operational-control approach of the GHG Protocol, supported by a base-year recalculation policy triggered at a +/-10% significance threshold.

197,674
TCO_2E • SCOPE 1
direct emissions (owned 88,162 + hired/leased 109,512) • GRI 305-1

10,169
TCO_2E • SCOPE 2
location-based purchased energy • GRI 305-2

479,381
TCO_2E • SCOPE 3
categories 1, 4, 5 & 7 + subcontractor fuels • GRI 305-3

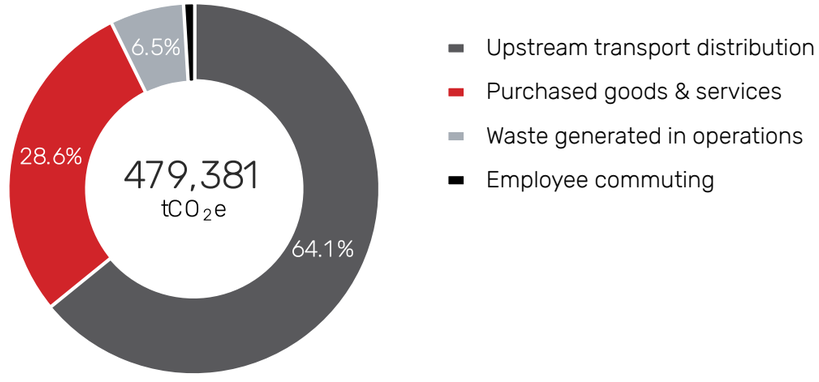
687,224
TCO_2E • TOTAL
total GHG emissions (location-based)

CCC GROUP GHG EMISSIONS	2025 (tCO_2e)
Gross Scope 1 GHG emissions	197,673.61
Gross Scope 2 – location-based	10,169.47
Gross Scope 3 GHG emissions	479,380.58
Category 1 – Purchased goods & services (incl. subcontractor fuels)	137,230.29
Category 4 – Upstream transportation & distribution	307,262.04
Category 5 – Waste generated in operations	30,951.45
Category 7 – Employee commuting	3,936.80
TOTAL GHG EMISSIONS (LOCATION-BASED)	687,223.66

The largest share of CCC's reported footprint sits beyond direct operations. Upstream transportation of construction materials is the single biggest source at 307,262 tCO2e, followed by purchased goods and services at 137,230 tCO2e. Within Category 1, steel alone accounts for 87,426 tCO2e - 64% of Category 1 emissions. Category 1 itself is split between 105,682 tCO2e from material purchases and 31,549 tCO2e from subcontractor fuel, making material choice, procurement and subcontractor fuel use central to future decarbonisation. Waste adds another direct link between the climate and circularity agendas. Landfill disposal of general waste drives Category 5 emissions of 30,951 tCO2e, meaning that every tonne prevented, reused or diverted from landfill can support both resource efficiency and carbon reduction.

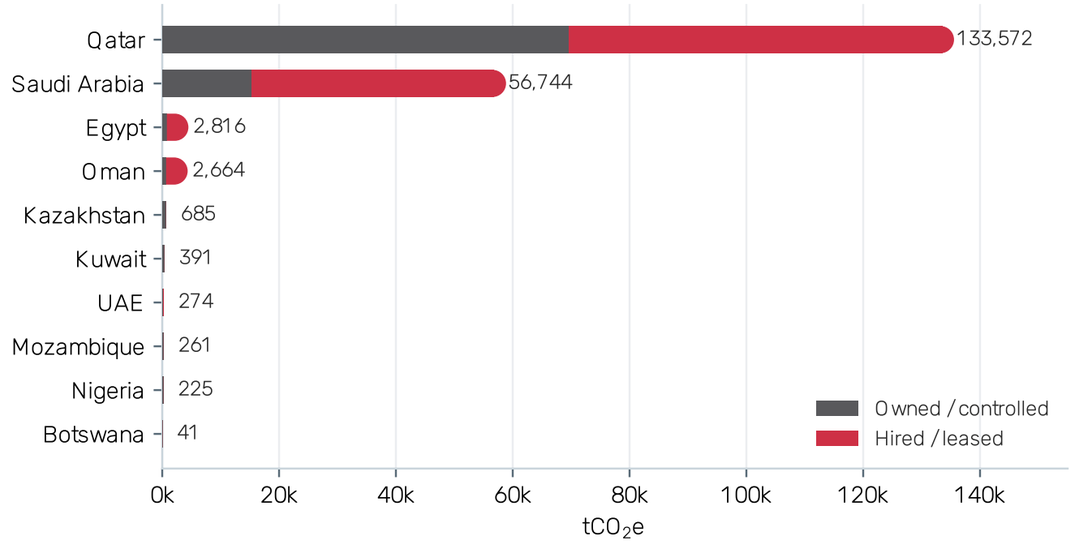
WHERE OUR EMISSIONS COME FROM

SCOPE 3 EMISSIONS BY CATEGORY (TCO_2E, 2025)



SCOPE 1 EMISSIONS BY AREA OF OPERATION

(TCO_2E, 2025)



Scope 1 emissions reflect where CCC's heaviest construction activity takes place. Qatar accounts for 67.6% and Saudi Arabia 28.7%; together, the two markets represent approximately 96.3% of the total, driven by large-scale project activity and extensive use of owned and hired equipment. Each remaining operating area contributed less than 3%.

ONE FOOTPRINT, ONE PICTURE

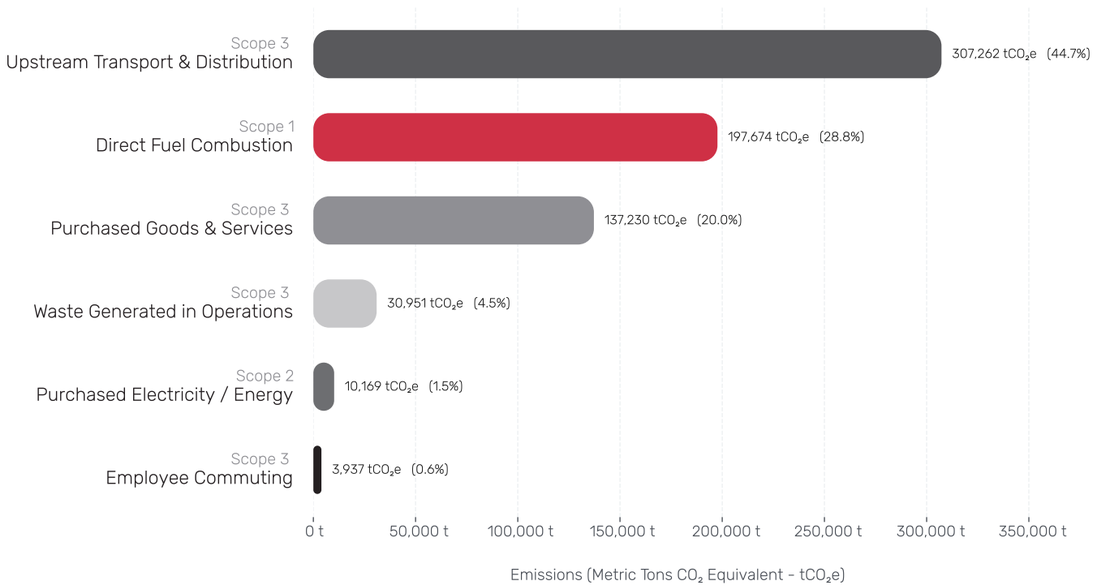
Taken together, the inventory points to a clear priority: CCC's climate challenge is as much about the value chain as it is about fuel burned on site. Nearly 70% of the reported footprint sits in Scope 3, led by the transport and manufacture of construction materials, while Scope 1 remains concentrated in equipment-intensive projects. That balance shapes where the Group's most practical reduction levers sit.



WHERE THE TRANSITION EFFORT GOES

Because nearly 70% of the reported footprint sits in the value chain, the largest available reductions are not in CCC's own fleet alone. They lie in what is specified, where it is bought, and how it is moved – which is why procurement, logistics and materials innovation carry equal weight with fleet efficiency in the transition plan.

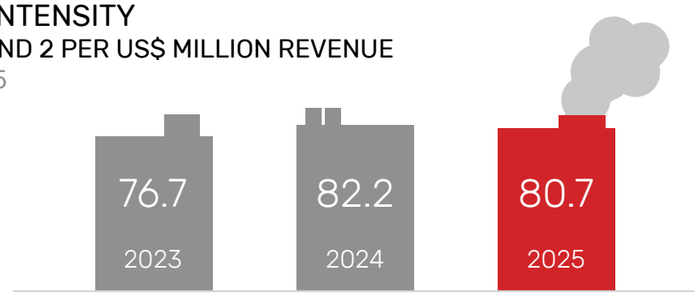
TOTAL GHG FOOTPRINT 687,224 TCO_2E
PROPORTIONAL VIEW (2025)



CARBON INTENSITY

Carbon intensity allows emissions to be viewed alongside the scale of the business. Using 2025 revenue of US$2,575.0 million and the same basis applied in the 2023-2024 cycle, Scope 1 and Scope 2 emissions were 80.7 tCO2e per US$ million of revenue in 2025 - marginally below 2024 and well below the pre-2023 value of 127. This provides a single comparable three-year series.

CARBON INTENSITY
SCOPES 1 AND 2 PER US$ MILLION REVENUE
2023 - 2025



TCO_2E PER US$ MILLION REVENUE
pre-2023 value 127

This intensity measure uses the same revenue basis as the 2023 and 2024 reporting cycles, helping readers see how operational emissions move relative to business activity. Water and waste intensity are presented separately later in this chapter.

On the established basis, Scope 1 + Scope 2 (location-based) emissions are divided by total revenue. When the newly inventoried Scope 3 categories are included, total 2025 GHG intensity is 266.9 tCO2e per US$ million of revenue.

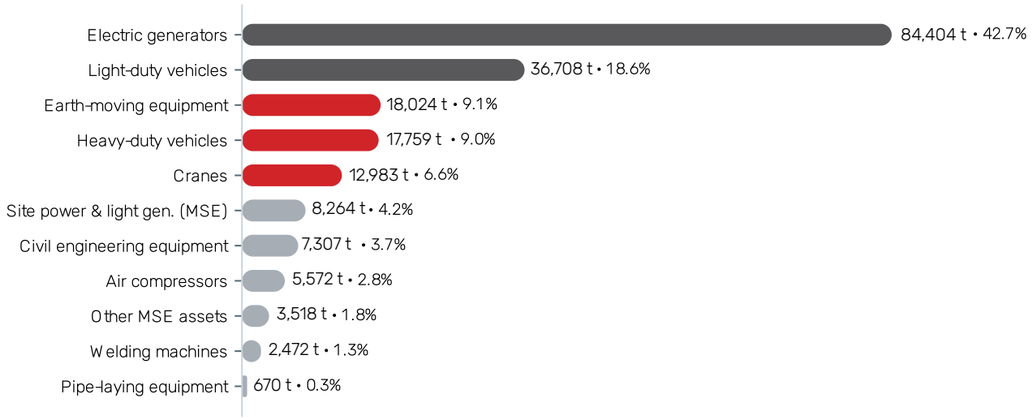


Mall of Oman

SCOPE 1 EMISSIONS
BY EQUIPMENT CATEGORY

Asset-level data from CCC's Plant, Materials & Vehicles (PMV) systems adds another layer of visibility. IBM Maximo telematics and fuel records enable carbon accounting by equipment class and operator group across a wider asset-management boundary that also includes subcontractor, joint-venture and service-equipment assets fuelled under CCC management, totalling 197,673 tCO2e. Within that view, diesel electric generators account for 42.7% of emissions - the largest single reduction opportunity - followed by light-duty vehicles at 18.6%.

ASSET-LEVEL CO_2E BY EQUIPMENT CATEGORY
2025 (PMV REPORT – ALL MANAGED ASSETS)



SCOPE 3 SCREENING
ALL 15 CATEGORIES ASSESSED

GHG Protocol category	Assessment	2025 Status & Planned Expansion
1 • Purchased goods & services	Material (DMA)	Accounted – major materials + subcontractor fuel & electricity; subcontracted construction and professional services planned for 2026
2 • Capital goods	Potentially material	Not yet accounted; heavy equipment, generators, vehicles, camps & IT hardware planned for 2026
3 • Fuel- & energy-related activities	Potentially material	Not currently accounted
4 • Upstream transport & distribution	Material	Accounted – in-country land transportation of procured materials
5 • Waste generated in operations	Material	Accounted – seven major projects (~77% of activity)
6 • Business travel	Potentially material	Air, hotel, rail and vehicle categories planned for 2026
7 • Employee commuting	Not material – reported	Accounted via 2025 commuting survey for footprint visibility
8 • Upstream leased assets	Potentially material	Progressive incorporation targeted by 2027
9–15 • Downstream categories	Not applicable / not material	Not relevant to CCC's business model; subject to future reassessment



CLIMATE STRATEGY
SCENARIO ANALYSIS AND TRANSITION PLAN

Climate strategy is not only about reducing emissions. It also means understanding how physical hazards, regulation, technology and client expectations may reshape projects, markets and delivery models over time.

CCC's climate framework brings mitigation and resilience into the same management approach. It is anchored in the Sustainability Policy Statement and the Decarbonisation Strategy Policy Statement, and is being translated into action through the Climate Change Transition Plan and Decarbonisation Procedure. The framework considers both physical hazards affecting projects and markets, and transition drivers such as regulation, carbon costs, technology and changing client expectations.

