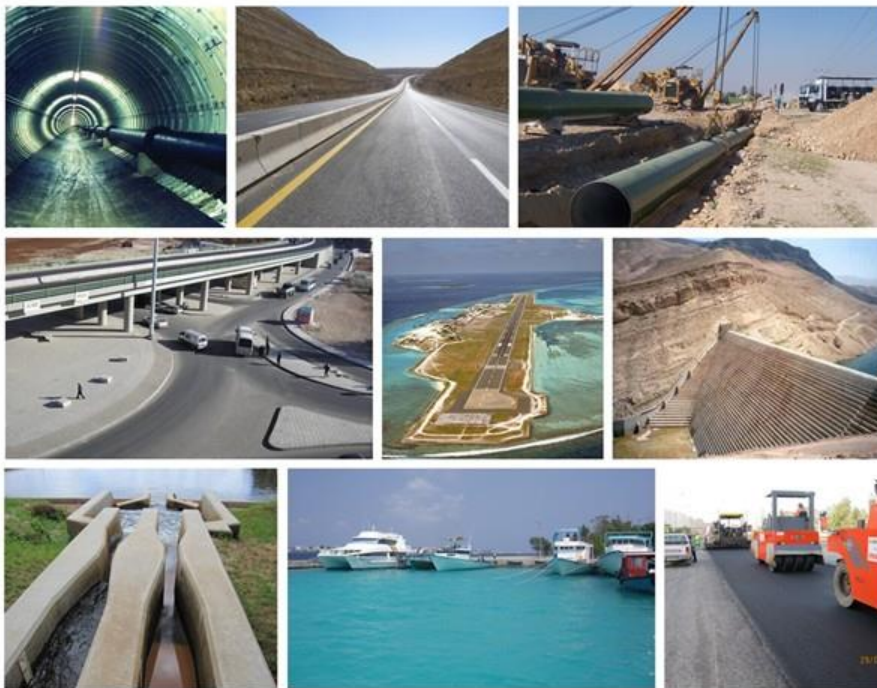




## Consulting Engineering Center



### UN Global Compact

Communication on progress (COP)

June 2016

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# Consulting Engineering Center (CEC - Sajdi & Partners)

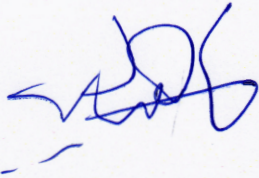


## COP - 2016



**Statement of continued support by our MD, along the following lines:**

“Consulting Engineering Center (CEC - Sajdi & Partners) is pleased to have joined the UN Global Compact Initiative in 2015. The submission of our first COP for the year 2016, hopefully reflects the integration of the Global Compact principles into our strategies, operations, culture and narrative. We are committed to communicate this information with our stakeholders via our various channels of communication; from our awareness prompts to our employees, to sustainability reporting to stakeholders.”



Sincerely yours,

**Eng. Izzat Sajdi**  
**Managing Director**  
**CEC, Jordan, COP for 2015**



COMMUNICATION ON  
PROGRESS

This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



## Human Rights Principles

### Assessment, Policy & Goals:

CEC has always been committed to excellence by following the universal standards of operation at all levels. This is seen in our Core Values which is represented in the following statement:” We are Committed to our clients -through Excellence- to provide our services with Integrity and Respect.” In addition, our up-to-date ISO, EFQM, FCIC and the KAIIE are certifications and awards attesting to our commitment to the Human Rights Principles, which is one of the components of these certificates’ methodologies. Moreover, our latest commitment to join, contribute and attend the UN Leaders’ Summit in NY, 2016 also is evidence to our commitment to the issue. Our Goal is to communicate our commitment to the labor principles to our stakeholders. Here is a brief of what each accreditation is:

- EFQM:** Recognized for excellence Certificate (R4E) (3 Star-2012) from the European foundation for Quality Management
- FCIC:** Federation of Consultants from Islamic Countries (FCIC)
- KAIIE:** King Abdullah II Award for Excellence (the highest award at the local Level)

### Implementation:

CEC’s implementation of the Human Rights issue is seen in the following:

- CEC has a Quality Procedure Manual which every employee is familiar with, have access to and is required to follow at all times.
- Suggestion Box, Suggestion Form, Open Door Policy and Internal email or Memos are all ways to connect directly and discretely with upper management.
- Awareness prompts that are given on a quarterly basis in various formats from emails, presentations to surveys. These prompts keep our employees aligned which is one of our strategic objectives.
- Implementing the CSR’s Action Plan for the year.
- Our Social and Cultural Committee has been formed since 2006. The members are elected by the staff on a yearly basis and it’s aims and objectives are to provide a platform for the employee and bring, not only the employees together, but the management and employees as well.

- We have added the Corporate Image Management unit to our organization chart in 2009. This unit's duties and responsibility is to enhance corporate image, demonstrate the added value of our services mainly by reporting the Corporate Social Responsibility initiatives that we embark on yearly. The CSR manual is part of the written procedure for this CIM unit to be reviewed on a yearly basis.

### **Measurement of Outcomes:**

Being a Strategy-Focused company, we have opted to use the Balance Scorecard Strategy tool to measure our strategic objectives on a five-year basis. This tool has been implemented since 2006 and we are now in our third 5-year strategy cycle. From our Balanced Scorecard then, we have objectives, initiatives, measures or and targets.

Following is what is relevant to the Human Rights issue:

- Quarterly review meetings are held to review the Balance Scorecard Strategy measures of outcomes or KPI's.
- All employees have a job description and procedures specific to their job and are audited internally and externally every year.
- We require our business partners and our staff to abide by the safety requirements from enforcing safety gear on construction sites, to the safety measures to the public in the area. This is followed up by the Quality Department at all project sites.
- We abide and require our business partners to work on an "Environment Assessment" for each project to insure that all projects will have no side effects on the environment or society, this is part of our Project Quality Plan (PQP) which is also included in our Procedure Manual.
- Our Environment Policy has objectives, initiatives, measures and is reviewed on a yearly basis. The outcome of the review is a new action plan for the following year.
- The "Core Values Commitment Questionnaire" has been conducted on a quarterly basis for several years now. The results are measured, compared to previous years against a target for the year as well Preventive action will be taken in case of any result found less than 7.
- We are following standard procedure for recruitment to ensure that we hire the most competent employee irrespective to gender, religion, race. This helps to give equal opportunity for all candidates and transparent system to motivate all qualified people to apply for vacant posts. Our equality for hiring is seen in the fact that our male to female ratio is at 55% and our hiring is posted on our website, social media and local newspapers.

- Neighborhood Questionnaires are made on a yearly basis to make sure that none of our staff have violated their parking spaces, noise or privacy or have committed any other misconduct.
- Ergonomics Survey is conducted every two years to look into the needs and complaints of our staff. Recommendations are made and sent to the management for approval.
- Employee Satisfaction Survey is conducted on annual basis to get clear feedback from employees about their satisfaction for many aspects related to general working conditions, pay and promotion potential, use of skill & abilities and working nature. CEC management give high importance to this survey and take series actions to keep high satisfaction to motivate employees.
- Reviewing CSR's KPI's at the end of each year brings about the new changes that needs to be done in our next CSR action plan
- The Social and Cultural Committee end of year evaluation by the staff through independent survey.
- See Appendix for our:
  - ✓ Environment Policy-Action Plan
  - ✓ Strategy Map
  - ✓ Core Values
  - ✓ Commitment to Core Values Questionnaire sample.
  - ✓ Employee Satisfaction Survey
  - ✓ CSR Manual
  - ✓ Social and cultural committee survey

## Labor Principles

### Assessment, Policy & Goals:

Our Manual Procedure covers not only the duties and responsibilities of each job at the company, but provides the employees' labor rights as well. We have a dedicated resource that monitors and mandates labor laws. Our Strategic Objective of "Enhance Knowledge Management" under the learning and growth perspective engages the employees while providing them with a platform for freedom of association and collective bargaining. This goes hand in hand with the Social and Cultural Committee discussed earlier. Our Goal is to communicate our commitment to the labour principles to our stakeholders and to maintain our compliance with labor laws and other official holidays.



## Implementation:

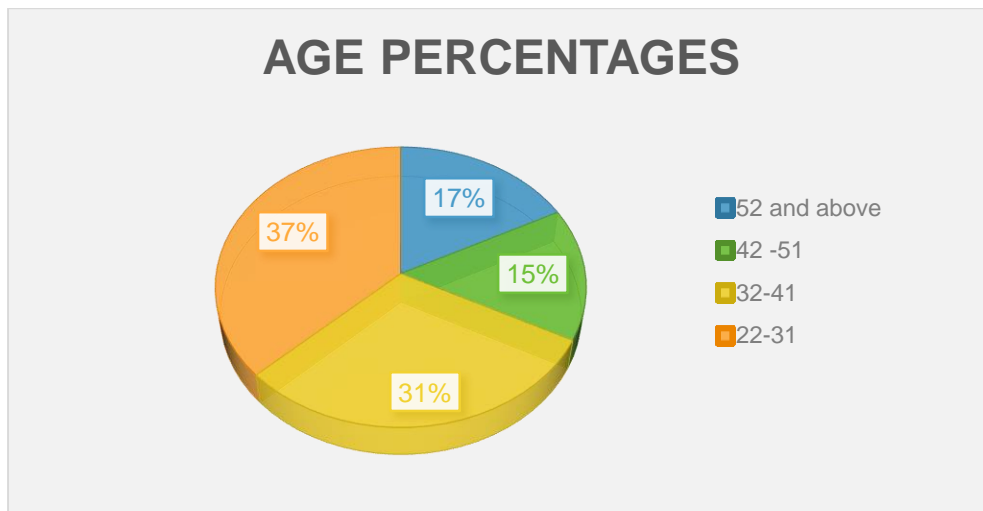
- Our Procedure Manual, as well as, the New Employee Handbook provide the knowledge of labor rights among other information regarding the employee.
- Medical Insurance coverage
- Social Security.
- Suggestion Box, Suggestion Form, Open Door Policy and Internal email or Memos are all ways to connect directly and discretely with upper management.
- Awareness prompts that are given on a quarterly basis to inform employees regarding any new labor laws or health issues. One such presentation was Work-Life balance.
- Continuous Human Resources and the Finance department training and up to date knowledge on the local labor laws. They are the dedicated resource for labor rights.
- Based on management believe of the importance of employee satisfaction which has a positively impact on improving their productivity and performance, especially with respect to work-life balance, the working hours has been reduced one hour a day in 2011 after conducting a thorough study, the number of weekly working hours has become 41.25 h which is less than the legal working hours (48 hours/week).
- CEC is committed to the official holidays announced by the prime minister due to religious, national and other occasions.
- The Social and Cultural Committee provides a platform for employees to voice their opinions and thoughts.
- Our Incentive program, Fast Track motivational program and compensations that were developed and is reviewed periodically for our employees.
- Our Information Management System which every employee has access to. It includes manuals on labor laws and social security benefits that were distributed by an NGO in Jordan in 2012.
- Tuesday talk: CEC's conduct a weekly session asking employees to discuss one topic not relating to business. During this, employees are free to express their opinions and thoughts about any topic that might be social, political or art.

## Measurement of Outcomes:

Being a Strategy-Focused company, we have opted to use the Balance Scorecard Strategy tool to measure our strategic objectives on a five-year basis. This tool has been implemented since 2006 and we are now in our third 5-year strategy cycle. From our Balanced Scorecard then, we have objectives, initiatives, measures or and targets.

Following is what is relevant to the Labor Principles issue:

- Quarterly review meetings are held to review the Balance Scorecard Strategy measures of outcomes or KPI's.
- Ethnicity percentages, we hire local in our global branches and in the outside projects.
- Age: CEC do not discriminate regarding age, there is a wide diversity in employees ages (Employees ages' percentages for different age categories are shown in the figure below)



- We have a 100% compliance on approved working contracts.
- Our working related injuries target is at zero with zero related injuries for 2015.
- Our employee Satisfaction Survey was 76% for 2015 with the target being 70%.
- See Appendix for our:
  - ✓ Incentives
  - ✓ Fast Track Program
  - ✓ link to the Social And Cultural Committee email and Facebook page.

## Environment Principles

### Assessment, Policy & Goals:

We have an Environment Policy since 2006 which is also part of our Quality Management system. we have identified "Operational Excellence" as our customer value proposition in our Strategy. Increase Utilization of Staff and Resources, and Enhance Project Quality Plan implementation are two strategic objectives, among

others, that enable us to achieve Operational Excellence. Our goal is to decrease our recyclable waste and to shift to renewable energy whenever possible.

### **Implementation:**

- We do and require our business partners to do an Environment Impact Assessment as part of our procedures within each Project Quality Plan to insure that all projects will have no side effects on the environment or society.
- The energy saving installations from LED's light bulbs to motion sensors in sinks and automatic air dryers equipment in toilettes have decreased consumption of both energy and paper.
- Energy saving by installing reflective tinted sheets on windows helps to reduce energy for cooling.
- The Go Green initiative by the Corporate Image Management Unit in 2014 has led to:
  - Paper recycling in association with Jordan's Environment Protection Institute.
  - Provided awareness prompts on energy saving
- The Creativity and Development Committee has embarked on installing solar panels at HQ in Jordan that helps to reduce the electricity bill in summer and diesel bill in winter.
- We develop and Environment Policy Action Plan on a yearly basis.

### **Measurement of Outcomes:**

- Yearly external audits by the ISO insuring the implementation of our Environment Policy action plan.
- Yearly review of the Environment Policy results or KPI's by upper management.
- Yearly reporting by Jordan's Environment Protection Institute re our recycled paper. Outcomes of our achievement in recycling paper for the year is shared with our employees by giving the CO2 emissions and mature trees saved.
- See Appendix for our:
  - ✓ Environment Policy Action KPI's for the last 3 years.
  - ✓ Sample of the Recycled Poster which we have shared on the board.
  - ✓ Figures regarding the Solar Panels.



## Anti-Corruption principles

### Assessment, Policy & Goals:

Our core values in a statement is: “We are committed to our clients-through excellence- to provide our services with Integrity and Respect.” Integrity is where we state that we do our services without favoritism.

### Implementation:

- We ensure that all of our engineering services are provided to clients through documented procedure (QMS that is regularly audited by internal auditors to insure that every employee is doing his duties according to the required standards without bias or favoritism. This system ensures many level of review, verification and validation by staff in independence departments to prove that all decisions are correctly taken.
- One of our initiatives within the Corporate Social Responsibility action plan-under the Clients & Business Partners beneficiary - is to “Emphasize CEC’s Governance, Credibility and Transparency.”

### Measurement of Outcomes:

The measures of the initiative “Emphasize CEC’s Governance, Credibility and Transparency” are:

- Measuring the number of non-compliance to CEC's QMS during the internal audits, during this we measure the number of cases CEC's employees do their tasks without complying to approved documented procedures.
- Measuring the employees’ commitment to core values with a target of 80%.
- Implementation of CC’s Governance Compliance Procedures with a target of 100%
- Disclosure of CEC’s COP, or Sustainable Report on the UN Global Compact Website.
- See Appendix for our:
  - ✓ CSR Action Plan for 2015
  - ✓ Core Values

**Note:** CEC has Joined the Global Compact Local Network in Jordan in 1/2016



# APPENDIX



ENVIRONMENT POLICY ACTION PLAN





## ENVIRONMENT POLICY

## سياسة البيئة

- To conduct all business activities in an acceptable manner free from recognized hazards while respecting the environment. - اجراء جميع نشاطات العمل بطريقة مقبولة خالية من المخاطر بحيث يتم احترام البيئة.
- To ensure the health & safety of the employees, clients, suppliers, and surrounding community. - ضمان صحة وسلامة جميع العاملين والعملاء والموردين والمجتمع المحيط.
- To conserve the valuable materials & energy resources throughout the design and realization of our products and services, and the utilization of current technologies & practices. - الحفاظ على المصادر القيمة للمواد والطاقة عن طريق التصميم والتمثيل لمنتجاتنا واستغلال التكنولوجيا والتجارب الحالية.
- To reduce the impact on the environment by:
  - ✓ Avoiding pollution of water resources. - تقليل الضرر اللاحق بالبيئة وذلك من خلال: ✓ تجنب تلويث المصادر المائية.
  - ✓ Avoiding pollution from wastewater treatment plants by proper site selection & treatment processes. - تجنب التلوث الناتج عن محطات التنقية من خلال الاختيار المناسب للمواقع وعمليات المعالجة.
  - ✓ Avoiding negative effects on flora & fauna. - تجنب الآثار السلبية على الحياة النباتية والحيوانية.

## CEC MANAGEMENT

## Environment Policy Action Plan 2015

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan
<b>E1 To conduct business activities free from recognized hazards</b>	(In-house)  1. Number of NCs related to safety	ZERO	10%	AA	Follow-up to ensure up-to-date safety equipment like fire extinguishers, first aid kit and Emergency Evacuation Plan exercises.
	2. Number of Complaints/ Observations/ NCs from Stakeholders	ZERO	20% (10% when the Ergonomics is active)	SD	Follow-up to ensure on-site proper protective equipment (PPE).
	3. Number of injuries resulting from not following safety instructions	ZERO	10%		
<b>E2 To ensure healthy working conditions</b>	(In-House)  1. Ergonomics assessment	80%	10%	CIM	Improving office ergonomics based on the survey's assessment.
	2. Number of injuries/ ergonomics health issues	ZERO	10%	CIM	Improving office ergonomics based on the survey's assessment.
	3. Number of unresolved complaints	ZERO	10%	CIM	Resolving submitted complaints.
	4. Smoking violation	ZERO	10%	CIM	Conducting Awareness Prompts.
<b>E3 To conserve resources</b>	1. Commitment to core values/ conservation of resources	80%	10%	CIM	Conducting Awareness Prompts.