Formal quantified reduction targets will be disclosed once the transition plan is approved, using 2020 as the baseline for Scopes 1-2 and 2026 for Scope 3. In the meantime, resources are being deployed across corporate functions, project teams and the value chain. Responsibility is shared across Sustainability, Project Management, PMV, Procurement and Estimation functions, together with site-level teams, so the transition plan is built around the parts of the business that can influence delivery.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

TRANSITION
Rising climate-regulatory exposure as the global transition away from oil and gas accelerates

Time Horizon
Minimal short-term » significant long-term

Response
Transition plan; portfolio shift toward renewables, hydrogen and resilient infrastructure

TRANSITION
Cost pressure on carbon-intensive materials as regulation and sustainable-procurement requirements tighten

Time Horizon
Medium » long term, potentially significant

Response
Low-carbon materials lever; FMC 2030 net-zero steel & concrete pledge; supplier sustainability screening

TRANSITION
Higher fuel and technology costs from cleaner-fuel adoption requirements

Time Horizon
Low today » significant long-term

Response
Fleet efficiency, CNG substitution, electrification roadmap, hybrid generation

PHYSICAL
Extreme heat, water scarcity, flooding, coastal hazards, severe storms, wildfire across operating climate zones

Time Horizon
Assessed by climate zone, weighted by revenue, assets, workforce

Response
Heat-stress management, Water Management Plans, project resilience engineering, ERPs

OPPORTUNITY
Client demand for sustainable building solutions and certified green delivery

Time Horizon
Short » long term

Response
Green building portfolio (LEED, GSAS, Mostadam, ESTIDAMA); renewable-energy project delivery

FIVE DECARBONISATION ACTION LEVERS

- Collaboration with clients & business partners
- Increasing efficiency & effectiveness
- Low-emission construction materials
- Deployment of renewable energy
- Strengthened data systems & monitoring

CCC is advancing emissions reduction through five key areas of action: collaborating with clients and business partners to promote low-carbon solutions, supported by its experience with LEED, GSAS, Mostadam and ESTIDAMA certifications; improving efficiency through lower-emission equipment, IBM Maximo and telematics, hybrid fleet upgrades, optimised logistics and digital construction; and increasing the use of low-carbon materials, including GGBS/fly-ash concrete, recycled-content steel and FSC-certified timber.

The Group is also expanding renewable energy through solar PV, renewable-energy projects and alternative fuels, while progressing towards the electrification of machinery, cranes and transport. These efforts are supported by strengthened emissions tracking and GHG inventories, using IBM Maximo for Scope 1 and Talisman for Scope 3 data, enabling more robust target-setting and transparent progress reporting.

2025 CLIMATE ACTIONS IN PRACTICE

FROM PLEDGE TO SITE

SOLAR TOWER LIGHTS
25 units, one site
2,000 kg
CO_2E AVOIDED

CNG BUSES
Qatar, FY2025
104,681 kg
CNG CONSUMED

AUTO-IDLE WELDING
NEOM, ~200 units
200 t/yr
CO_2E AVOIDED

Smart Idle – diesel welding machines (NEOM GHP)

Inspired by automotive auto start-stop, the project team activated the Auto-Idle feature on ~200 Miller diesel welding machines running 10 h/day: after 12–18 seconds without welding load, engine speed drops from 1,850 to 1,250 RPM, cutting idle burn from 1.9 to 1.13 L/hr. With 30–50% of operating time spent idling, the measure avoids an estimated 200 tCO_2e per year per 100 machines – plus lower cost, wear and noise.

Solar site lighting (NFE, Qatar)

100 portable 100 W LED solar flood lights replaced diesel-powered tower lights across the Train 8 pipe-rack area – roughly 2,500 kWh of clean energy per month, automatic dusk-to-dawn operation, and zero fuel logistics.

On-grid solar PV (NFS, Qatar)

A 16 kW on-grid rooftop system (two 8 kW inverters) commissioned under the project's Green Energy Initiative – feeding site facilities and proving grid-tied PV for temporary works.

Energy management pilot (ZULUF, KSA)

Proof-of-concept deployment of a CEM energy-management system to meter, analyse and optimise site power demand – building the business case for generator right-sizing and hybrid power.

Engineering deep green buildings (ACWA Power HQ, Riyadh)

CCC's MEP teams are delivering one of the region's most ambitious certification stacks – LEED Platinum + LEED Zero (Energy & Carbon) + WELL + Mostadam Diamond – through high-efficiency HVAC, 100% condensate recovery, low-flow fixtures, energy-efficient vertical transport, envelope commissioning support, and building performance monitoring.

POLLUTION PREVENTION & CONTROL

CONTROL STARTS AT SOURCE

Air emissions, water discharges, dust, noise and other pollution risks are managed most effectively when controls are built into project planning and daily site operations.

Pollution prevention starts before an incident occurs. CCC's Pollution Prevention and Control Policy Statement commits the Group to minimise or prevent pollution at source across air emissions, water discharges, soil contamination, noise and light pollution, across all operations and explicitly into the supply chain. The supporting procedure, aligned with ISO 14001, sets minimum controls across five areas: air quality management; water and soil protection; substances-of-concern management; noise and light control; and emergency response, including spill prevention. Project-level Construction Environmental Management Plans (CEMPs) put those controls into practice, supported by calibrated monitoring equipment, third-party certified laboratories and the three-tier verification framework.

0
SIGNIFICANT INCIDENTS
no significant pollution incidents in 2025

2,254
T NOX
from operational fuel combustion

189
T PM10
particulate matter from fuels

100%
COMPLIANT
plant TWA readings within national limits

THREE POLLUTION ACTION LEVERS



Air Quality Control
Dust and PM managed through water spraying of haul roads, covered stockpiles, and wheel-washing; NOx and SOx mitigated through mandatory maintenance schedules for all vehicles and machinery; upstream impacts addressed through contractual requirements for suppliers and subcontractors.



Water & Wastewater Management
Operational controls for runoff and sediment; segregation of contaminated streams including dewatering and hydro-test water; controlled high-pH concrete washout in designated facilities; treatment, testing and monitoring before discharge where required.



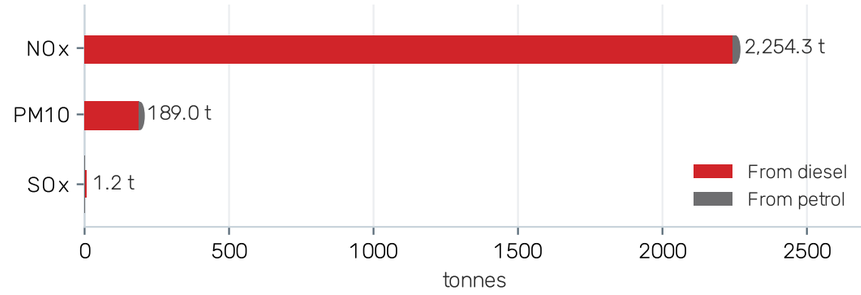
Incident Preparedness & Response
Spill prevention and response arrangements at site level, response materials at higher-risk areas, defined reporting and escalation, periodic drills, and lessons-learned integration to prevent recurrence and escalation.



AIR POLLUTANT EMISSIONS

NON-GHG AIR POLLUTANT EMISSIONS FROM OPERATIONAL FUELS

TONNES, 2025



BATCHING PLANT AIR QUALITY

TWA vs. 24-hr limits

PLANT	POLLUTANT	TWA (µg/m³)	LIMIT (µg/m³)
Qatar	PM10	77	150
	SOx (as SO_2)	61	365
	NOx (as NO_2)	45	150
Saudi Arabia	PM10	97	340

WATER POLLUTANT DISCHARGES

KG, 2025

POLLUTANT	2025 (KG)	BASIS
COD	41,184.66	measured avg 14.75 mg/L
Oil & grease	27,921.80	upper-bound <10 mg/L
BOD	17,032.30	measured avg 6.1 mg/L
TSS	11,392.09	measured avg 4.08 mg/L

WATER & MARINE RESOURCES

EVERY CUBIC METRE MATTERS

Much of CCC's work takes place in water-stressed regions, making efficient use, reuse and responsible discharge an important part of project environmental management.

In water-stressed markets, every cubic metre has operational and environmental value. CCC therefore applies a 'Reduce, Reuse, Protect' hierarchy through the Water & Marine Resources Policy Statement and its management procedure, which apply to all CCC projects and operations. The approach focuses first on reducing demand, then on finding safe opportunities for reuse, and finally on protecting receiving environments through controlled treatment and discharge.

3.46M
M³ WITHDRAWN
total water withdrawal

2.79M
M³ DISCHARGED
total water discharge

668,976
M³ CONSUMED
100% in areas at water risk

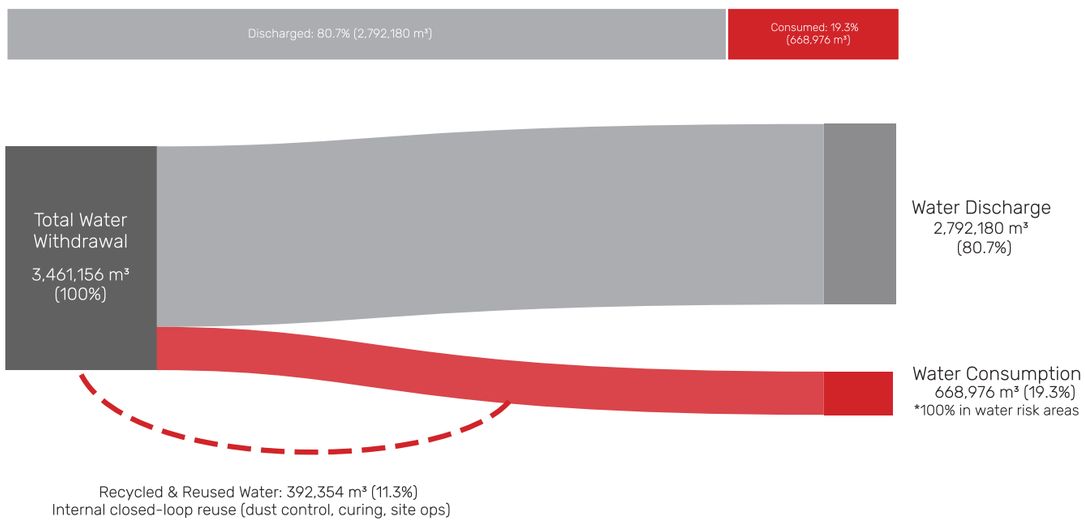
392,354
M³ RECYCLED
water recycled & reused

FOLLOWING THE WATER

Water data are built from the records used to run projects: municipal bills, treated sewage effluent (TSE) supply records, tanker delivery invoices and calibrated meter readings. These project-level logs are aggregated into the Group water balance, giving CCC a practical view of where water is withdrawn, consumed, discharged and returned to productive use.

CCC WATER FLOW 2025

WITHDRAWAL TO CONSUMPTION, DISCHARGE AND REUSE





ACTION LEVERS

Water Risk Assessment & Water Management Plans

The primary tools for identifying and mitigating high water risks in water-stressed and sensitive environments: project-level WMPs are developed for higher-risk locations, supported by dedicated on-site environmental teams and Group-level oversight.

Water Efficiency, Recycling & Reuse (Water Circularity)

Site-level measures reduce potable and non-potable demand; closed-loop systems and reuse for dust suppression and curing replace discharge where permitted; discharge streams (dewatering, hydro-test, treated wastewater) are identified, controlled, and tested before release.

Across the seven largest projects, 57.5% of water was reused or recycled in 2025 compared with a 37% baseline. Dewatering discharge and treated effluent are redirected to dust suppression and site irrigation, and several projects achieve close to 100% on-site recycling. Water consumption intensity was 10.6 m³ per employee. Because verified water data on a comparable revenue basis are not available for 2023 and 2024, intensity is reported per employee for this cycle; both bases will be reported once the 2026 boundary is complete.

WATER REUSE PERFORMANCE AND CONSUMPTION INTENSITY

2025





2025
Water Consumption Intensity
m³ per employee



NEOM Green Hydrogen Plant

BIODIVERSITY & ECOSYSTEMS

PROTECTING THE PLACES AROUND OUR PROJECTS

Construction can interact with terrestrial, coastal and marine ecosystems. CCC's approach is to identify relevant sensitivities, apply mitigation measures and monitor the effects that fall within its operational control.

SCREEN → MITIGATE → MONITOR/REINSTATE

Construction can intersect with terrestrial, coastal and marine ecosystems, especially on linear infrastructure, coastal and greenfield projects. CCC manages those interactions through its biodiversity and environmental management controls, using screening, mitigation, monitoring and reinstatement measures to reduce impacts within the areas it can directly influence.

In 2025, nature-related dependencies and impacts were assessed at Group level through the Double Materiality Assessment using ENCORE, linking CCC's economic activities with the ecosystem services and natural-capital dependencies most relevant to construction. Although biodiversity was not assessed as material across CCC's value chain, CCC integrates biodiversity considerations into project planning and the SMS as a precaution against potential impacts in the near term and beyond

THE PROCEDURE

The **Biodiversity and Ecosystems Procedure** was developed during 2025 and will be issued for implementation in 2026 – formalising ecological screening, mitigation planning and monitoring requirements group-wide. As the SMS matures, CCC intends to expand biodiversity-specific disclosure in future cycles.

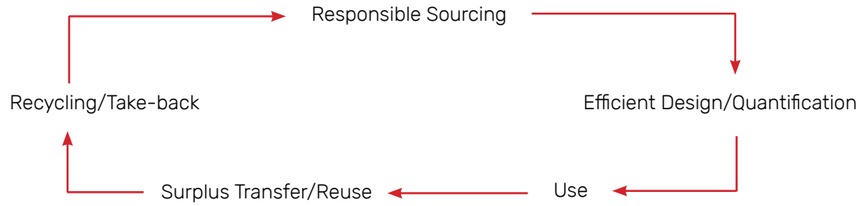
BIODIVERSITY IN ACTION, 2025

Turtle nesting season: project circulars and voluntary beach clean-ups at Ras Laffan's Turtle Beach protected nesting habitat ahead of the 2025 season. **Awareness:** dedicated biodiversity training with JV partners (T.EN CCC JV, Qatar) covered biodiversity risk drivers, IPBES findings, and Qatar's ecosystems. **Eco Park restoration:** volunteer-led habitat restoration works.

MATERIALS & CIRCULARITY

DESIGNING VALUE INTO EVERY TONNE

Materials are both a construction input and a major source of embodied impact. Better specification, quantification, sourcing, reuse and recovery can reduce waste while improving resource efficiency.