## Environment Policy Action Plan 2015

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan
	2. Savings on resources:  a. Water  b. Electricity  c. Recycled Paper	m <sup>3</sup> /head  -25% from 2014  =previous year	10%	AA	1. Implementation of Maintenance schedule on time. 2. Ensure arrangements with recycling institutes. 3. Follow-up with employees re electricity savings.
<b>E4 Ensuring environment sustainability of our products &amp; services</b>	Number of valid Observations/ Complaints	ZERO	10%	MD	To ensure that CEC's services take into account the impact on the environment such as: <ul style="list-style-type: none"> <li>✓ Avoiding pollution of water resources.</li> <li>✓ Avoiding pollution from wastewater treatment plants by proper site selection &amp; treatment processes.</li> <li>✓ Avoiding negative effects on flora &amp; fauna.</li> </ul>

**Note that the Ergonomics survey is done every three years, during January of each year so as to coincide with the “Employee’s Needs”.**

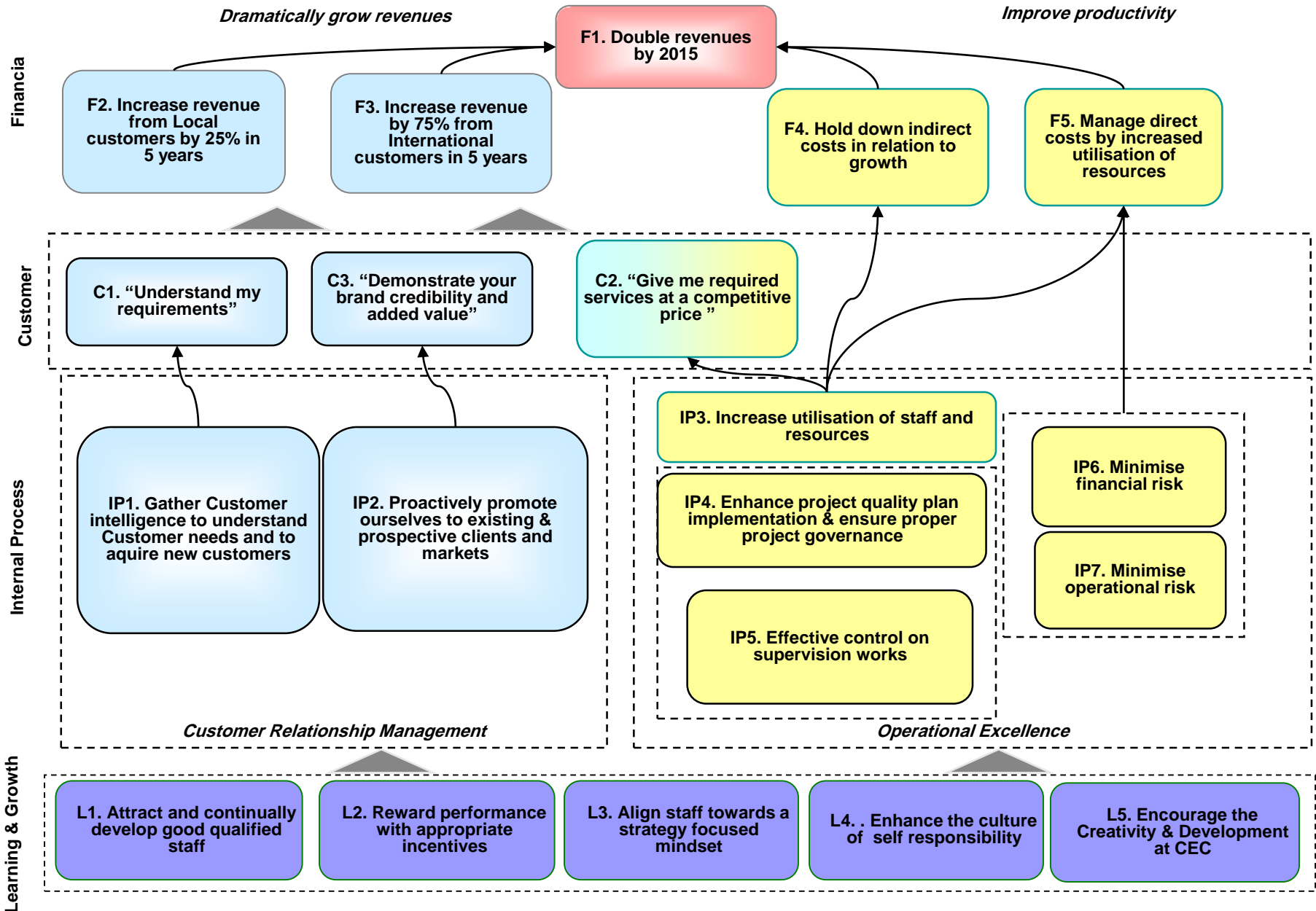




# STRATEGY MAP



# CEC Strategy Map





## CORE VALUES



## Core Values

"We are **Committed** to our clients - through **Excellence** - to provide our services with **Integrity** & **Respect**."

### Respect:

- We respect local culture and context.
- We respect and consider the environment we work in.

### Integrity:

- We promise only what we can deliver.
- We deliver what we promised without favoritism.
- We guarantee what we deliver.

### Commitment:

- We are committed to thrive for excellence and Continuous improvement.
- We are committed to deliver engineering services that meet our clients' expectations.
- We are committed to apply high quality systems & methods that improve the quality of our services.

### Excellence:

- We excel in the way of providing services to clients.
- We excel in continual training and development of our staff.
- We excel in providing high-quality engineering services.

## القيم الأساسية

"يلتزم مركز الإستشارات الهندسية  
بالتميز في تقديم خدماته بنزاهة واحترام"

### الاحترام:

نحترم ثقافة المجتمع المحلي.  
نحترم بيئة العمل التي نعمل فيها.  
نحترم كل عملائنا.

### النزاهة:

نعد فقط بما نستطيع تقديمه.  
نقدم ما وعدنا به دون محاباة.  
نضمن ما نقدم.

### الالتزام:

نلتزم بالسعي نحو التميز والتطور المستمر.  
نلتزم بتقديم خدمات هندسية ترضي عملائنا.  
نلتزم باتباع نظم الجودة في مشاريعنا لضمان تقديم خدمات هندسية ذات جودة عالية.

### التميز:

نتميز بطريقة تقديم خدماتنا للعملاء.  
نتميز باستمرارية تدريب وتأهيل كوادرنا.  
نتميز بتقديم خدمات هندسية ذات جودة عالية.



## COMMITMENT TO CORE VALUES QUESTIONNAIRE





إسم الموظف : ..... الرقم: ..... الوظيفة : ..... التاريخ : .....

العلامة على مقياس 1-10	مسؤولية التقييم	القيم الأساسية
		<b>الإلتزام :</b>
	الإدارة	ما هو مدى التزام الموظف بإرضاء العملاء من خلال تأدية مهامه على أكمل وجه ؟
	قسم الجودة	ما هو مدى التزام الموظف بضمان الجودة العالية من خلال اتباع نظام الجودة الداخلي للمركز ؟
		<b>الاحترام:</b>
		ما هو مدى احترام الموظف لثقافة المجتمع وبيئة العمل من خلال:
	الهوية/ المساعد الإداري	• المحافظة على نظافة المكاتب
	الهوية/المساعد الإداري	• توفير استهلاك الطاقة
	الهوية/المساعد الإداري	• المحافظة على ترتيب المكاتب
	الهوية/المساعد الإداري	• المحافظة على نظافة البيئة المحيطة (الجيران)
		<b>التميز:</b>
	رئيس قسم	ما هي درجة تميز الموظف في إنجاز مهامه؟
	رئيس قسم / مسؤول التدريب	ما هي درجة سعي الموظف لتطوير قدراته وإمكاناته؟
		<b>النزاهة:</b>
	الإدارة	ما هو مدى التزام الموظف بوعوده لزملائه ومسؤوليه وعملائه؟
	الإدارة	ما هو مدى حرص الموظف عند اتخاذ قراراته؟
<b>العلامة النهائية = (المجموع/10)</b>		
ملاحظات الموارد البشرية : .....		
ملاحظات إدارة الجودة : .....		
ملاحظات الإدارة : .....		

ملاحظة رقم 1 : سيقوم مسؤول شؤون الموظفين بتعبئة هذا النموذج بعد الرجوع للموظفين المسؤولين على تقييم كل بند حسب ما هو مذكور أعلاه والرجوع للإدارة لاتخاذ الإجراء المناسب اتجاه الموظفين الذين تقل علامتهم عن 6 درجات.

ملاحظة رقم 2: هذا التقييم يعبأ بشكل سري ولا يجوز إطلاع الموظف عليه.



# EMPLOYEE SATISFACTION SURVEY



**استبيان رضى الموظفين**

**GENERAL INFORMATION (المعلومات العامة)**

Occupation (الوظيفة) :

\_\_\_\_\_

How long have you worked for this company (كم المدة التي عملت بها بالشركة) ?

\_\_\_\_\_

What previous positions have you held with the company (ما هي المواقع السابقة التي عملت بها بالشركة) ?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

How long have you held your current position (ما هي المدة التي شغلتها في الموقع الحالي) ?

\_\_\_\_\_

Briefly describe your work responsibilities ( باختصار صف مهام وظيفتك ):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Employees Satisfaction Survey

		Please rate your level of satisfaction using the scale from 1 to 5 for each aspect; where (5) is the highest satisfaction and (1) is the lowest satisfaction. عبر عن درجة رضاك عن كل بند على مقياس من 1 إلى 5 ، بحيث تكون علامة (5) هي الأعلى رضى و علامة (1) هي الأقل رضى.					In case you answer with 1 or 2, you should in details specify the reason(s) below. في حالة كانت الإجابة 1 أو 2، يجب أن يتم ذكر الأسباب حول ذلك بشكل مفصل في الأسفل
		1	2	3	4	5	
<b>GENERAL WORKING CONDITIONS</b> ظروف العمل العامة	Hours worked each week ساعات العمل الأسبوعية						
	Flexibility in scheduling to fit personal circumstances. المرونة في جدولة العمل وتفهم المسائل الشخصية						
	Location of work موقع العمل						
	Working Environment محيط جو العمل						
	Company Policy سياسة الشركة						
<b>PAY AND PROMOTION POTENTIAL</b> الراتب و الترقية	Salary الراتب						
	Opportunities for Promotion فرصة الترقية						
	Incentives & Benefits الإنتفاعات والحوافز						
	Job Security (الإستقرار في الوظيفة) الأمان الوظيفي						
	Recognition for work accomplished التقدير عند انجاز العمل						
<b>WORK RELATIONSHIPS</b> علاقات العمل	Relationships with your co-workers علاقاتك بزملائك						
	Relationship(s) with your supervisor(s) بمسؤوليك علاقاتك						
	Relationships with your subordinates علاقاتك بمرؤوسيك						
<b>USE OF SKILLS AND ABILITIES</b>	Opportunity to utilize your skills and talents فرصة الاستفادة من مهاراتك ومواهبك						

## Employees Satisfaction Survey

		Please rate your level of satisfaction using the scale from 1 to 5 for each aspect; where (5) is the highest satisfaction and (1) is the lowest satisfaction. عبر عن درجة رضاك عن كل بند على مقياس من 1 إلى 5 ، بحيث تكون علامة (5) هي الأعلى رضى و علامة (1) هي الأقل رضى.					In case you answer with 1 or 2, you should in details specify the reason(s) below. في حالة كانت الإجابة 1 أو 2، يجب أن يتم ذكر الأسباب حول ذلك بشكل مفصل في الأسفل
		1	2	3	4	5	
استغلال المهارات والقدرات	Opportunity to learn new skills فرصة تعلم مهارات جديدة						
	Support for additional training and education فرصة التعليم والتدريب الإضافي						
	Variety of job responsibilities تنوع مسؤوليات العمل						
Working Nature طبيعة العمل	Degree of independence with your work roles درجة الإستقلالية المصاحبة لأنظمة العمل (المسؤولية)						
	Significant of your work roles الشعور بأهمية العمل الذي تقوم به (أي العمل بحد ذاته)						
	Feedback from your job about your performance. التغذية الراجعة من العمل حول الإنجاز (تقييم سير العمل)						
	Identity of your work roles. الشعور بأن عملك له هوية.						
	Participate in Decision Making for your work roles المشاركة في إتخاذ القرار فيما يخص عملك.						
	Challenges for your work roles. التحدي الموجود في عملك.						



# CSR MANUAL





# **Consulting Engineering Center (CEC - Sajdi & Partners)**

## **CORPORATE SOCIAL RESPONSIBILITY (CSR)**

**Revision 4 - Nov. 2014**



# Consulting Engineering Center Corporate Social Responsibility (CSR)

## CSR Principles:

CEC identifies itself with the UN Global Compact Initiative. A CSR initiative that has ten principles which are derived from:

- The Universal Declaration of Human Rights
- The International Labor Organization's Declaration on Fundamental Principles & Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

These **PRINCIPLES** are:

### Human Rights

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2:** make sure that they are not complicit in human rights abuses.

### Labor

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4:** the elimination of all forms of forced and compulsory labor;
- **Principle 5:** the effective abolition of child labor; and
- **Principle 6:** the elimination of discrimination in respect of employment.

### Environment

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges;
- **Principle 8:** undertake initiatives to promote greater environmental responsibility; and
- **Principle 9:** encourage the development & diffusion of environmentally friendly technologies.

### Anti-Corruption

- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

## **Beneficiaries (as defined by CEC):**

### **Environment:**

CEC ensures that its business activities are in accordance with CEC's Environment Policy. (Refer to CEC's Environment policy Manual).

### **Clients & Business Partners:**

CEC is committed to its clients through excellence to provide its services with integrity and respect.

### **Community:**

CEC divides the community into Education and Non-Education sectors. The non-education sector includes, but is not limited to, any initiative catered to social development regardless of gender or financial means. (I.e. youth, women & poverty pockets, among other segments).

### **Employees:**

CEC Management is committed to increase the employee's satisfaction by catering to their needs, providing incentives and contributing to the SCC at CEC.

## **Responsibilities (within CEC):**

### **CIM Unit:**

The head of the Corporate Image Management unit is responsible for the action mechanism of CSR; setting initiatives, implementing, assessing, reporting and reviewing.

### **MD:**

The Managing Director is responsible for setting a yearly budget for CSR while endorsing the CSR action plan for that year.

### **Senior Management:**

Top managers are encouraged to contribute, participate, and provide CSR awareness to their subordinates.

### **Staff:**

CEC staff has to be aware of CEC's CSR and is encouraged to participate in CSR's initiatives.

### CSR's Objectives

Environment	Clients & Business Partners	Community (Education V Non-Education)	Employees
Effective implementation of CEC's Environment Policy.	Commitment to CEC's core values in dealing with clients & business partners.	<ol style="list-style-type: none"> <li>1. Give free engineering services to the community (pro-bono)</li> <li>2. Provide monetary donations to sustainable initiatives made by NGO's.</li> <li>3. Provide training opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Equal work opportunities.</li> <li>2. Increase Employee Satisfaction.</li> </ol>

### CSR's Initiatives

Environment	Clients & Business Partners	Community (Education V Non-Education)	Employees
Enhance the Culture of Self Responsibility by providing "Awareness Prompts".	Emphasize CEC's Governance Credibility & Transparency.	<ol style="list-style-type: none"> <li>1. Develop a yearly <b>action plan</b> that includes the channels &amp; beneficiaries to the:               <ol style="list-style-type: none"> <li>a. Pro-Bono services.</li> <li>b. Monetary donations.</li> </ol> </li> <li>2. Providing training and/or use of CEC resources via signing MoUs with the educational sector, or being members is committees and associations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Collect &amp; analyze and act upon improvements re employees' needs and expectations.</li> <li>2. Management Support of (SCC)</li> </ol>

### CSR's Measures + (Targets)

Environment	Clients & Business Partners	Community (Education V Non-Education)	Employees
Annual results of CEC's Environment Policy action plan. (70%)	<ol style="list-style-type: none"> <li>1. Measuring the employees' commitment to core values. (80%)</li> <li>2. Implementation of CEC's Governance Compliance procedures. (100%)</li> <li>3. Disclosure of CEC's yearly CSR report via the Global Compact Initiative website. (100%)</li> </ol>	<ol style="list-style-type: none"> <li>1. Amount in monetary value. (JOD6500)</li> <li>2. No. of person hour contributed. (165)</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee Satisfaction Survey. (3.5)</li> <li>2. Ergonomics survey. (75% every 3 years).</li> <li>3. Monetary amount of management's annual contribution to the SCC. (Increase of 10% from last year).</li> </ol>



# SOCIAL & CULTURAL COMMITTEE SURVEY



### استبانة تقييم اللجنة الثقافية والاجتماعية

يسر اللجنة الثقافية والاجتماعية ان تقدم هذه الاستبانة، وذلك لغايات استطلاع آراء الزملاء والزميلات الأعضاء حول تقييمهم لأنشطة اللجنة الثقافية والاجتماعية السابقة خلال العام 2013 من أجل الاستفادة من ملاحظاتهم وآرائهم لتحسين أداء اللجنة الثقافية والاجتماعية الحالية وإعداد خطة سنوية تلبي إحتياجات وطموحات الجميع وذلك من خلال الإجابة على محتويات هذه الاستبانة بكل موضوعية وصرامة:

- 1- هل وجدت تقدماً في إنجازات اللجنة الثقافية والاجتماعية خلال العام الماضي؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 2- هل غطت أنشطة اللجنة الثقافية والاجتماعية السابقة جميع برامجها حسب الخطة السنوية في ظل ظروف وضغط العمل؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 3- هل ساهمت اللجنة الثقافية والاجتماعية السابقة في دعم المجتمع المحلي من خلال نشاطاتها كلما أمكن ذلك؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 4- هل تؤيد ان اللجنة الثقافية والاجتماعية تساهم بشكل فعال في كونها حلقة وصل بين جميع أعضائها (الموظفين) والادارة على سواء؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 5- هل ترى ان البرامج التي وضعتها اللجنة الثقافية والاجتماعية السابقة لخطتها السنوية كافية وتغطي مختلف الأنشطة؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 6- هل ترى ان المجلة الثقافية والاجتماعية حققت طموحات الموظفين في التعبير عن آرائهم وزيادة الوعي الثقافي والاجتماعي لديهم؟  
 موافق --  موافق أحياناً --  محايد --  غير موافق
- 7- ما هي أهم النشاطات التي تفضل أن تركز عليها اللجنة الثقافية والاجتماعية الحالية في خطتها السنوية للعام القادم ؟  
 أنشطة ثقافية --  أنشطة إجتماعية --  رحلات --  مسابقات
- 8- ما هو درجة رضى أفراد عائلتك حول النشاطات التي قاموا بالمشاركة بها خلال العام ؟  
 -راضى بشدة --  -راضى --  محايد --  غير راضى --  غير راضى على الإطلاق
- 9- ما هو تقييمك للنشاطات التالية التي قامت اللجنة بإجرائها خلال العام 2013؟

- نشاط صفحة الـ FACEBOOK  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً
- نشاط رحلة نسيم الجبل (جلعد)  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً
- نشاط حملة إفطار صائم خلال شهر رمضان  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً
- نشاط إفطار رمضان  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً
- نشاط دفيني التكافلي  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً
- نشاط مسابقة شهر رمضان  
 موافق --  موافق أحياناً --  محايد --  غير موافق / هل ترغب بإستمرار النشاط للعام القادم -- موافق --  غير موافق أحياناً

-- غير ذلك : .....