Materials are where design, procurement and circularity meet. CCC's Resource Use & Circular Economy Policy Statement - approved and signed by the Chief Executive Officer in July 2025 - commits the Group to minimise virgin material inflows, increase recycled and responsibly sourced inputs, improve material efficiency and strengthen reuse, recovery and recycling across projects and the supply chain.

In 2025, the Group consumed 874,924 tonnes of primary materials. The figure is compiled from the Talisman project-control system using the net-quantity approach, providing a Group-level view of the material flows behind project delivery.

PRIMARY MATERIAL INFLOWS BY CATEGORY	TONNES *2025*
Aggregates & mineral/ earth materials	829,204
Metals (steel, galvanised, carbon steel)	40,048
Glass, gypsum, insulation & finishes	3,852
Cementitious, concrete & masonry	1,034
Biological materials & fibers	410
Polymers, piping, cables & MEP	376

SECONDARY (RECYCLED / CIRCULAR) RESOURCES USED	TONNES *2025*
Recycled polymer / plastic content	16.13
GGBS used in blended cement	12.40
PFA used in blended cement	3.72

CIRCULARITY IN MOTION

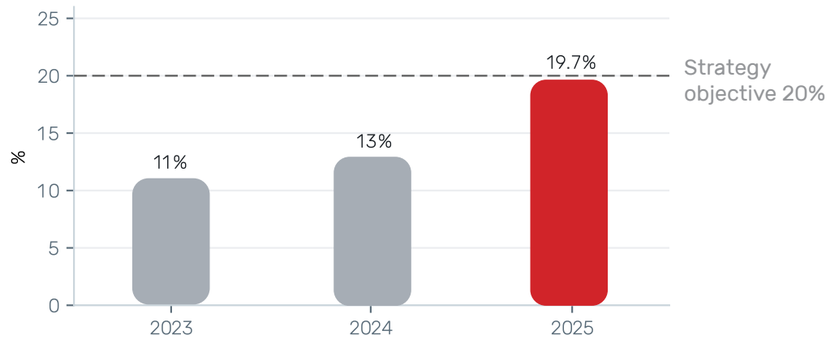
MULTI-YEAR SIGNALS

Multi-year indicators show where circularity is gaining traction. Construction-waste recovery has noticeably increased since 2018, supplier screening now covers every supplier, and the share of recycled-content materials has continued to rise. Together, these measures show how circularity is moving from isolated site initiatives toward a more systematic procurement and project management approach.

Recycled-content materials reached 19.7% in 2025, up from 13% in 2024 and close to the 20% strategy objective - the strongest result of the reporting cycle. Regional sourcing also remained above the stated threshold, reinforcing the link between resource efficiency, local value creation and lower transport demand.

RECYCLED-CONTENT MATERIALS

2023-2025



FIVE CIRCULARITY ACTION LEVERS

- Sustainable procurement & vendor due diligence
- Waste Prevention Plans & segregation
- Local & regional sourcing
- Digitalisation & innovation
- Circular economy initiatives – Talisman resource bank





WASTE MANAGEMENT

KEEPING RESOURCES IN USE FOR LONGER

Waste performance is influenced long before material reaches a skip. Prevention, segregation, reuse and recycling all depend on decisions made through design, procurement and site management.

PREVENTION → SEGREGATION → REUSE → RECYCLE

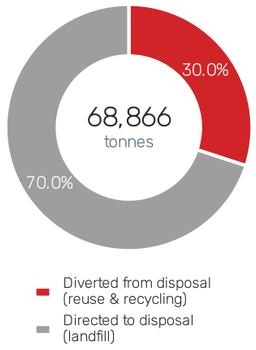
Waste performance is won or lost before material reaches the skip. Construction and demolition activities generate substantial and varied waste streams [GRI 306-1], so project-level Waste Prevention Plans and segregation practices govern how waste is prevented, sorted and routed [GRI 306-2]. In 2025, CCC generated 68,866 tonnes of waste, of which 30.02% was diverted from disposal, while 100% of waste flows were traced to a known destination.

68,866
T GENERATED

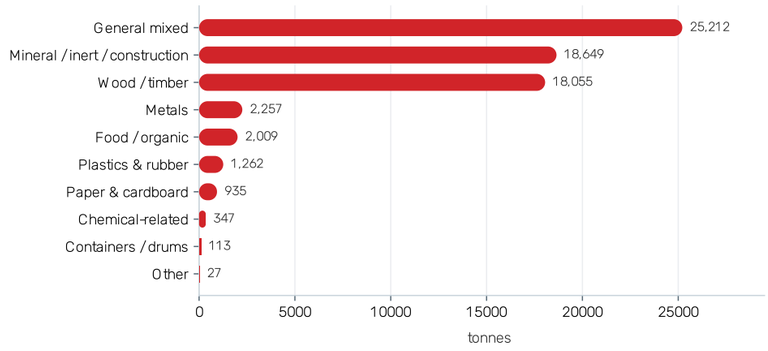
20,672
T DIVERTED
reuse 12,917 t
recycled 7,755 t

48,194
T DISPOSED
100% landfill

WASTE DIVERTED VS. DIRECTED TO DISPOSAL
2025



WASTE GENERATED BY STREAM
TONNES, 2025



CIRCULAR ECONOMY IN PRACTICE – PROJECT CASE STUDY

Across a single major project, more than 27,176 tonnes were recovered through recycling and on-site reuse from January 2023 to October 2025, with over 40% of construction site waste diverted from disposal and close to 100% recovery for hazardous streams. Waste is segregated at source using colour-coded skips, supported by regular toolbox talks and partnerships with licensed recycling contractors.

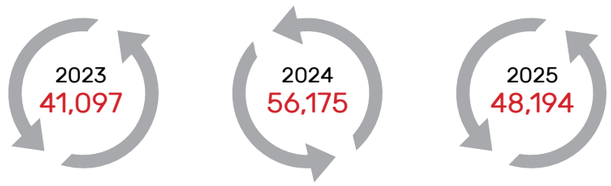




WASTE ROUTING (FY2025)	HAZARDOUS (T)	NON-HAZARDOUS (T)	TOTAL (T)	% OF GENERATED
Diverted – preparation for reuse	0.00	12,916.73	12,916.73	18.76%
Diverted – recycling	300.75	7,454.59	7,755.35	11.26%
Directed to disposal – landfill	207.64	47,986.29	48,193.93	69.98%
Unknown final destination	0.00	0.00	0.00	0.00%
TOTAL WASTE GENERATED	508.39	68,357.62	68,866.01	100%

LANDFILL DISPOSAL AND WASTE INTENSITY

WASTE SENT TO LANDFILL
CCC 7 LARGEST PROJECTS - TONNES, 2025



WASTE GENERATION INTENSITY
TONNES PER EMPLOYEE, 2025



On a comparable boundary, landfill disposal fell from 56,175 tonnes in 2024 to 48,194 tonnes in 2025. Waste generation intensity was 1.09 tonnes per employee. As with water, verified waste data on a revenue basis are not available for 2023 and 2024, so intensity is expressed per employee for this reporting cycle.

SOCIAL

SOCIAL

The people behind CCC's projects - their safety, rights, development and the standards extended across the value chain.

THE HEART OF CCC'S SUCCESS

OVER 60,000 PEOPLE ACROSS A GLOBAL WORKFORCE

CCC's social performance is inseparable from the way the Group delivers projects. This chapter looks at the people behind that delivery: the size and composition of the workforce, the safety systems that protect them, the welfare and accommodation standards applied on site, the training that builds capability, and the rights CCC commits to uphold for employees and workers across the value chain.

Safety remains the most consequential measure. In 2025, CCC worked 200.2 million man-hours across 47 active projects - the highest exposure in the Group's history - while recording zero occupational fatalities for the second consecutive year and reducing the Total Recordable Injury Rate to 0.52.

The chapter also looks beyond safety to the conditions that shape a strong workforce: diversity and equality, women's participation, training and development, human-rights due diligence, and the labour and accommodation standards applied to subcontracted workers.

Where workforce figures differ between source systems - particularly the HR year-end headcount and the assured sustainability reporting boundary - the report presents the basis for each figure openly rather than forcing unlike datasets into a single number.





OUR PEOPLE

THE WORKFORCE BEHIND THE WORK

CCC's projects are delivered by a large, diverse workforce spanning technical, commercial, supervisory and skilled construction roles. The chapter brings that workforce into focus through employment, mobility and development data.

At 31 December 2025, CCC employed 63,188 people across its reported regional groupings and more than sixty nationalities: 9,882 staff in monthly-paid management, commercial, engineering and supervisory roles, and 53,306 daily-paid skilled, semi-skilled and unskilled workers at project sites. All employees are engaged on a full-time basis and the Group reports no non-guaranteed-hours contracts.

63,188
TOTAL WORKFORCE
at 31 December 2025

9,882
STAFF
management, commercial, technical

53,306
LABOUR
skilled, semi-skilled and unskilled

60+
NATIONALITIES
one global workforce

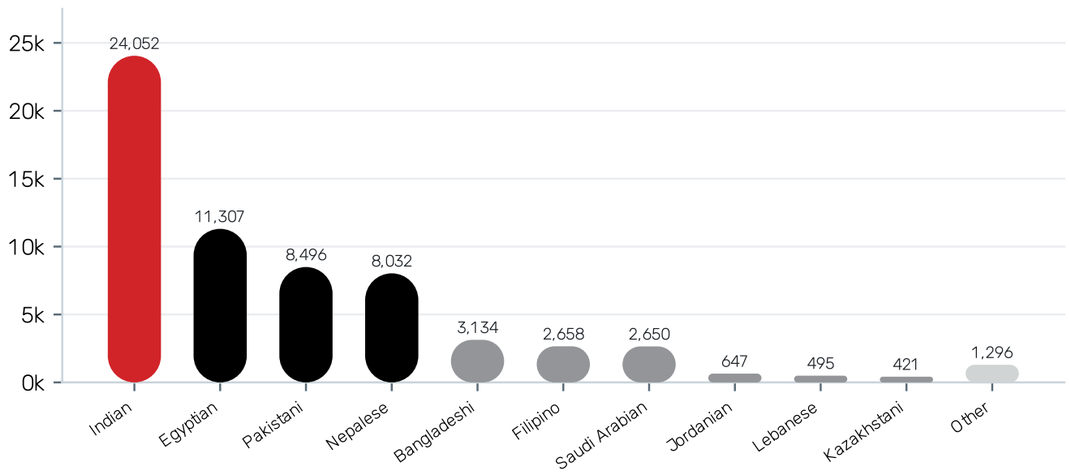
WORKFORCE COMPOSITION, 31 DECEMBER 2025	MALE	FEMALE	TOTAL
Staff (monthly-paid)	9,418	464	9,882
Labour (daily-paid)	52,740	566	53,306
Total workforce	62,158	1,030	63,188

BY REGION	STAFF	LABOUR	TOTAL
Middle East	7,168	44,432	51,600
North Africa	2,262	8,447	10,709
Asia	66	427	493
Europe	358	–	358
Africa	28	–	28
Total	9,882	53,306	63,188

A WORKFORCE OF OVER 60 NATIONALITIES

WORKFORCE BY NATIONALITY

HEADCOUNT, 31 DECEMBER 2025



BY EMPLOYEE CATEGORY	MALE	FEMALE	TOTAL
Management & commercial staff	3,687	310	3,997
Technical staff (engineers, foremen, technicians)	6,602	209	6,811
Skilled workers	39,254	489	39,743
Semi-skilled and unskilled workers	12,615	22	12,637
Total	62,158	1,030	63,188

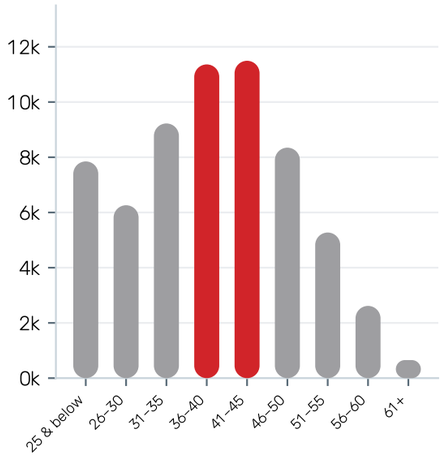
WORKFORCE BY CATEGORY

HEADCOUNT, 2025



WORKFORCE BY AGE BAND

2025





NEW HIRES & TURN OVER

21,270
NEW HIRES IN 2025
2,301 staff • 18,969 labour • 142 women

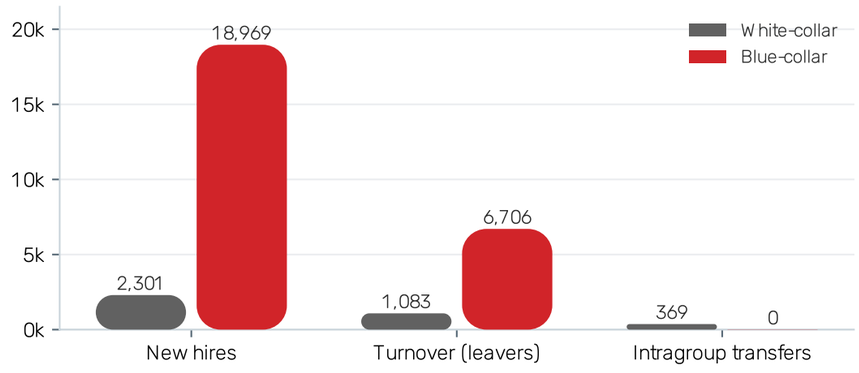
12.86%
TURNOVER RATE
10.96% white-collar • 13.23% blue-collar

369
TRANSFERS
intragroup mobility

Turnover = employees leaving voluntarily or due to dismissal, retirement or death ÷ total year-end head count.