ملاحظات واقتراحات اخرى لتحسين وتطوير أداء اللجنة الثقافية والاجتماعية:

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اسم الموظف: ----- التاريخ: ----- التوقيع: -----





# INCENTIVES



# **INCENTIVE SYSTEM FOR CONSULTING ENGINEERING CENTER (SAJDI & PARTNERS)**

*Prepared by:*  
*Eng. Izzat Sajdi (Managing Director)*  
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## **Introduction**

CEC is committed to Reward performance with appropriate incentives and to Attract and continually develop good qualified staff .This commitment is expressed in the applied Balanced Score card performance management system. In addition to the incentives system formulated under this initiative CEC will provide and maintain a quality compensation program, including competitive salaries and benefits, for all its employees.

In formulating this incentive system, CEC is aiming at motivating and maintaining a stable, competent work force capable of serving our customers' needs effectively and efficiently for the long-term.

## **CEC Incentive System**

It is the strategic objective LG2 CEC to Reward performance with appropriate incentives and to provide competitive compensation system that rewards all employees based on their achievements and contribution to the success of the company. Our incentive system has been developed and will be reviewed on yearly basis to ensure it is in compliance with CEC strategy.

### **A. Purpose and Scope**

This system outlines the components of CEC employee incentive system, which applies to all employees.

The objectives of the incentive system are:

- To Reward performance with appropriate incentives to motivate and reward employees and business units for achievements in performance and for their contribution to CEC's success.
- To provide an incentive system that supports CEC objective to Attract and continually develop good qualified highly-talented and productive employees.
- To provide incentive system that is internally equitable and recognizes different levels of skill, effort, and responsibility required to perform various roles and tasks, as well as the criticality and value of those skills.
- To provide a system for directing employees to CEC strategy and align their performance to achieving CEC strategic objectives .

### **B. Major Responsibility Assignments**

CEC's Managing Director, Head of Accounting section, Human Recourses Officer and MRQ are responsible for:

1. Reviewing the incentive system on yearly basis and ensuring that it meets it's objectives, approving any changes and communicating the system to all CEC staff
2. Applying the system
3. Establishing and monitoring practices and procedures that comply with this system..

All department, section and unit heads( HR, Procurement ,Store & Maintenance (P, S&M) officers and project managers) are responsible for providing accurate information about job content and employee performance.

### **C. Employee Compensation Package**

CEC employees are provided with a total compensation package that includes salary, incentives, and benefits. A brief explanation of these various elements is provided below.

## **SALARY**

CEC will continue to provide a good base salary to all employees in order to attract and retain quality personnel in all appropriate disciplines, including technical, management, and administrative staff. CEC base salary rates will be appropriate for the specific work condition.

**Initial salary determination:** The starting salary for new employee will be determined based on:

1. Internal benchmark with salaries of employees having the similar backgrounds, education and experience inside CEC.
2. External benchmark with salaries of employees having the similar backgrounds, education and experience outside CEC in local market.

**Salary Increases:** Annually all main office employees will be evaluated for salary increase considerations, in order to be eligible for a salary increase, the employee should be employed inside CEC for not less than 8 months prior to evaluation date, and only Top Management has the right to include employees have been employed for less than 8 months if deemed deserve the increase.

CEC management will take into consideration the following point during determination the salary increment for each employee:

1. Employee performance based on his mark from (Employee Evaluation Results), unless the management is not satisfied from the mark due to improper evaluation from the evaluator.
2. Inflation (cost-of-living increases)
3. Employee Total Salary and Seniority

The total salary increase is only determined by CEC Management based on the previous criteria, and it is not mandatory for CEC Management to explain to any employee about his salary increase criteria.

**Salary adjustments:** If seen necessary by CEC Management the employee salary will be adjusted if:

1. The employee obtained an advanced degree or professional registration that is beneficiary for improving the employee scope of work and aligned with CEC strategy.
2. The employee requests a salary adjustment along with written justification and explanation.

These two cases will be studied carefully by CEC Management and then it will decide if the employee deserves the salary adjustment and what is the amount of this salary adjustment. .

**Fast track employee increase:** If any employee has proved to have a exceptional performance and talent ,a fast track employee salary increase is given to him / her, and this salary increase is decided by the CEC Management.

## **INCENTIVES**

CEC realizes that our success as a consulting engineering firm is tied directly to the performance of our qualified staff. Therefore in order to motivate these qualified staff CEC Management had decided to recognize and reward our staff, especially those who contribute most to the company's overall success. So CEC had developed the following incentive system:

### **1- Service awards:**

CEC is rewarding each employee complete continuous ten years service with:

- 9 % salary increase
- Receiving his share and company' share in the Provident Fund

**Note : It is the employee choice to select either to continue in the Provident Fund for another 10 years or to get the 9% salary increase.**

### **2- Operational awards:**

CEC encourages its employees for high performance, this high performance can be high productivity and efficiency, high commitment and disciplines, high cooperation with colleagues and boss (team work), high creativity and initiatively, effective leadership, continual professional development, and others.

Any senior employee who recognized this high performance at any employee will report that to the management using "Performance Form – P10/4.8.2" with full details of that high performance, and if the management agree and approve this high performance, the employee will get extra 2 marks to his total employee evaluation marks as an operational award.

### **3- Trainers awards:**

CEC encourages its experienced qualified staff to share their experience and knowledge essential for achieving the CEC vision, mission, and strategically objectives with their colleagues, so a training award will be given to each staff member who conducts an effective training. This award will be five times the trainer hours rate based on his regular salary assuming that:

- Each month is 240 hours

Effective training should have an average effectiveness not less than 8 marks based on the "Training Evaluation Report – P10/4.7.3"

### **4- Publishing awards:**

CEC sets incentives for educational development of its senior staff, so:

- 200 JD cash reward will be given for each staff member publishing an article in a peer-reviewed journal or in a recognized conference.
- The time needed for the preparation and presenting of the article/paper will be paid by CEC.

### **5- Employees participate in receiving a Reputable Award or Certificates to the CEC :**

All CEC staff participating in the effort that enables CEC to get a reputable excellence award or certificate will be rewarded by CEC management by:

- Financial reward, the amount (JD) will be determined for each case by CEC Management.
- Or the employee (s) will be given a recognition letter.

### **6- Employee of the Month & Employee of the Year Awards:**

CEC will reward each employee of month for both main office and supervision projects with:



- Giving him Recognition Certificate during meeting attended by all CEC staff
- One days holiday
- Extra 2.5 marks to his total employee evaluation marks at the end of the year

Also CEC will reward the employee of year with one week salary based on his salary on Dec. of that year (This award can be either paid as cash or as gift or as one week paid holiday).

### **7- Participating in Social and Cultural Committee Awards:**

CEC management set incentives for improving participation in social activities (such as cultural, educational, sport, and environmental), so CEC management had formed a Social and Cultural committee by internal election, and each 100 % effective member will be given:

1. Extra 2.5 marks to his total employee evaluation marks at the end of the year. Only CEC management has the right to decide whether the participation of each employee is effective or not, and how much the extra marks will be given.
2. Recognition letter from CEC's Management.
3. 50 JD cash reward will be given for each active committee member

### **8- Long Term Performance Incentive (Stock Option Fund)**

CEC will give all employees performance incentive bonus based on the achievement of the overall Balanced Scorecard, and at to the follows:

1. CEC management will select the key Employees to participate in the Stock Fund Option Program based on either:
  - Seniority (Head of sections/ Depts. /Specialties/Units)
  - High performance and good experience & loyalty with CEC
2. The Selected Employee shall be in service for at least one year.
3. All employees that have been selected will be considered as associates, and will be allowed to purchase up to certain amount of units at Fixed Price under Stock Option Fund Conditions & Terms.
4. The amount of incentive for each employee will be affected directly by:
  - The percentage of achievement of over whole Cascaded BSC.
  - The amount of Net Earning dedicated by CEC Management.
  - The percentage of employee stock option units as allocated by CEC Management.
5. The Incentive will not be given directly to the employee as cash and will be directed to his stock option fund account in two scenarios:
  - To repay the value of dedicated stock option units.
  - After settling the cost of all dedicated Stock Option Units, and at the end of each year, the employee is paid 25% of the incentive, and the rest is kept with the company in the employee's "Retirement Account".
6. The employee will utilize the increase of Stock Option Unit Price based on annual growth and increased in income of CEC, as well as he will not be given any annual rate on return based on the purchased units nor retirement fund.
7. The employee can only take in cash his Stock Option Fund according to the following conditions:
  - The employee reaches the age of 65 years old.
  - The employee has died
8. In this case the employee will take the value of his units at the present time as well as his saved retirement account; CEC has the right to pay this amount during 4 years based on CEC cash flow.
9. In case that employee decided to leave CEC at anytime without meeting the specified conditions in clause 7, he will not be able to take in cash his saving in stock option fund either units or retirement fund.