NEW HIRES

TURNOVER AND TRANSFERS (HEAD COUNT, 2025)



EMPLOYMENT PRACTICES AND BENEFITS

BENEFITS

All CCC staff are engaged on a full-time basis. The Group does not use part-time or non-guaranteed-hours contracts; daily-paid workers may be classified as temporary under the workforce reporting methodology. Benefits are provided in line with role level and, where applicable, local labour law. Across locations, the core benefits include:

- Medical insurance
- Accident insurance
- Workmen's compensation
- Parental leave, where applicable by law

PERFORMANCE AND CAREER DEVELOPMENT REVIEWS, 2025

88.5%
OVERALL
of employees received a regular performance and career development review

87.1%
FEMALE EMPLOYEES
reviewed during 2025

88.6%
MALE EMPLOYEES
reviewed during 2025

PARENTAL LEAVE

Where parental leave is required by law, all married employees are entitled to it.

PARENTAL LEAVE, 2025

PARENTAL LEAVE	FEMALE	MALE
Employees who took parental leave	103	87
Returned to work at end of leave	103	87
Return-to-work rate	100%	100%
Still employed 12 months after return	93	83
Retention rate	90%	95%



THE POLICY FRAMEWORK PROTECTING OUR WORKFORCE

HSE Policy Statement
safe working conditions and incident prevention across all operations

Human Rights Policy Statement
grounded in the Founders' principles of fairness, equality, honesty and integrity

Grievance Policy Statement
accessible channels for raising and resolving workplace concerns

Labour Management Policy
fair treatment and clear employment standards

Security Policy Statement
a proactive, risk-based approach to safeguarding people, assets and information. Safety and security risks are reviewed annually by the Board, the Senior SHES Leadership Team and Area Leadership Teams; all other enterprise risks are governed through the Group's corporate risk management framework

Personnel Welfare Standards
accommodation, welfare and working-condition requirements across sites and camps

Emergency Response Plans
tailored to every project before work begins

LISTENING TO OUR PEOPLE

Employee surveys
Periodic, anonymous satisfaction and wellness surveys for all employees in all geographies, administered through a dedicated online portal – effectiveness measured by response rates, with findings reviewed by management to drive improvement actions.

Mandatory SHES induction
All employees – new hires, transfers and subcontractors – complete a comprehensive two-day Health, Safety, Environment & Security induction before starting work, ensuring everyone on site knows the applicable requirements and expectations.

OCCUPATIONAL HEALTH & SAFETY

SAFETY IS THE FIRST MEASURE OF GOOD DELIVERY

At CCC's scale, safety performance depends on systems, leadership, training and daily behaviour working together across every active project and worksite.

CCC's SHES Management System (SHESMS) is structured in accordance with ISO 45001 and ISO 14001 [GRI 403-1] and aligned with the federal and local requirements that apply in each region. Safety performance - including coverage, incidents, fatalities and occupational-health indicators - is monitored monthly through the SHES Performance Monitoring and Reporting Procedure, with oversight running from Project SHES Managers through the Group SHES Manager and Senior SHES Leadership Team to Executive Management [GRI 403-2]. Lessons learned, regulatory changes, technology and stakeholder expectations are then fed back into continuous improvement of policies and procedures.

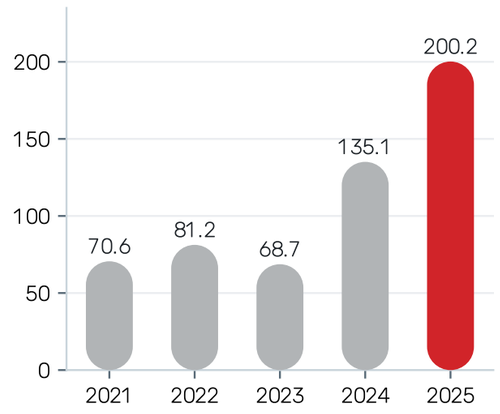
100%
SHES COVERAGE
the entire workforce covered

0
FATALITIES
own workforce & other on-site workers

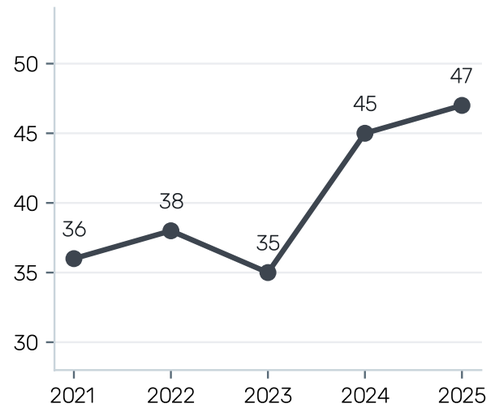
0.52
TRIR
105 recordable cases, down from 0.81 in 2024

200.2M
MAN-HOURS WORKED
across 47 active projects in 2025

MANHOURS WORKED
MILLIONS



ACTIVE PROJECTS



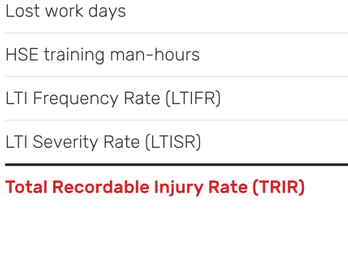
In 2025, CCC worked 200.2 million man-hours across 47 active projects - 48% more exposure than in 2024 - while recording zero occupational fatalities for the second consecutive year. Recordable cases fell from 110 to 105 despite the larger exposure, bringing the Total Recordable Injury Rate down from 0.81 to 0.52, its lowest level since 2022.

Click here for CCC's Safety, Health, Environment and Security Policy

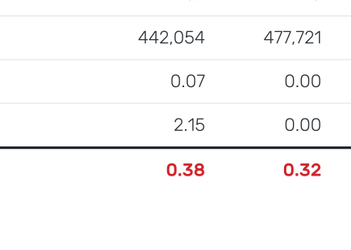


SAFETY PERFORMANCE RATES
2021-2025 (PER MILLION MAN-HOURS)

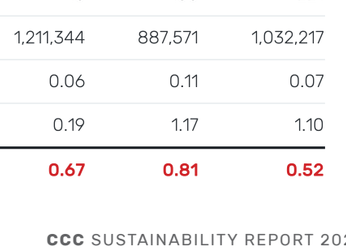
Total Recordable Injury Rate (TRIR)



Lost-Time Injury Frequency Rate



Lost-Time Injury Severity Rate



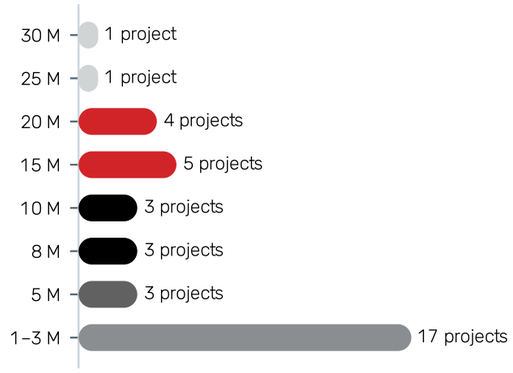
HSE STATISTICS	2021	2022	2023	2024	2025
Man-hours worked (millions)	70.6	81.3	68.7	135.1	200.2
Active projects	36	38	35	45	47
Fatalities	2	0	2	0	0
Lost-time injuries	5	0	4	15	14
Restricted work cases	1	8	15	39	46
Medical treatment cases	19	18	25	56	45
Total recordable cases	27	26	46	110	105
Lost work days	152	0	13	158	221
HSE training man-hours	442,054	477,721	1,211,344	887,571	1,032,217
LTI Frequency Rate (LTIFR)	0.07	0.00	0.06	0.11	0.07
LTI Severity Rate (LTISR)	2.15	0.00	0.19	1.17	1.10
Total Recordable Injury Rate (TRIR)	**0.38**	**0.32**	**0.67**	**0.81**	**0.52**

ZERO-FATALITY RECORD AND LTI-FREE MILESTONES ACHIEVED IN 2025

OCCUPATIONAL FATALITIES

2021	2022	2023	2024	2025
2	0	2	0	0

PROJECTS REACHING MAN-HOUR MILESTONES WITHOUT LTI, 2025



Safety milestones matter because they translate systems and training into lived project performance. During 2025, 37 projects reached million-man-hour milestones without a single lost-time injury, including one project that passed 30 million man-hours LTI-free and another that passed 25 million.

Emergency Response Plans

Tailored to each project and developed before work begins, ERPs – including Emergency Evacuation Plans – address emergency scenarios, service accessibility, communication protocols, roll-call procedures, provisions for individuals with special needs, medical mobilization, and evacuation transport. Specialized Emergency Response Teams train on equipment and routes, with drills and post-emergency debriefs.

Heat-stress management [GRI 403-3]

Systematic identification and mitigation of heat-stress risks – a defining hazard of construction in CCC's regions – implemented per SHES requirements, tracked through on-site supervision and incident reporting, contributing measurably to reduced heat-related incidents, LTIs and near-misses in pursuit of Zero Incidents.

Target: maintain workplace accidents at 0%

Per the SHES Policy Statement (baseline 2023, all geographies, short- to long-term), CCC maintains its zero-accident commitment through robust management systems, strict compliance enforcement, regular training, and continuous site monitoring. Performance is evaluated annually via LTIFR, Severity Rate and TRIR, with LTIs and incident data reported at least monthly per project and serious incidents reported immediately. An SMS performance dashboard initiative was launched in 2025 to digitalise this tracking.



MAN-HOUR MILESTONES
A CULTURE MEASURED IN BILLIONS

Over the past decade, CCC projects have delivered 1.9 billion man-hours worked without lost time, while 175 million direct man-hours were worked in 2025. These milestones are not presented as an end point; they are a measure of the consistency required to protect people across projects of very different scale, geography and risk profile.

2023

2	15 million man-hours or above
1	10 – 14 million man-hours
2	5 – 9 million man-hours
9	1 – 4 million man-hours

2025

11	15 million man-hours or above
3	10 – 14 million man-hours
6	5 – 9 million man-hours
13	1 – 4 million man-hours

2024

0	15 million man-hours or above
2	10 – 14 million man-hours
10	5 – 9 million man-hours
13	1 – 4 million man-hours

MILLION MAN-HOURS FREE FROM LTI (PER PROJECT)	2023	2024	2025
15 million man-hours or above	2	0	11
10 – 14 million man-hours	1	2	3
5 – 9 million man-hours	2	10	6
1 – 4 million man-hours	9	13	13



DIVERSITY, EQUALITY & DEVELOPMENT

BUILDING CAPABILITY BY WIDENING OPPORTUNITY

A diverse workforce strengthens access to skills, perspectives and future leaders. CCC's approach combines representation with training, development and equal-opportunity practices.

In 2025, CCC continued to strengthen leadership pathways for underrepresented groups through structured development programmes, awareness and training activities, and measures intended to widen access to opportunity. The focus is on building a workforce where representation is supported by practical routes to development and leadership.

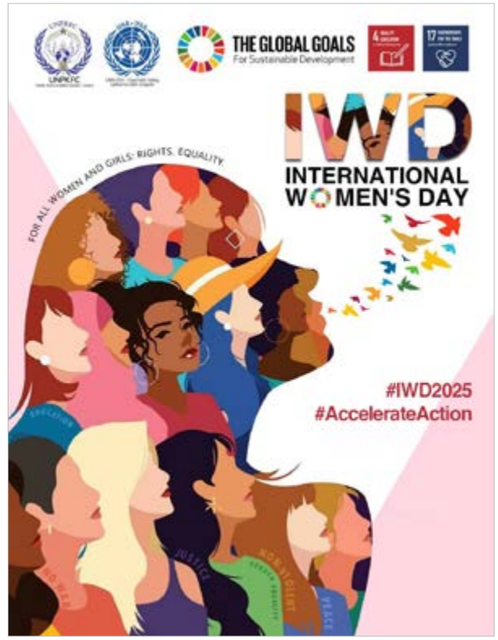
TOP MANAGEMENT BY GENDER	HEADCOUNT	% OF TOP MGMT
Male	97	96.0%
Female	4	4.0%
Total top management	101	100%

Target: sustain and grow female participation
An outcome-oriented gender-inclusion target monitored annually, supported by leadership development programs and gender-neutral compensation and benefits practices.

CELEBRATING CCC'S WOMEN ON INTERNATIONAL WOMEN'S DAY 2025

"To all the women at CCC – your hard work, resilience, and achievements inspire us every day. Thank you for your dedication and impact. Together, let's continue to build a more inclusive and equitable future."

Jamal Bahlawan • Chief Executive Officer



On 8 March 2025, CCC marked International Women's Day by recognising seven women employees from across its operations for outstanding contribution and performance. Led by the Chief Executive Officer and celebrated across area offices and project sites, the programme brought the Group's diversity commitments into a visible moment of recognition.

The 2025 theme, 'Accelerate Action', focused attention on women's leadership, technology and social change. For CCC, that means reinforcing equal opportunity while creating practical routes for growth through leadership training, technical upskilling and mentorship across engineering, construction and the wider business.

Why it matters
Diversity and inclusion are essential to innovation, growth and success. Achieving gender equality requires continuous effort: breaking barriers, challenging biases, and taking proactive steps so that women have access to leadership training, technical upskilling and mentorship across the business.

THE SEVEN WOMEN HONOURED IN 2025

Nadeen Zarour
Junior Engineer
QATAR

Sanaa Sarieddine
Head of Technical Support for Civil
GREECE

Sarah Abu Raya
Estimation Manager
EGYPT

Engy Mehany
Senior Procurement Engineer
EGYPT

Rima Suleiman
Senior Accountant
LEBANON

Yasmina Z. A. Buttmah
Junior Engineer
QATAR

Ghaida Alqahtani
Accountant
SAUDI ARABIA



TRAINING AND DEVELOPMENT

SKILLS THAT TRAVEL FROM PROJECT TO PROJECT

Training supports more than individual career development. It strengthens technical capability, leadership, knowledge transfer and the consistency of project delivery across the Group.

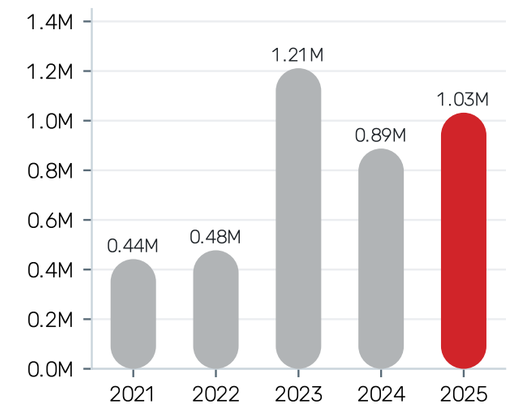
1,032,217
HSE TRAINING MAN-HOURS 2025
up 16% on 2024

19,791
CORPORATE TRAINING HOURS
professional and technical development

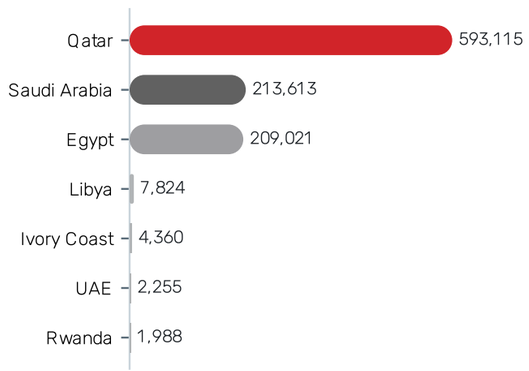
12.8
HOURS PER PARTICIPANT
17.4 female • 12.5 male

1,543
EMPLOYEES TRAINED
in corporate development programmes

HSE TRAINING MAN-HOURS DELIVERED



HSE TRAINING MAN-HOURS BY AREA
2025



→ **Ethics & Regulatory Compliance:**
mandatory induction for all employees – developed with international experts in line with UN and PACI (World Economic Forum) standards – reinforced by biennial refreshers, workshops, seminars, webinars and toolbox meetings.

→ **SHES Training:**
two-day induction for everyone accessing sites, plus a specialized "Personal Responsibility" module covering ethics principles, the CCC Code of Practice, Golden Rules, and reporting procedures.

→ **Sustainability Training:**
structured programs sustaining Board, management and workforce capability on sustainability regulations, climate risk and reporting standards.

→ **Sustainable Procurement:**
mandatory biennial modules for all procurement personnel on supplier sustainability performance.

→ **LinkedIn Learning – three-year strategic agreement:**
the Learning & Development Committee concluded a three-year agreement with LinkedIn Learning, one of the leading e-learning platforms in the business world. The partnership is a major step in developing our people and strengthening CCC's learning culture, advancing employee growth, professional excellence and lifelong learning across all business areas.

→ **Student internships:**
CCC hosts engineering students for hands-on site and department training, bridging academic knowledge and real-world application (146 engineering interns hosted across Qatar and Egypt over the two most recent summer programmes).



WELFARE, WORKING CONDITIONS & LABOUR RELATIONS

STANDARDS THAT TRAVEL WITH THE PROJECT

Working conditions, accommodation, welfare and dialogue are managed through Group standards and project-level arrangements designed to support a safe and respectful employee experience.

A workforce of 63,188 people across more than sixty nationalities and ten operating areas requires standards that travel with the project. CCC's Personnel Welfare Standards define expectations for accommodation, welfare and working conditions across sites and camps, helping provide a common baseline regardless of geography.

CCC also recognises freedom of association and workers' rights through the commitments set out in its Human Rights Policy and the ILO Declaration on Fundamental Principles and Rights at Work [GRI 407-1]. Engagement mechanisms - including anonymous group-wide satisfaction and wellness surveys, structured inductions, toolbox talks and the Open-Door Policy - provide continuous dialogue between the workforce and management [GRI 402], with survey findings reviewed by management to inform improvement actions.

Benefits philosophy

Compensation and benefits are applied on a gender-neutral basis across the Group. Employee welfare programs span medical services, camp welfare facilities, recognition events, and family-support arrangements appropriate to each operating region – employee-welfare initiatives are delivered annually across regions, covering camp welfare facilities, medical services, recognition events and family-support arrangements.



Security with dignity

The Security Policy Statement mandates a proactive, risk-based approach to protecting people, assets and information – reviewed annually at Board level – while respecting the rights and dignity of workers and communities in every security arrangement.

WORLD YOUTH SKILLS DAY, UAE

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



HUMAN RIGHTS & WORKERS IN THE VALUE CHAIN

EXPECTATIONS BEYOND THE SITE GATE

CCC's human-rights commitments apply to its own operations and are extended through contractual requirements, due diligence and labour standards across the value chain.

OUR HUMAN RIGHTS COMMITMENT

CCC's human-rights commitment is grounded in the Founders' principles of fairness, equality, honesty and integrity and reinforced through the Group's long-standing participation in the UN Global Compact. CCC maintains zero tolerance for child labour, forced labour, human trafficking and all forms of harassment [GRI 408-1 • 409-1], prioritises safe working conditions, equal opportunity and ethical conduct, and requires suppliers and subcontractors to meet equivalent standards. The policy framework reflects:

- The United Nations Universal Declaration of Human Rights
- The ILO Declaration on Fundamental Principles and Rights at Work [GRI 407-1]
- The United Nations Guiding Principles on Business and Human Rights

MANAGING VALUE-CHAIN LABOUR RISK

Construction supply chains can carry labour-rights risks, particularly where work is subcontracted or performed in higher-risk labour markets. CCC therefore treats value-chain labour conditions as an area requiring active due diligence, including the risk of forced labour, modern slavery and other adverse labour practices.

Suppliers and partners are screened through the Supplier Portal and monitored throughout the project lifecycle. The process covers legal compliance, financial stability, technical competence, ethics, sustainability and human-rights requirements, with contractual obligations and corrective action providing a route to address performance that falls below CCC's standards.

Grievance mechanisms for value-chain workers

Confidential and, where applicable, anonymous reporting channels are accessible to subcontractors: the Ethics Webline digital platform and confidential email, integrated into induction programs and formally referenced in employment contracts and handbooks.

Target: zero child labour incidents

Maintain compliance with applicable labour standards and zero child-labour incidents across all subcontractors in all geographies – monitored monthly by the HSE Department through the KPI reporting tool, with due diligence, monitoring and corrective action processes.

The social case, in one line

CCC's social performance is not a by-product of building well – it is the condition on which building well depends. Safe, fairly treated, well-trained people are the only reliable route to projects delivered on time and to standard.

Click here for CCC's Human Rights Policy

GOVERNANCE

GOVERNANCE

How CCC protects trust through Board oversight, risk management, ethics, anti-corruption and responsible business conduct.

CORPORATE GOVERNANCE

TRUST BUILT INTO THE SYSTEM

Governance is what turns CCC's values into accountable decisions. This chapter shows how ownership, Board oversight, executive management and the Group's control environment work together - and how sustainability, ethics and risk reach the same decision-making structures that govern project and business performance.

It follows that system from Board and committee oversight through enterprise risk management, the Code of Business Conduct and anti-corruption programme, CCC's Partnering Against Corruption Initiative commitments, whistleblowing channels for employees and third parties, and the due diligence applied to suppliers and subcontractors.

Two principles are absolute throughout: zero tolerance of corruption in any form, and zero tolerance of child labour or forced labour anywhere in CCC's operations or supply chain.

The disclosures in this chapter cover the Group as a whole and follow GRI 2-9 to 2-26 together with GRI 205, 308 and 414.

6
BOARD MEMBERS
1 Executive Director (Chairman)
5 Non-Executive Directors

Annual
SUSTAINABILITY REVIEW
Board review of performance against sustainability commitments

ERM
INTEGRATED
material sustainability matters embedded in enterprise risk management



CORPORATE STRUCTURE & OWNERSHIP

Governance connects ownership, Board oversight, executive management, risk, controls and business conduct - providing the structure through which CCC protects long-term trust and accountability.

Consolidated Contractors Company is a privately held group founded in 1952 and majority-owned by the founding families. It is not listed on any securities exchange and no shares are held by the public [GRI 2-1]. A corporate centre sets Group policy, strategy and standards, while operating companies and area offices translate that direction into project delivery in their respective markets [GRI 2-2 • 2-6].

Board of Directors

The Board of Directors is the highest authority for strategy, risk appetite, Group policy and the governance of material sustainability matters. It comprises six members: one Executive Director, the Chairman, and five Non-Executive Directors.

↓

Executive Management

The Chief Executive Officer and Group executive team turn Board direction into operating plans, budgets and functional standards across Operations, Finance, Human Resources, SHES, Procurement, PMV, IT and Legal.

↓

Sustainability Steering Committee

The Sustainability Steering Committee provides the cross-functional link between strategy and implementation. Chaired at executive level, it owns the Sustainability Management System, approves the materiality assessment and reporting boundary, reviews performance against commitments and escalates material matters to the Board.

↓

Operating companies & area offices

Operating companies and area offices carry contractual and operational responsibility for delivery across the Middle East, North and Sub-Saharan Africa, Asia, Europe and the Americas, working within Group policy and standards.

↓

Projects & Sustainability Champions

At project level, every active project appoints a Sustainability Champion to collect, verify and submit monthly sustainability KPI data and to help drive site-level initiatives alongside HSE and engineering teams.

BOARD OF DIRECTORS & ITS COMMITTEES

The Board of Directors is CCC's highest governance body [GRI 2-9]. Its six members are appointed by the shareholders for their construction and engineering experience, financial and commercial expertise, knowledge of the Group's markets and record of ethical conduct [GRI 2-10]. The Chairman is the Group's only Executive Director and also serves as the Board's representative for employee engagement [GRI 2-11].



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 Califomia 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 teaches 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.



Abdel Halim Rateb

REPRESENTING A CORPORATE DIRECTOR

Mr. Abdel 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.

HOW SUSTAINABILITY REACHES THE BOARD

FROM PROJECT INFORMATION TO BOARD OVERSIGHT

Sustainability follows a defined governance route, moving from operating data and risk information through corporate and executive review to Board-level oversight and decision-making.

PROJECT	FUNCTION	DEPARTMENT	COMMITTEE	BOARD
Sustainability Champions collect and verify monthly KPI data at source	SHES, PMV, HR, Procurement and Finance consolidate data from Maximo, Talisman and HR systems	Sustainability Department compiles the Group dataset, applies the boundary and prepares disclosures	Sustainability Steering Committee reviews performance, approves materiality and the reporting boundary	Annual review of sustainability performance, approval of policies, commitments and the published report

Sustainability reaches the Board through a defined chain of responsibility. The six-member Board includes one Executive Director – the Chairman, who also represents employee engagement [GRI 2-11] – and five Non-Executive Directors. The Board holds ultimate responsibility for CCC's long-term strategy and the governance of material sustainability matters. It approves the Sustainability Management Manual, Group policies and commitments, and reviews performance annually through corporate risk management and management review processes [GRI 2-12 • 2-14]. Board capability is supported by the Sustainability Training Procedure, regular briefings on emerging sustainability regulation, climate risk and reporting standards, and external advisors where specialist expertise is required [GRI 2-17].

Remuneration [GRI 2-19]: CCC does not currently link Board variable remuneration to sustainability-related topics. The Group intends to address this linkage as the sustainability governance framework continues to mature.

Due diligence [GRI 2-23] extends the same governance logic into operations and the value chain. CCC's process is designed to identify, prevent, mitigate and account for actual and potential negative impacts on people and the environment. It is integrated into the SMS Manual and carried into supplier and subcontractor relationships through the Subcontracting Procedure and the Sustainable Procurement and Resource Management Procedure, including screening against defined criteria on human rights, labour practices and environmental management. At the same time, reporting controls are being strengthened through the Morta Environment Platform's evidence-retention functionality and the three-tier SMS verification framework.



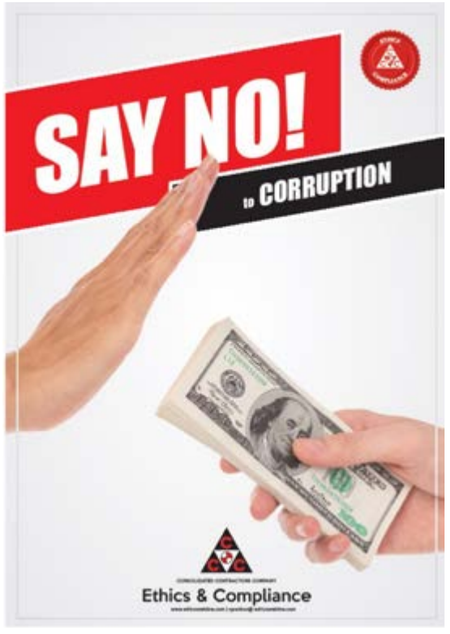
RISK MANAGEMENT & INTERNAL CONTROL OVER SUSTAINABILITY REPORTING

Material sustainability matters sit within CCC's enterprise risk management framework alongside their mitigation actions and internal policies. Security risks are reviewed annually by the Board of Directors, the Senior SHES Leadership Team and Area Leadership Teams, helping ensure that risk information feeds strategic and operational decisions.

Sustainability data quality is managed through three layers of control: project monitoring logs and monthly KPI reporting by Sustainability Champions; corporate consolidation and review by the Sustainability Department through Maximo and Talisman, supported by structured data capture and evidence retention; and independent assurance of the consolidated statement.

From data to decisions

Performance data, KPIs, audit results and compliance information feed management reviews that evaluate the effectiveness of the SMS and SHES systems – closing the loop between measurement, oversight and improvement. Where expertise gaps exist, external advisors provide specialized technical support to the Board and Executive Management.





ETHICS & ANTI-CORRUPTION

INTEGRITY IN EVERYDAY DECISIONS

CODE OF CONDUCT → INDUCTION/TRAINING → ANNUAL DECLARATION →
CONFLICT-OF-INTEREST CONTROLS → WHISTLEBLOWING → INVESTIGATION/CORRECTIVE ACTION

CCC's approach to business conduct begins with a simple expectation: the same standards of integrity should apply wherever the Group works and whoever it works with. The Code of Conduct and Values & Guiding Principles apply across operations and projects in every country, with integrity, transparency, fairness and accountability positioned as drivers of long-term success. The Ethics & Regulatory Compliance Policy Statement carries those expectations across the value chain and all geographies, while the Individual Commitment Policy requires every employee, each year, to confirm that they have read, understood and commit to the Code of Conduct.