### **9- Project Management Allowance**

CEC will give Study and Design Project Manager an allowance of amount [400 JD x Project Duration (Months) as stated in the Term of Reference] per each Study and Design Project he will manage, this allowance amount will be paid partially based on the percentage of invoices amount that has been collected conditionally that the project has been closed within the allocated Man Months.

**10- Creativity & Development Incentive**

CEC will give 75JD cash reward for each active employee(s) participate in the Creativity & Development Committee(s) that led to certain improvement or achievement to CEC' services or systems.

**11- Employee that submitted valuable suggestions.**

CEC will give 2 extra marks to the total employee evaluation mark for each employee submitted valuable suggestion and lead to important improvement in CEC Quality Management System or the Creativity & Development Plan.

## **BENEFITS**

In addition to previous incentive system, CEC will continue providing its staff with many benefits. These benefits include:

- A comprehensive Medical Insurance for the eligible employees (regular full employees ) and their dependents (spouse, , and unmarried children up to 22 years of age if a full-time student)
- Life Insurance is provided to CEC Eligible employees.
- Accidental Death & Accidental partial or complete Disability.

## Career Path

CEC will promote its employees from level to another level of the Approved Career Path as per the following conditions:

- The employee worked at least 5 years in this level of the career path and got an average employee evaluation for these 5 years not less than 75%. **The employee cannot move to the level of Head of Business Unit (i.e. Manager of Department, Manager of Division, Head of Business Unit, and Head Specialty) unless this level becomes vacant.**
- The employee worked at least 3 years in this level of the career path and got an average employee evaluation for these 3 years not less than 82%. **The employee cannot move to the level of Head of Business Unit (i.e. Manager of Department, Manager of Division, Head of Business Unit, and Head Specialty) unless this level becomes vacant.**

**SUMMARY:**

**Table 1 : Summary of CEC Employee Compensation Package**

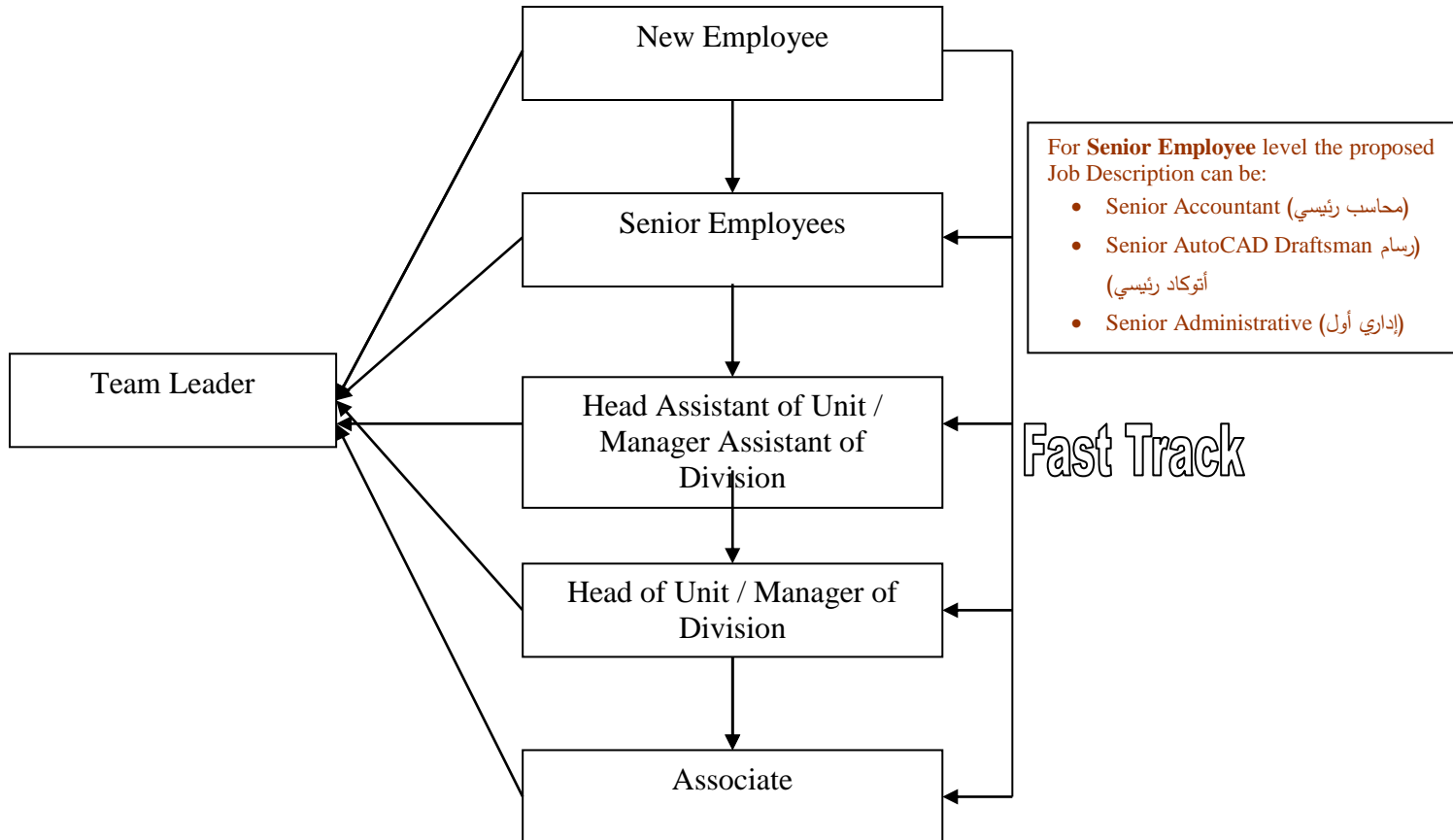
<b>Salaries</b>	<b>Incentives</b>	<b>Benefits</b>
<ul style="list-style-type: none"><li>• Initial Determination</li><li>• Annual Increases</li><li>• Out-of-cycle Adjustments</li><li>• Fast track employee increase</li></ul>	<ul style="list-style-type: none"><li>• Service awards</li><li>• Operational awards</li><li>• Trainers awards</li><li>• Publishing awards</li><li>• Employees participate in receiving a Reputable Award or Certificates to the CEC.</li><li>• Employee of the Month &amp; Employee of the Year Awards.</li><li>• Participating in Social and Cultural Committee Awards</li><li>• Long Term Performance Incentive (Stock Option Fund)</li><li>• Project Management Allowance</li><li>• Research &amp; Development Incentive</li></ul>	<ul style="list-style-type: none"><li>• Health Insurance Spousal and Child Life</li><li>• Life Insurance</li><li>• Accidental Death</li><li>• Accidental Disability partial</li><li>• Accidental Disability complete</li></ul>