78%
DECLARATIONS 2025
employees completed the annual Code of Conduct declaration – target: 100% • GRI 205-2

100%
INDUCTION
mandatory Ethics & Regulatory Compliance induction for all employees • GRI 205-2

0
TOLERANCE
toward bribery and misconduct, embedded in all third-party agreements

Click here for CCC's Ethics & Compliance Policy

TARGETS RELATED TO BUSINESS CONDUCT



CODE OF CONDUCT
Annual employee declaration

TARGET	TRACKING & 2025 PROGRESS
All employees formally acknowledge, understand and commit to the Code of Conduct through an annual declaration.	Tracked via the Ethics & Compliance Declarations Portal and Executive Dashboard; 78% completion in 2025 , with MIS-monitored follow-up and enhanced controls being introduced to raise participation.
Senior management completes dedicated conduct commitments.	Monitored through the same portal with executive-level reporting.

ANTI-CORRUPTION TRAINING FRAMEWORK

Ethics training starts when employees join CCC and continues as risk changes with role and responsibility. Every employee completes the mandatory Ethics and Regulatory Compliance Induction Course, with role-specific training refreshed biennially through workshops, seminars, webinars and practical on-the-job sessions coordinated with Knowledge Management and HR. The E&C Online Induction Course was developed with international experts and aligns with UN and PACI World Economic Forum anti-corruption standards. Because corruption and bribery in procurement are identified as a material risk [GRI 205-1], controls also include conflict-of-interest guidance on identification, disclosure and recusal, structured supplier screening and the whistleblower system described below.

Open-Door Policy
Reinforced through mandatory induction courses and regular toolbox meetings, promoting transparency and early raising of concerns at every level of the organization.

UNITED AGAINST CORRUPTION

Whistleblower Management System
Multiple reporting channels accessible to all employees and external parties, in full adherence with EU Directive 2019/1937 and local whistleblower-protection laws:

- Digital platform: www.ethicswebline.com
- Confidential email: openbox@ethicswebline.com
- Direct reporting to senior managers or compliance team

Reports may be submitted anonymously; any individual reporting suspected wrongdoing in good faith is shielded from retaliation of any form – termination, demotion, salary reduction, harassment, or adverse changes in working conditions.

SUPPLY CHAIN SUSTAINABILITY

ONE STANDARD ACROSS THE SUPPLY CHAIN

Supplier and subcontractor due diligence is how CCC carries expectations on ethics, labour, human rights and environmental performance into the relationships that support project delivery.

The same standards are carried into the supply chain. CCC uses a structured due-diligence process to assess and monitor suppliers and subcontractors from registration through project delivery. The IBM Maximo®-powered Supplier Portal provides transparent pre-qualification covering legal compliance, financial stability, technical competence, ethics, sustainability and human rights, with every vendor acknowledging CCC's anti-corruption requirements and zero tolerance for bribery. Contractual provisions then cover environmental policy and EMS certification, labour practices, human rights and community commitments. The Sustainability team reviews material submittals against project-specific sustainable-material requirements, and procurement teams complete mandatory sustainable-procurement training.

100%

SUPPLIERS SCREENED

of new and renewing suppliers screened on sustainability criteria through the Supplier Portal

89.0%

LOCAL SUPPLIERS & SUBCONTRACTORS

2025 average across CCC's seven largest projects under construction

0

TOLERANCE

for bribery, child labour and forced labour, contractually binding on every third-party agreement



ANTI-CORRUPTION TRAINING FRAMEWORK

Pre-qualification

Pre-qualification starts before award. Every vendor registers through the Supplier Portal, where legal compliance, financial stability and technical competence are screened and formal acknowledgement of CCC's anti-corruption requirements and zero tolerance for bribery is required.

Contractual provisions

Those expectations then travel with the contract. All third-party agreements include provisions covering environmental policy and EMS certification, labour practices, human rights and community commitments, making the standard contractual rather than voluntary.

Material submittals

Before material reaches site, the Sustainability team reviews submittals against project-specific sustainable-material requirements. This moves compliance checking upstream, where specification decisions can still be influenced.

Capability & training

Capability is reinforced through mandatory sustainable-procurement training for procurement teams. Suppliers and subcontractors continue to be monitored during delivery, with corrective action applied where performance falls below the requirements set in the agreement.

COMMUNITY

COMMUNITY

Corporate citizenship since 1952 - education, opportunity, environmental action, humanitarian support and the people who make it happen.

COMMUNITY

BEYOND THE PROJECT BOUNDARY

CCC's community work reflects a long-standing belief that the value created by construction should extend beyond the asset itself - through education, opportunity, volunteering, relief and long-term local development.

That belief has been visible throughout CCC's history: in schools and universities supported, hospitals equipped, students sponsored, refugee and relief operations funded, and - through the Beit Laham Development programme - long-term investment in the restoration and renewal of an entire town centre and its local economy.

In 2025, CCC and its people delivered 139 corporate social responsibility actions, engaged 987 volunteers, contributed 13,327 volunteered hours and reached 59,928 beneficiaries. The activity spanned education and capacity building, women's economic empowerment, environmental action, employee welfare and humanitarian aid and relief.

Some of CCC's most important community programmes cannot be understood through a single reporting year. The Corporate Volunteer Programme, long-running education partnerships and the Beit Laham Development programme are therefore presented alongside the 2025 activity because their value is cumulative and built over time.

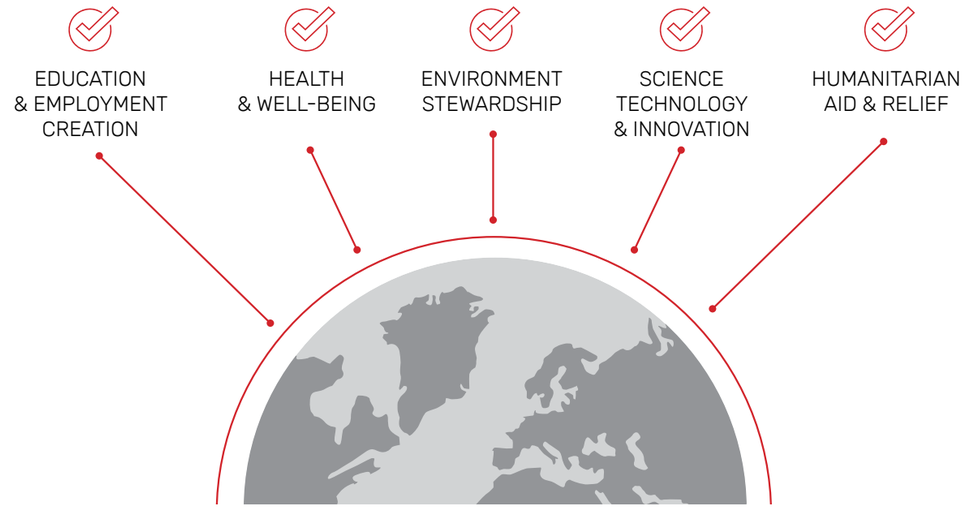
Community disclosures follow GRI 203-1, 203-2 and 413-1, with 2025 figures drawn from the CCC Corporate Social Responsibility Report 2025.

Click here for CCC's Corporate Social Responsibility Policy



CORPORATE SOCIAL RESPONSIBILITY

The chapter covers programmes delivered during 2025 together with longer-running initiatives that remained active during the year. CCC's Corporate Social Responsibility Department acts as the Group's 'Corporate Citizenship' function, connecting business values with the social and economic development of employees, families, local communities and wider society. Its giving strategy focuses on marginalised and underprivileged communities and is delivered through NGO partnerships, funded projects and the Corporate Volunteer Program (CVP) across five themes aligned with the UNGC and the SDGs:



Community engagement has been part of CCC's identity since the company was founded in 1952. The underlying idea is simple: the value of a contractor should also be visible in what remains beyond the asset itself - stronger institutions, new skills, opportunity and support for the communities that host its work.

Across seven decades, that idea has taken many forms: support for schools and universities, hospitals and students, humanitarian response when communities are in crisis, and - at its most ambitious - the Beit Laham Development programme, a 25-year master plan linking heritage restoration, public realm and long-term economic renewal.

CCC delivers community work through three complementary channels. Corporate giving is directed by the CSR function against Group priorities; the Corporate Volunteer Programme enables employees to contribute their own time and expertise; and partnerships with established local and international organisations bring the local relationships and delivery capability needed for effective implementation.

The pages that follow bring those channels to life through education and capacity building, women's economic empowerment, environmental action, employee welfare and humanitarian aid and relief, before looking at the long-running Beit Laham Development programme and selected stories from CCC's regions.

CSR PERFORMANCE IN 2025

TURNING COMMITMENT INTO MEASURABLE REACH

The 2025 figures show the breadth of activity delivered through funded projects, employee volunteering and welfare initiatives across CCC's operating regions.

The 139 CSR actions delivered in 2025 were spread across three types of activity: 25 funded initiatives and projects, 70 volunteering activities and 44 employee-welfare activities. Together they ranged from blood donation and humanitarian relief to environmental campaigns, education and capacity building.

A DECADE OF MEASURABLE SOCIAL IMPACT

1.9B	25M	670,000	35%	28 hrs
MAN-HOURS WORKED WITHOUT LOST TIME (10 YRS)	MAN-HOURS OF EDUCATION & CAPACITY BUILDING (10 YRS)	PEOPLE BENEFITTED FROM VOLUNTEERING	EMPLOYEE VOLUNTEERING RATE	AVG VOLUNTEERING HOURS / EMPLOYEE / YEAR

CSR STATISTICS 2025

25
CSR projects/ initiatives

70
volunteering activities

13,327
volunteering hours

44
employee welfare activities

987
volunteers

59,928
beneficiaries



EDUCATION & ECONOMIC EMPOWERMENT

Women's economic empowerment is one of the areas where CCC's community programmes move from support to measurable opportunity. Across Saudi Arabia, Egypt, Kazakhstan and parts of Africa, initiatives provide training, skills development and employment pathways. The flagship Job Training & Placement programme for Saudi women, delivered with Education for Employment (EFE) and aligned with Vision 2030, graduated 25 women in Phase I (2022-2023), with every participant securing employment at organisations including SDAIA, the Emirate of Riyadh Province and the Ministry of Investment. Phase II launched in November 2024 to train and place 20 more women using a curriculum built around labour-market needs. Over the 12-month programme, participant competency increased from 70% to 92%, and 18 women were hired into HR, IT and Legal roles. CCC also used the UN Women's Empowerment Principles (WEPs) Gender Gap Analysis Tool to benchmark equality across the Group and signed its Human Rights Policy, reinforcing equal opportunity and inclusive workplaces across operations.

Youth entrepreneurship programmes use the same practical approach. Through partnerships with INJAZ, CCC-supported initiatives have equipped hundreds of students with 21st-century job-market skills, from junior-high workshops in Doha and Lusail to the Student Company Program in Palestine, which trained and mentored 150 high-school and university students to conceptualise, establish and manage their own companies. The wider portfolio also includes the award-winning 'Building Resilience and Self-Reliance of Young Women Farmers' programme in Minya, Egypt, winner of the 2023 CSR Award sponsored by TotalEnergies.



ENVIRONMENTAL ACTION & HUMANITARIAN AID, 2025

ENVIRONMENTAL VOLUNTEERING

Tree planting 2025: at the QatarEnergy RLIC Tree Plantation Event (April 2025, with CTJV), 112 CCC volunteers contributed 336 hours planting inside Ras Laffan Industrial City – continuing a program that has planted 1,000+ trees across Qatar, Greece and Egypt.

Beach clean-up & World Environment Day 2025: voluntary clean-up at RLIC Turtle Beach ahead of turtle nesting season, and site-wide World Environment Day campaigns.

Recycling drives: partnership with Elite Paper Recycling in Doha diverted 4,000 kg of paper and cardboard from the Al Bustan North Project.

Awareness campaigns: "Stop Plastic Pollution" and repurposed-product initiatives at project sites, including composting and material-reuse stations.

HUMANITARIAN AID & RELIEF

Emergency shelter & medical assistance: two 60×20 m aluminum tents supplied to the Municipality of Rafah as mobile clinics, and 200 family tents donated to the Palestinian Red Crescent.

Fundraising: "Together for Lebanon and Palestine" campaign with Al Taawon and the Lebanese Red Cross, supporting orphan care, health, psychological support and education.

Food support: thousands of meals prepared by CCC volunteers with Al Rahman Kitchen in Egypt and Humanity Greece.

Disaster response: flood-relief donation drives for affected regions.

ENVIRONMENTAL AND HUMANITARIAN VOLUNTEERING, 2025

ENVIRONMENTAL ACTIONS

Ras Laffan Industrial City, Qatar (14 April): 112 volunteers planted approximately 1,200 trees with QatarEnergy and CTJV

World Environment Day: 106 NFE project employees joined a camp clean-up, planted 100 trees and took part in awareness activities

Saudi Green Initiative, Dammam (10 November): volunteers joined the national tree-planting campaign of the Ministry of Environment, Water and Agriculture

Al Wathba Lake, Abu Dhabi (13 February): clean-up with the Environment Friends Society

Turtle Beach, RLIC (20 February): over 120 volunteers protected the nesting environment of endangered Hawksbill sea turtles

HEALTH AND HUMANITARIAN ACTIONS

Blood donation drives across Greece, Qatar, Saudi Arabia and Egypt, coordinated with national hospitals and blood banks

Humanitarian relief and in-kind contributions through donation drives in areas of operation

Education Above All, Qatar (24 January): volunteers supported the Walk for Education fundraising event on the International Day of Education

FUNDED PROJECTS DELIVERED IN 2025

Capacity building for vulnerable youth, Manshyet Nasser – *Egypt*

Aimed at 50 teenagers in one of Cairo's most underserved neighbourhoods, the project reached 85 participants (52 female, 33 male). The Aflateen programme built life skills and financial literacy; 60 youth joined a four-day summer camp; 80 gained vocational skills with SEEDS Organization; 52 took part in environmental workshops; and 20 designed and delivered financial-awareness sessions for their own community. 65 graduated.

Project Impact: This project impacted the lives of 85 people and addressed the following Sustainable Development Goals









Career Awareness Program – *Greece*

Four sessions led by CCC professionals for International Baccalaureate students at Campion School, Athens, covering construction project management, Building Information Modelling, building a sustainable future, and human resources in practice – connecting students to real careers in engineering and construction.

Project Impact: This project addressed the following Sustainable Development Goals



Robotics & artificial intelligence for children – *Jordan*

Delivered with the As-Samra Wastewater Treatment Plant and the Martyr Rashed Al-Zyoud Association in Al-Hashemiyah District, Zarqa. Targeting 180 children aged 10–16, the project trained more than 220 beneficiaries – 122% of target. Over 85% of participants showed measurable gains in technical skills, and the school team went on to win the Best Design Award at the WRO Jordan Robotics Competition.

Project Impact: This project impacted the lives of 220 people and addressed the following Sustainable Development Goals







Youth employability – *Qatar and Saudi Arabia*

Qatar: the "Steer Your Career" programme with INJAZ Al-Arab delivered career-readiness workshops to students from Hamad Bin Khalifa University, AFG College with the University of Aberdeen and Ulster University. **Saudi Arabia:** CCC joined the HRDF Tamheer programme and the Prince Sultan University COOP scheme, placing engineering graduates and students on the NGH2 and Exit 15 projects for 28 weeks of on-the-job training, supporting Saudization objectives.

Project Impact: This project addressed the following Sustainable Development Goals



Internships – *Egypt and Qatar*

In Egypt, CCC hosted 91 university students for a three-month internship combining office-based learning with on-site training across departments. In Qatar, 6 Qatar University engineering students completed internships on the North Field East project.

Project Impact: This project impacted the lives of 97 people



BETHLEHEM DEVELOPMENT FOUNDATION (BDF)

A LONG-HORIZON INVESTMENT IN PLACE

The Beit Laham programme brings together heritage, infrastructure, public realm, economic development and community life through a master plan designed to create value over decades rather than a single project cycle.

Among CCC's community investments, the Beit Laham (Bethlehem) Development programme is exceptional in both scale and horizon. Its 25-year master plan is designed to restore a historic town, strengthen the local economy and create a future in which Bethlehem's prosperity is not dependent on the pilgrimage season alone. The programme is led by the Bethlehem Development Foundation (BDF), a Palestinian non-profit organisation established in May 2012 by the late Said Khoury, co-founder of Consolidated Contractors Company, together with international and Palestinian philanthropists. BDF was created to deliver the development goals of the Bethlehem Development Initiative and implement the Strategic Action Plan that emerged from it.

The BDF Master Plan looks across eight connected areas: energy, waste, economy, access and movement, water, quality of life, culture and tourism, and the public realm. CCC supports the programme both financially and technically, contributing engineering, project-management and procurement capability alongside funding.



CHURCH OF THE NATIVITY:
GROTTO RESTORATION & BDF'S ENDURING SUPPORT

The Bethlehem Development Foundation (BDF) continues its foundational role in safeguarding the Church of the Nativity as the comprehensive preservation of the sanctuary enters its crowning final chapter: the restoration of the Grotto.

BDF's commitment dates back to the project's inception, when the late Mr. Said Khoury, co-founder of CCC and founder of BDF, spearheaded the initial technical studies and provided the first major funding to kickstart the Basilica's revival. Building on this historic legacy, the CEO of BDF is heavily involved in the restoration, actively supervising current operations and coordinating efforts to secure funding for the remaining critical works. Following a Presidential Decree issued in 2024, the committee worked on the bidding and contractual requirements throughout 2025. Physical interventions were planned in December 2025 and are scheduled for completion by March 2027. The initial preparatory phases have already been completed, during which experts documented and removed movable artifacts for safekeeping, carried out preliminary cleaning, and conducted initial structural and microclimate assessments. Moving forward, the project adopts an integrated approach to balance the protection of the site's religious, historic, and artistic value with essential structural safety and cultural enhancement.

The main restoration program will include the cleaning and consolidation of the Grotto's stone vault, plaster layers, marble floors, wall slabs, the Nativity Altar, the Manger area, and the entrances. Additionally, the project incorporates advanced archaeological and stratigraphic investigations, seismic consolidation, and the installation of modern microclimate and firefighting systems.



COMMUNITY | GRI 203-1 | GRI 203-2

2030 TARGETS

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 covering energy, environment, public spaces and solid waste
- Social well-being, with education as the principal lever
- Accessibility and adaptability in the public realm of Bethlehem
- Valuation of social services including health, lifestyle and culture
- Urban initiatives and the foundations of a knowledge-based economy

Why a construction group funds a master plan

CCC's founders came from this region. The Group's position has been consistent for seven decades: where it has the capability to build, it should also help rebuild – and infrastructure that outlives a contract is worth more than infrastructure that ends with one.



Bethlehem Reborn, The Wonders of the Nativity

BETHLEHEM REBORN PALESTINE THE WONDERS OF THE NATIVITY

TAKING BETHLEHEM'S HERITAGE TO THE WORLD

The touring exhibition uses the restoration of the Church of the Nativity to connect conservation, culture and international awareness - extending the programme's reach far beyond Bethlehem itself.

'Bethlehem Reborn' takes the story of the city beyond Bethlehem itself. Driven by BDF's vision of strengthening the region as a lively international and spiritual destination, the Foundation joined 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 See to bring the exhibition to international audiences.

The exhibition uses the restoration of the Church of the Nativity as the thread connecting the history of one of Christianity's oldest monuments with a wider story of Palestinian heritage. It is designed to move beyond politics and art alone, drawing attention to the Church's artistic beauty, historical significance, spiritual message and universal cultural value.

Since opening at the Vatican Museum in December 2019, 'Bethlehem Reborn' has travelled through several Italian cities, Cologne and UNESCO headquarters in Paris. The tour continued in 2023 and 2024 to the United Nations headquarters in Vienna, the World Council of Churches in Geneva, the Museum of the Bible in Washington and Bergisch Gladbach in Germany. In 2025 it travelled further, including to Santiago, Chile, and returned to the Vatican as part of Jubilee 2025.

A note on continuity

The Beit Laham Development programme is reported here as a continuing commitment rather than a single-year initiative. Detailed 2025 programme metrics are being compiled with BDF and will be published in the next reporting cycle.

PROGRAMME IN ACTION

Terra Sancta Solar Power Project

At Terra Sancta College, BDF turned a renewable-energy installation into an educational asset. Following completion of the Terra Sancta project, a solar power plant was installed to serve 1,200 school children. The system does more than generate energy: it gives teachers a real-world example for classroom learning and supports awareness activities intended to influence the green practices of students, their families and the wider community.

Zero Waste Lab – plastic waste reduction

The 'Zero Waste Lab - Bethlehem' programme takes the same hands-on approach to waste. Awareness sessions and focus groups bring together school students, university students and local businesses to turn zero-waste principles into everyday practice. BDF partnered with Zero Waste Palestine and delivered the programme with Zuwadeh Restaurants, Terra Sancta School and Dar Al-Kalima College.



“Less Waste, Better Taste”

With Zuwadeh Restaurants, the programme is structured as a three-phase effort to reduce plastic waste in-store: first through communication and behavioural nudges; then through planned social-media activity and reusable products; and finally through a shift in takeaway packaging from plastic to carton and recyclable bags, supported by a plastic-bag charge intended to encourage customers to bring their own.



Terra Sancta Green Club

At Terra Sancta School, work with 7th- and 8th-grade students builds on the Green Club’s existing environmental activities, including a student play. Two sessions explored zero-waste thinking and effective environmental communication, followed by an interactive summer workshop using play-based activities to explain the dangers of waste and creative ways to spread environmental messages.





MORE CSR PROGRAMME STORIES FROM ACROSS CCC OPERATIONAL AREAS

YOUTH & EDUCATION

Qatar: the Youth Entrepreneurship and Employability Preparedness Program with INJAZ Qatar equipped 280 junior-high students in Doha and Lusail with 21st-century job-market skills.

Palestine: the Student Company Program trained 150 students to build and manage their own companies.

Qatar & Egypt: 146 engineering students completed hands-on summer internships across departments and project sites.

INCLUSION & SPECIAL NEEDS

UAE: on the International Day of Education, CCC volunteers renovated the Ability Center for children with special needs – repairing and painting, donating furniture and supplies, and spending the day with students.

Kazakhstan: contributions to the educational development of two schools in CCC’s area of operation.





ENVIRONMENTAL VOLUNTEERING

1,099 trees planted across Qatar, Greece and Egypt in recent cycles; 4,000 kg of paper and cardboard diverted with Elite Paper Recycling in Doha; site campaigns from “Stop Plastic Pollution” to repurposed-product and composting stations.

HUMANITARIAN RESPONSE

Gaza: two 60×20 m aluminum tents supplied to the Municipality of Rafah as mobile clinics and 200 family tents donated to the Palestinian Red Crescent for displaced families.

Lebanon & Palestine: the “Together” fundraising campaign with Al Taawon and the Lebanese Red Cross supported orphan care for 20,000 children, health, and education.

Egypt: ~6,800 meal plates prepared with Al Rahman Kitchen.





AWARD-WINNING EMPOWERMENT

Egypt: “Building Resilience and Self-Reliance of Young Women Farmers” in Minya – responding to 24% unemployment among women in a sector representing 65% of Minya governance’s economy – won the 2023 CSR Award sponsored by TotalEnergies.

Saudi Arabia: the Job Training & Placement program with EFE graduated 25 women (Phase I, all employed) and is training 20 more in Phase II.

BUILDING LOCAL CAPABILITY

Community programs prioritize local hiring, skills transfer, student internships, and partnerships that align project delivery with the long-term development of host communities – one of the enduring indirect economic contributions of CCC’s mega-project portfolio.

APPENDIX I

The assurance behind the numbers, the consolidated data annex, and the full GRI content index.

ABOUT THE DATA – ASSURANCE & GOVERNANCE

THE EVIDENCE BEHIND THE STORY

The credibility of the report depends on traceable data, clear boundaries, documented methodologies and independent assurance. This appendix brings those supporting elements together.

EXTERNAL ASSURANCE AND DATA INTEGRITY

The consolidated FY2025 sustainability dataset underpinning this report was subject to an independent practitioner's limited assurance engagement covering Consolidated Contractors Group Holding Cy Limited's consolidated sustainability statement. That assurance strengthens confidence in the quantitative disclosures reproduced from the assured statement in this report.

DATA GOVERNANCE CHAIN

Who builds the numbers
A dedicated CCC sustainability reporting team leads the programme, supported by external consultants for reporting and for sustainability strategy. A central sustainability reporting platform integrates data from corporate systems and digital forms; monthly KPIs are reported across all projects, with top-performing projects recognised twice a year. ISO 14001 and ISO 45001 certification is held with Bureau Veritas.

Capture: project-level logs recorded monthly by Sustainability Champions and functional teams – fuel and equipment hours through IBM Maximo, procurement and materials through Talisman, plus water, waste, safety and HR records.

Consolidation: monthly project KPI submissions are consolidated at Group level by the Sustainability Department, drawing on Talisman for Scope 3 Categories 1 and 4 and IBM Maximo for Scope 1; the Morta Environment Platform will automate this consolidation from the 2026 cycle.

Verification: three-tier SMS framework – project self-verification (twice yearly), corporate lead-verifier review, and external assurance.

Publication: this annual sustainability report, with full GRI Content Index and SDG mapping.

Restatements & comparability
2025 establishes new assured baselines on broader boundaries than prior cycles. Where earlier-cycle indicators are shown (landfill trend, sourcing indicators, training hours, carbon intensity per revenue), the original boundaries are retained and labelled; they should not be arithmetically combined with 2025 figures.

Base-year recalculation policy
GHG base years (2020 for Scopes 1–2; 2026 for Scope 3) are recalculated upon structural changes, methodological changes, or errors exceeding ±10% of the inventory, in line with the GHG Protocol Corporate Standard; recalculations are documented and disclosed.

Feedback
CCC welcomes stakeholder feedback on this report and its disclosures – contact the Sustainability Department, CCC Group, or reach us through ccc.net.