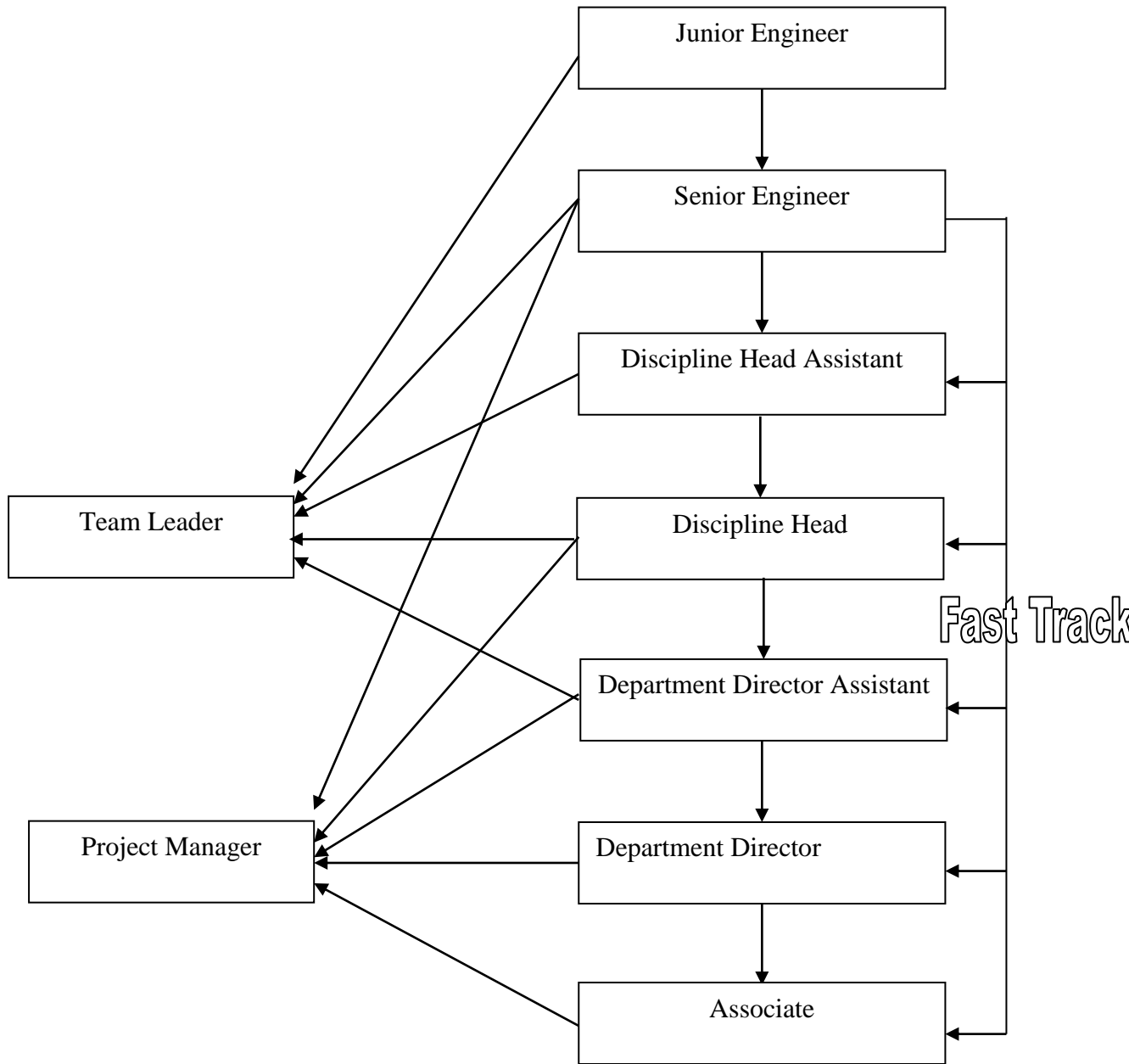
# FAST TARK PROGRAM



## Career Path for CEC Employees (Non Engineers)



**Career Path for CEC Employees ( Engineers )**







LINK TO THE SCC E-MAIL & FACEBOOK



# Social and cultural committee E-mail and Facebook Page

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E-MAIL: [s.c.comm@cecsajdi.com](mailto:s.c.comm@cecsajdi.com)

FACEBOOK PAGE LINK: <https://www.facebook.com/cec.csc.5/?fref=ts>





ENVIRONMENT POLICY ACTION KPI'S  
FOR THE LAST 3 YEARS



## ENVIRONMENT POLICY

## سياسة البيئة

- To conduct all business activities in an acceptable manner free from recognized hazards while respecting the environment. - اجراء جميع نشاطات العمل بطريقة مقبولة خالية من المخاطر بحيث يتم احترام البيئة.
- To ensure the health & safety of the employees, clients, suppliers, and surrounding community. - ضمان صحة وسلامة جميع العاملين والعملاء والموردين والمجتمع المحيط.
- To conserve the valuable materials & energy resources throughout the design and realization of our products and services, and the utilization of current technologies & practices. - الحفاظ على المصادر القيمة للمواد والطاقة عن طريق التصميم والتمثيل لمنتجاتنا واستغلال التكنولوجيا والتجارب الحالية.
- To reduce the impact on the environment by:
  - ✓ Avoiding pollution of water resources. - تقليل الضرر اللاحق بالبيئة وذلك من خلال: ✓ تجنب تلويث المصادر المائية.
  - ✓ Avoiding pollution from wastewater treatment plants by proper site selection & treatment processes. - تجنب التلوث الناتج عن محطات التنقية من خلال الاختيار المناسب للمواقع وعمليات المعالجة.
  - ✓ Avoiding negative effects on flora & fauna. - تجنب الآثار السلبية على الحياة النباتية والحيوانية.

## CEC MANAGEMENT

## Environment Policy Action Plan 2015

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
<b>E1 To conduct business activities free from recognized hazards</b>	(In-house) 1. Number of NCs related to safety	ZERO	10%	AA	Follow-up to ensure up-to-date safety equipment like fire extinguishers, first aid kit and Emergency Evacuation Plan exercises.	<b>0%</b>
	2. Number of Complaints/ Observations/ NCs from Stakeholders	ZERO	20% (10% when the Ergonomics is active)	SD	Follow-up to ensure on-site proper protective equipment (PPE).	10%
	3. Number of injuries resulting from not following safety instructions	ZERO	10%			<b>10%</b>
<b>E2 To ensure healthy working conditions</b>	(In-House) 1. Ergonomics assessment	80%	10%	CIM	Improving office ergonomics based on the survey's assessment.	<b>10%</b>
	2. Number of injuries/ ergonomics health issues	ZERO	10%	CIM	Improving office ergonomics based on the survey's assessment.	10%
	3. Number of unresolved complaints	ZERO	10%	CIM	Resolving submitted complaints.	10%
	4. Smoking violation	ZERO	10%	CIM	Conducting Awareness Prompts.	10%

## Environment Policy Action Plan 2015

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
<b>E3 To conserve resources</b>	1. Commitment to core values/ conservation of resources	80%	10%	CIM	Conducting Awareness Prompts.	<b>10%</b>
	2.Savings on resources: a. Water (m <sup>3</sup> /head) } b. Electricity (kW) } c. Recycled Paper (Kg)	Less or = previous year  more or = previous year	10%	AA	1. Implementation of Maintenance schedule on time. 2. Ensure arrangements with recycling institutes. 3. Follow-up with employees re electricity savings.	<b>0%</b>
	<b>E4 Ensuring environme nt sustainabili ty of our products &amp; services</b>	Number of valid Observations/ Complaints	ZERO	10%	MD	To ensure that CEC's services take into account the impact on the environment such as: <ul style="list-style-type: none"> <li>✓ Avoiding pollution of water resources.</li> <li>✓ Avoiding pollution from wastewater treatment plants by proper site selection &amp; treatment processes.</li> <li>✓ Avoiding negative effects on flora &amp; fauna.</li> </ul>

- **Achieved an overall of 80/100 of the Env. Policy Action Plan for 2015.**
- **Note that the Ergonomics survey is done every three years, during January of each year so as to coincide with the “Employee’s Needs”. Last one was conducted in Jan.2015.**

## ENVIRONMENT OBJECTIVES ACTION PLAN

### End of Year Result 2014

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
<b>E1 To Conduct Business Activities While Respecting the Environment.</b>	1. No. of NCs Related Safety Measures	ZERO	10%	Admin. Asst.	Ensuring up-to-date safety equipment like fire extinguishers and first aid kit.	10%
	2. No. of Complaints/ Observations from Stakeholders	ZERO	20% (Was 10% when the Ergonomics was active )	Supervision  QMS	1. Ensuring the use of proper safety: hard hats and other safety measures. 2. Regular circulars to on-site Project Managers to follow- up with the safety measures.  Ensuring the commitment of the Head of Supervision Dept. during internal audits.	0 (Malawi project complaint)
<b>E2 To Ensure Healthy working Conditions</b>	1. Ergonomics Survey	80%	10%	CIM	Conducting Awareness Prompts	Halted until 2015
	2. No. of Injuries	ZERO	10%	Admin. Asst.	Ensuring safety measures during maintenance works.	10%
	3. No. of Complaints/ Observations by Stakeholders	ZERO	10%	CIM	Conducting Awareness Prompts	10%

# ENVIRONMENT OBJECTIVES ACTION PLAN

## End of Year Result 2014

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
	4. Rule Violations: a. Smoking b. Refuse Issues c. Traffic Tickets	ZERO	10%	CIM	Conducting Awareness Prompts	10%
<b>E3 To Conserve Resources</b>	1. Commitment to Core Values/ Conservation of Resources	80%	10%	CIM	Conducting Awareness Prompts.	10%
	2. Savings on Resources: a. Water b. Electricity c. Toilette rolls d. Paper	2% or = Previous Year	10%	Admin. Asst.	1. Implementation of Maintenance schedule on time. 2. Ensure arrangements re paper recycling with the relevant institutes.	10%
	3. % of EIAs Accepted by our Clients	100%	10%	Water & Environ ment Dept.	Enforce CEC's commitment to provide the Environment Impact Assessment (EIA) in all proposals.	0%
<b>E4 Ensuring Environment Sustainability of our Products &amp; Services</b>	No. of Valid Observations/ Complaints	ZERO	10%	MD	To ensure that CEC's services take into account the impact on the environment such as: <ul style="list-style-type: none"> <li>✓ Avoiding pollution of water resources.</li> <li>✓ Avoiding pollution from wastewater treatment plants by proper site selection &amp; treatment processes.</li> <li>✓ Avoiding negative effects on flora &amp; fauna.</li> </ul>	10%



# Environment Objectives Work Plan 2014 Report

**E2: To ensure healthy working conditions for the employees, clients, suppliers, and surrounding community:**

The Ergonomics Survey was halted for 3 years since we have done the survey for 2010+2011 and have implemented the recommendations. The next Ergonomics Survey will be in Dec. 2015.