CONSOLIDATED PERFORMANCE DATA ANNEX

INDICATOR	FY2025	UNIT	GRI REF.
ENVIRONMENT – ENERGY & CLIMATE			
Total energy consumption	766,715.6	MWh	302-1
– of which fossil	766,518.0	MWh	302-1
– of which renewable (solar PV)	197.6	MWh	302-1
Energy intensity per revenue	297.7	MWh/US$m	302-3
Scope 1 GHG emissions	197,673.61	tCO_2e	305-1
Scope 2 GHG emissions (location-based)	10,169.47	tCO_2e	305-2
Scope 3 GHG emissions (Cats 1, 4, 5, 7)	479,380.58	tCO_2e	305-3
Total GHG emissions (location-based)	687,223.66	tCO_2e	305-1/2/3
GHG intensity, Scopes 1+2 per revenue	80.7	tCO_2e/US$m	305-4
ENVIRONMENT – POLLUTION			
NOx emissions (operational fuels)	2,254.34	tonnes	305-7
PM10 emissions (operational fuels)	188.98	tonnes	305-7
SOx emissions (operational fuels)	1.16	tonnes	305-7
Significant pollution incidents	0	count	306-3
COD / Oil&grease / BOD / TSS discharged	41,185 / 27,922 / 17,032 / 11,392	kg	303-4
ENVIRONMENT – WATER			
Water withdrawal	3,461,156	m^3	303-3
Water discharge	2,792,180	m^3	303-4
Water consumption (100% in areas at water risk)	668,976	m^3	303-5
Water recycled & reused	392,354	m^3	303-1
ENVIRONMENT – MATERIALS & WASTE			
Primary materials consumed	874,924.26	tonnes	301-1
Secondary (recycled) inputs – plastics / GGBS / PFA	16.13 / 12.40 / 3.72	tonnes	301-2
Waste generated	68,866.01	tonnes	306-3
Waste diverted from disposal (30.02%)	20,672.08	tonnes	306-4
Waste directed to disposal (landfill)	48,193.93	tonnes	306-5
Waste with unknown destination	0	tonnes	306-5
SOCIAL – WORKFORCE			
Total employees (M 62,158 / F 1,030)	63,188	head count	2-7
Staff / labour	9,882 / 53,306	head count	2-7
Parental leave taken (F / M)	103 / 87	head count	401-3
Parental leave retention rate (F / M)	90 / 95	%	401-3
Employees receiving performance reviews	88.5	%	404-3
HSE training man-hours delivered	1,032,217	man-hours	404-1
Corporate training hours / participants	19,791 / 1,543	hours / people	404-1
New hires	21,270	head count	401-1
Turnover (rate 12.86%)	7,789	head count	401-1
Female share of top management	4.0	%	405-1
SOCIAL – HEALTH & SAFETY			
Workforce covered by SHES management system	100	%	403-8
Fatalities (accidents / ill health)	0 / 0	count	403-9/10
Recordable work-related accidents (rate 0.52)	105	count	403-9
Days lost to recordable accidents	221	days	403-9
Total revenue 2025	2,575.0	US$ million	201-1
GOVERNANCE			
Board members (Executive / Non-Executive)	1 / 5	count	2-9
Code of Conduct annual declarations completed	78	%	2-24
Employees receiving ethics induction	100	%	205-2
Suppliers screened via Supplier Portal (2024 basis)	100	%	308-1 • 414-1

APPENDIX I

GRI CONTENT INDEX

This Annual Sustainability report has been prepared with reference to the GRI Standards. The report was submitted for GRI Content Index – Essentials and SDG Mapping Service Add-on. For the Content Index – Essentials With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to 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 the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.
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	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
GRI 2: General Disclosures 2021			
Disclosure 2-1	Organizational details	14, 16–17, 20–21, 101	
Disclosure 2-2	Entities included in the organization's sustainability reporting	2, 7, 21	
Disclosure 2-3	Reporting period, frequency and contact point	2, 6–8, 130	
Disclosure 2-4	Restatements of information	130	
Disclosure 2-5	External assurance	2, 7, 9, 33, 53, 105, 130	
Disclosure 2-6	Activities, value chain and other business relationships	9, 14, 16–17, 21–22, 24–25, 42–46, 108	
Disclosure 2-7	Employees	14, 21, 83–84, 131	SDG 8.5, 10.3
Disclosure 2-9	Governance structure and composition	100–104, 131	SDG 5.5, 16.7
Disclosure 2-10	Nomination and selection of the highest governance body	102	SDG 5.5, 16.7
Disclosure 2-11	Chair of the highest governance body	102, 104	SDG 16.6
Disclosure 2-12	Role of the highest governance body in overseeing the management of impacts	32, 101, 104–105	SDG 16.7
Disclosure 2-13	Delegation of responsibility for managing impacts	101	
Disclosure 2-14	Role of the highest governance body in sustainability reporting	101	
Disclosure 2-17	Collective knowledge of the highest governance body	32, 95, 104–105	
Disclosure 2-19	Remuneration policies	104	
Disclosure 2-22	Statement on sustainable development strategy	10–11	
Disclosure 2-23	Policy commitments	8, 22–23, 27, 31–32, 54, 58, 70, 75, 87–88, 96–97, 104, 106, 112	SDG 16.3
Disclosure 2-24	Embedding policy commitments	27, 31–32, 39, 58–59, 104, 106–109, 131	
Disclosure 2-25	Processes to remediate negative impacts	87, 97	
Disclosure 2-26	Mechanisms for seeking advice and raising concerns	97, 107	SDG 16.3
Disclosure 2-28	Membership associations	8, 22, 27, 54	
Disclosure 2-29	Approach to stakeholder engagement	36, 87, 96	
GRI 3: Material Topics 2021			
Disclosure 3-1	Process to determine material topics	7, 34–35	
Disclosure 3-2	List of material topics	8, 34–35	
Disclosure 3-3	Management of material topics	38–39, 54, 58–59, 64, 67, 69–70, 75–76, 88, 90, 92, 96–97, 106–107, 109	
ECONOMIC			
GRI 201: Economic Performance 2016			
Disclosure 201-1	Direct economic value generated and distributed	24–25, 131	SDG 8.1, 8.2, 9.1, 9.4, 9.5
Disclosure 201-2	Financial implications and other risks and opportunities due to climate change	67–68	SDG 13.1
GRI 203: Indirect Economic Impacts 2016			
Disclosure 203-1	Infrastructure investments and services supported	112, 122–125	SDG 5.4, 9.1, 9.4, 11.2
Disclosure 203-2	Significant indirect economic impacts	24, 43, 48, 115, 118, 120–123, 127, 129	SDG 1.2, 1.4, 3.8, 8.2, 8.3, 8.5
GRI 204: Procurement Practices 2016			
Disclosure 204-1	Proportion of spending on local suppliers	39, 43, 48–49	SDG 8.3
GRI 205: Anti-corruption 2016			
Disclosure 205-1	Operations assessed for risks related to corruption	107	SDG 16.5
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	39, 46, 95, 106–109, 131	SDG 16.5
ENVIRONMENTAL			
GRI 101: Biodiversity 2024			
Disclosure 101-2	Management of biodiversity impacts	74	
Disclosure 101-4	Identification of biodiversity impacts	74	
Disclosure 101-5	Locations with biodiversity impacts	74	
GRI 301: Materials 2016			
Disclosure 301-1	Materials used by weight or volume	75, 131	SDG 8.4, 12.2
Disclosure 301-2	Recycled input materials used	39, 75–76, 131	SDG 8.4, 12.2, 12.5

GRI CONTENT INDEX *(CONTINUED)*

GRI STANDARD	DISCLOSURE	PAGE NUMBER OR DIRECT RESPONSE	RELEVANT SUSTAINABLE DEVELOPMENT GOALS
GRI 302: Energy 2016			
Disclosure 302-1	Energy consumption within the organization	60–61, 131	SDG 7.2, 7.3, 8.4, 12.2, 13.1
Disclosure 302-3	Energy intensity	131	SDG 7.3, 8.4, 12.2, 13.1
Disclosure 302-4	Reduction of energy consumption	69	SDG 7.3, 8.4, 12.2, 13.1
GRI 303: Water and Effluents 2018			
Disclosure 303-1	Interactions with water as a shared resource	47, 72–73, 131	SDG 6.3, 6.4, 6.a, 6.b, 12.4
Disclosure 303-2	Management of water discharge-related impacts	70, 72–73	SDG 6.3
Disclosure 303-3	Water withdrawal	72, 131	SDG 6.4
Disclosure 303-4	Water discharge	71–72, 131	SDG 6.3
Disclosure 303-5	Water consumption	72, 131	SDG 6.4
GRI 305: Emissions 2016			
Disclosure 305-1	Direct (Scope 1) GHG emissions	51, 62–64, 66, 130–131	SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-2	Energy indirect (Scope 2) GHG emissions	62, 64, 130–131	SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-3	Other indirect (Scope 3) GHG emissions	47, 49, 51, 54, 62–64, 66, 131	SDG 3.9, 12.4, 13.1, 14.3, 15.2
Disclosure 305-4	GHG emissions intensity	65, 131	SDG 13.1, 14.3, 15.2
Disclosure 305-5	Reduction of GHG emissions	39, 69	SDG 13.1, 14.3, 15.2
Disclosure 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	70–71, 131	SDG 3.9, 12.4, 14.3, 15.2
GRI 306: Effluents and Waste 2016			
Disclosure 306-3	Significant spills	70, 131	SDG 3.9, 6.6, 12.4, 14.1, 15.1
GRI 306: Waste 2020			
Disclosure 306-1	Waste generation and significant waste-related impacts	77	SDG 3.9, 6.3, 11.6, 12.4, 12.5
Disclosure 306-2	Management of significant waste-related impacts	76–78	SDG 3.9, 6.3, 8.4, 11.6, 12.4, 12.5
Disclosure 306-3	Waste generated	77–79, 131	SDG 3.9, 11.6, 12.4, 12.5
Disclosure 306-4	Waste diverted from disposal	39, 47, 77–79, 131	SDG 3.9, 11.6, 12.4, 12.5
Disclosure 306-5	Waste directed to disposal	77–79, 131	SDG 3.9, 11.6, 12.4, 12.5
GRI 308: Supplier Environmental Assessment 2016			
Disclosure 308-1	New suppliers that were screened using environmental criteria	39, 46, 49, 108–109, 131	
SOCIAL			
GRI 401: Employment 2016			
Disclosure 401-1	New employee hires and employee turnover	85, 131	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	86, 96	SDG 3.2, 5.4, 8.5
Disclosure 401-3	Parental leave	86, 131	SDG 5.1, 5.4, 8.5
GRI 403: Occupational Health and Safety 2018			
Disclosure 403-1	Occupational health and safety management system	27, 88, 90	SDG 8.8
Disclosure 403-2	Hazard identification, risk assessment, and incident investigation	90	SDG 8.8
Disclosure 403-5	Worker training on occupational health and safety	87, 95	SDG 8.8
Disclosure 403-6	Promotion of worker health	86, 96	SDG 3.3, 3.5, 3.7, 3.8
Disclosure 403-8	Workers covered by an occupational health and safety management system	27, 88, 131	SDG 8.8
Disclosure 403-9	Work-related injuries	39, 82, 88–91, 131	SDG 3.6, 3.9, 8.8, 16.1
Disclosure 403-10	Work-related ill health	131	SDG 3.3, 3.4, 3.9, 8.8, 16.1
GRI 404: Training and Education 2016			
Disclosure 404-1	Average hours of training per year per employee	39, 89, 94, 131	SDG 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
Disclosure 404-2	Programs for upgrading employee skills and transition assistance programs	92, 95	SDG 8.2, 8.5
Disclosure 404-3	Percentage of employees receiving regular performance & career development reviews	86, 131	SDG 5.1, 8.5, 10.3
GRI 405: Diversity and Equal Opportunity 2016			
Disclosure 405-1	Diversity of governance bodies and employees	39, 84, 92, 131	SDG 5.1, 5.5, 8.5
GRI 408: Child Labor 2016			
Disclosure 408-1	Operations and suppliers at significant risk for incidents of child labor	97	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	97	SDG 5.2, 8.7
GRI 413: Local Communities 2016			
Disclosure 413-1	Operations with local community engagement, impact assessments, and development programs	39, 96, 112–121, 125–129	
GRI 414: Supplier Social Assessment 2016			
Disclosure 414-1	New suppliers that were screened using social criteria	39, 46, 49, 97, 108–109, 131	SDG 5.2, 8.8, 16.1

ABOUT THIS DOCUMENT

This sustainability report was prepared by consolidating CCC's assured sustainability dataset for FY2025 with the Group's established GRI Standards reporting structure. All photographs are drawn from CCC's own reports and campaigns. For queries: Sustainability Department, CCC Group.

KEY DEFINITIONS

DMA – Double Materiality Assessment • SMS – Sustainability Management System • SHES – Safety, Health, Environment & Security • CEMP – Construction Environmental Management Plan • WPP – Waste Prevention Plan • WMP – Water Management Plan • TSE – Treated Sewage Effluent • PMV – Plant, Materials & Vehicles • LTIFR / TRIR – Lost-Time Injury Frequency Rate / Total Recordable Injury Rate • LTISR – Lost-Time Injury Severity Rate • MMH – million man-hours • RWC / MTC – Restricted Work Case / Medical Treatment Case • GGBS – Ground Granulated Blast-furnace Slag • PFA – Pulverised Fuel Ash (fly ash) • EPD / HPD – Environmental / Health Product Declaration • GSAS – Global Sustainability Assessment System • LEED – Leadership in Energy and Environmental Design • FMC – First Movers Coalition • UNGC – UN Global Compact • WEPs – Women's Empowerment Principles • TNFD – Taskforce on Nature-related Financial Disclosures • NGHP – NEOM Green Hydrogen Plant • NFE / NFS – North Field East / North Field South

CREDITS & ACKNOWLEDGEMENTS

This Sustainability Report was prepared by CCC's Sustainability Department with contributions from across the Group, including Corporate Management, Finance, Human Resources, SHES, Procurement, Plant Materials & Vehicles (PMV), Information Technology, Knowledge Management, Corporate Social Responsibility, Legal, Ethics & Compliance, and project teams whose data and initiatives are reflected throughout the report.

Special acknowledgment is extended to the CSRD Steering Committee, the CSRD automation teams, and contributors across business functions who developed the assured 2025 ESRS Sustainability Statement, which served as the foundation for this Annual Sustainability Report.

CCC welcomes stakeholder feedback on this report and its disclosures.
Please contact the Sustainability Department, CCC Group @ ***sustainability@ccc.net****, or reach us through* ***www.ccc.net****.*

CONTRIBUTORS

1. Ali Ibrahim
2. Amir Anour
3. Andre Dabdoub
4. Antonio Cavallucci
5. Antoine Jurdak
6. Antoin's Kavloushi
7. Aref Boualwan
8. Bassel Kanj
9. Bilal Haidar
10. Chafic Ladkani
11. Chris Murphy
12. Dimitra Ntalachani
13. Elina Vakalopoulou
14. Faouzi Ntachan
15. Haissam Abdul Malak
16. Hamdy Mahmoud
17. Issam Dawani
18. Jamal Bahlawan
19. Karim Zein
20. Kobie Human
21. Konstantinos Anagnostopoulos
22. Mohammad Qalyoubi
23. Moustafa ElSayed
24. Nick Goulas
25. Nicolaos Matsavelas
26. Oussama El Jerbi
27. Raafat Taha
28. Rami Kashef
29. Rami Ziadeh
30. Rossie Nasser
31. Saji Khoury
32. Samer Khoury
33. Sevag Panossian
34. Shadi Rafeh



WWW.CCC.NET