**Total Result taking into account the weighted and achieved values = 70%**

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## ENVIRONMENT OBJECTIVES ACTION PLAN

### End of Year Result 2013

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
<b>E1 To Conduct Business Activities While Respecting the Environment.</b>	1. No. of NCs Related Safety Measures	ZERO	10%	Admin. Asst.	Ensuring up-to-date safety equipment like fire extinguishers and first aid kit.	10%
	2. No. of Complaints/ Observations from Stakeholders	ZERO	20% (Was 10% when the Ergonomics was active)	Supervision  QMS	1. Ensuring the use of proper safety: hard hats and other safety measures. 2. Regular circulars to on-site Project Managers to follow- up with the safety measures.  Ensuring the commitment of the Head of Supervision Dept. during internal audits.	20%
<b>E2 To Ensure Healthy working Conditions</b>	1. Ergonomics Survey	80%	10%	CIM	Conducting Awareness Prompts	Halted for 3 Years
	2. No. of Injuries	ZERO	10%	Admin. Asst.	Ensuring safety measures during maintenance works.	10%
	3. No. of Complaints/ Observations by Stakeholders	ZERO	10%	CIM	Conducting Awareness Prompts	10%
	4. Rule Violations: a. Smoking b. Refuse Issues c. Traffic Tickets	ZERO	10%	CIM	Conducting Awareness Prompts	10%

# ENVIRONMENT OBJECTIVES ACTION PLAN

## End of Year Result 2013

Env. Objective	Measure/ Indicator	Target	Weight	Action By	Action Plan	Achieved
<b>E3 To Conserve Resources</b>	1. Commitment to Core Values/ Conservation of Resources	80%	10%	CIM	Conducting Awareness Prompts. <b>One observation by the MD for printing unnecessarily.</b>	10%
	2. Savings on Resources: a. Water b. Electricity c. Toilette rolls d. Paper	2% or = Previous Year	10%	Admin. Asst.	1. Implementation of Maintenance schedule on time. 2. Ensure arrangements re paper recycling with the relevant institutes.	10%
	3. % of EIAs Accepted by our Clients	100%	10%	Water & Environment Dept.	Enforce CEC's commitment to provide the Environment Impact Assessment (EIA) in all proposals.	0%
<b>E4 Ensuring Environment Sustainability of our Products &amp; Services</b>	No. of Valid Observations/ Complaints	ZERO	10%	MD	To ensure that CEC's services take into account the impact on the environment such as: <ul style="list-style-type: none"> <li>✓ Avoiding pollution of water resources.</li> <li>✓ Avoiding pollution from wastewater treatment plants by proper site selection &amp; treatment processes.</li> <li>✓ Avoiding negative effects on flora &amp; fauna.</li> </ul>	10%

# Environment Objectives Work Plan 2013 Report

## **E2: To ensure healthy working conditions for the employees, clients, suppliers, and surrounding community:**

The Ergonomics Survey was halted for the next 3 years since we have done the survey for 2010+2011 and have implemented the recommendations.

**Total Result taking into account the weighted and achieved values = 90%**

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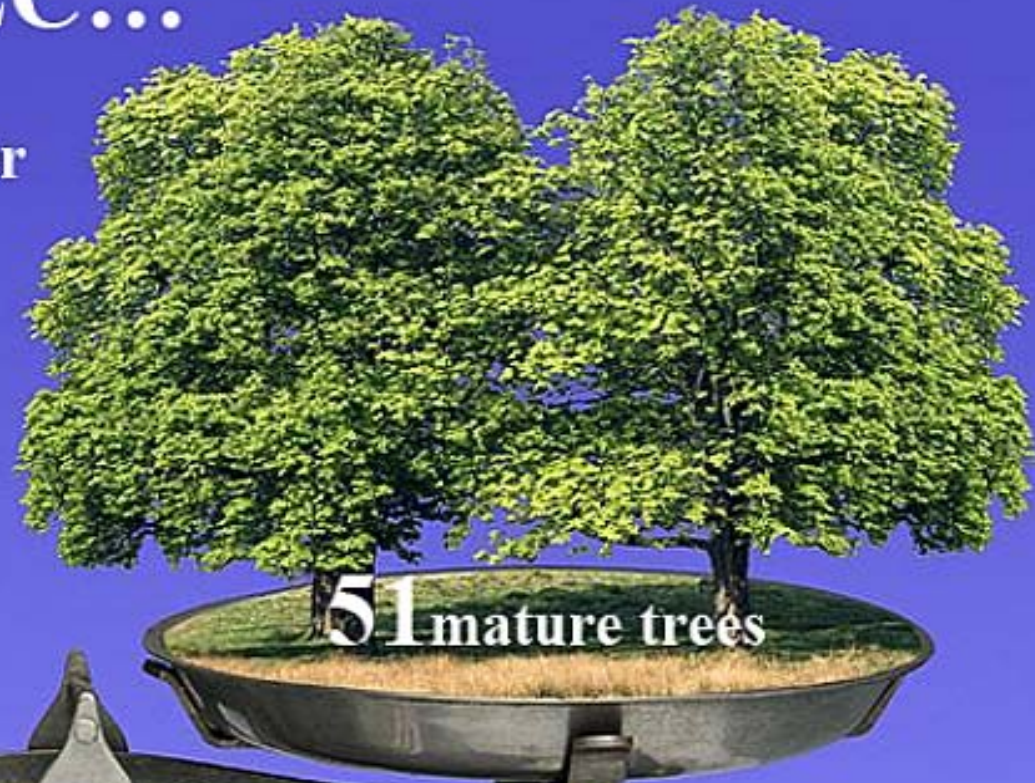


SAMPLE OF RECYCLED PAPER POSTER



# Hand in Hand at CEC...

We have recycled 3000kg of paper in 2015 resulting in saving of:





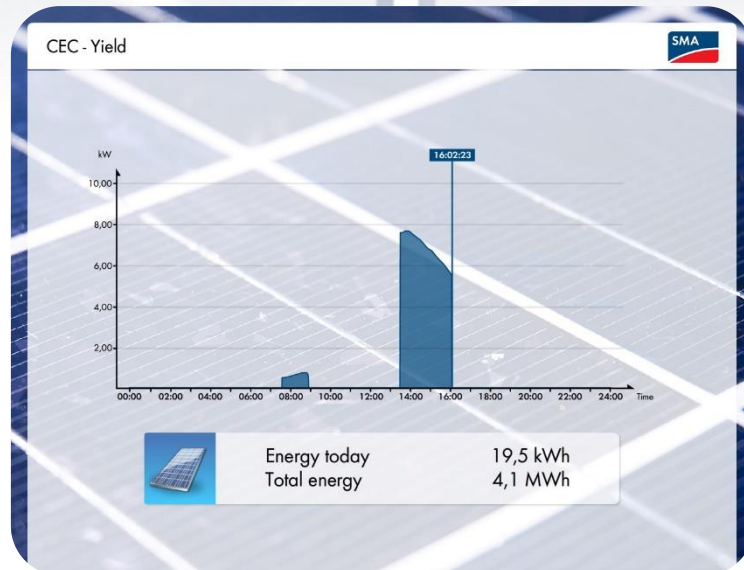
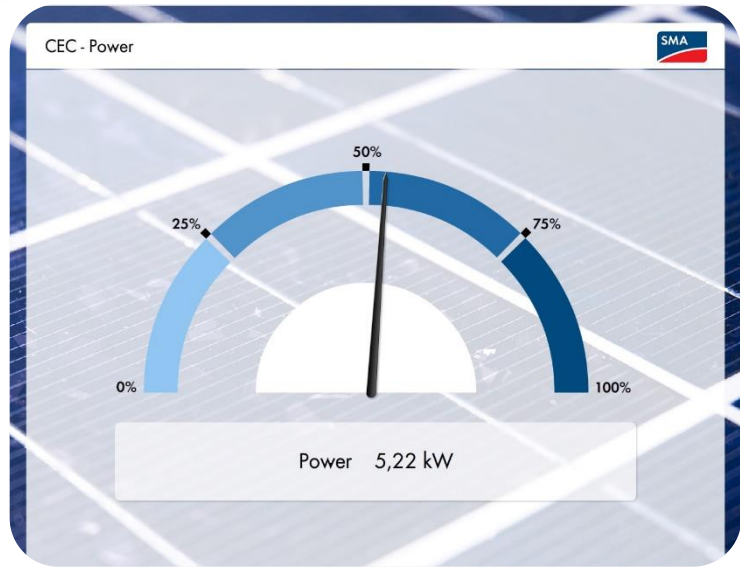
SOLAR PANEL SYSTEM FIGURE'S







# Solar panel system at CEC







# CSR ACTION PLAN 2015



## CSR Action Plan 2015

Beneficiaries	Objectives	Initiatives	Measures	Target	Achieved
Environment	Effective implementation of CEC's Environment Policy.	Enhance the Culture of Self Responsibility through the "Go Green" Initiative:  a. Children's Drawing Competition-Save the Planet  b. Plant a Tree Day  c. Awareness prompts on billboards and emails.	Annual results of CEC's Environment Policy action plan.	70%	80%
Clients & Business Partners	Commitment to CEC's core values in dealing with clients & business partners.	Emphasize CEC's Governance Credibility & Transparency.	1. Measuring the employees' commitment to core values.  2. Implementation of CEC's Governance Compliance procedures.  3. Disclosure of CEC's yearly CSR report via the Global Compact Initiative website.	80%  100%  100%	<b>83.38%</b>  <b>200%</b>  1 <sup>st</sup> report is in 2016
Community (Education V Non-Education)	1. Give free engineering services to the community and/ or monetary donations by working with NGOs.  2. Provide training opportunities.	1. Develop a yearly <b>action plan</b> that includes the channels & beneficiaries to:  a. Pro-Bono services. b. Monetary donations.  2. Signing MoUs with the educational sector, or being members is committees and associations.	1. Amount in monetary value.  2. No. of person hour contributed.	JOD6500  165	8937  17615
Employees	1. Equal work opportunities.  2. Increase Employee Satisfaction.	1. Equal opportunities for job seekers.  2. Catering to employees' needs & expectations.  3. Management Support of (SCC)	1. Employee Satisfaction Survey.  2. Ergonomics survey. (Once every three years)  3. Monetary amount of management's annual contribution to the SCC.(from previous year)	3.5  75%  10%	<b>3.93</b>  <b>76.9%</b>  <b>2%</b>