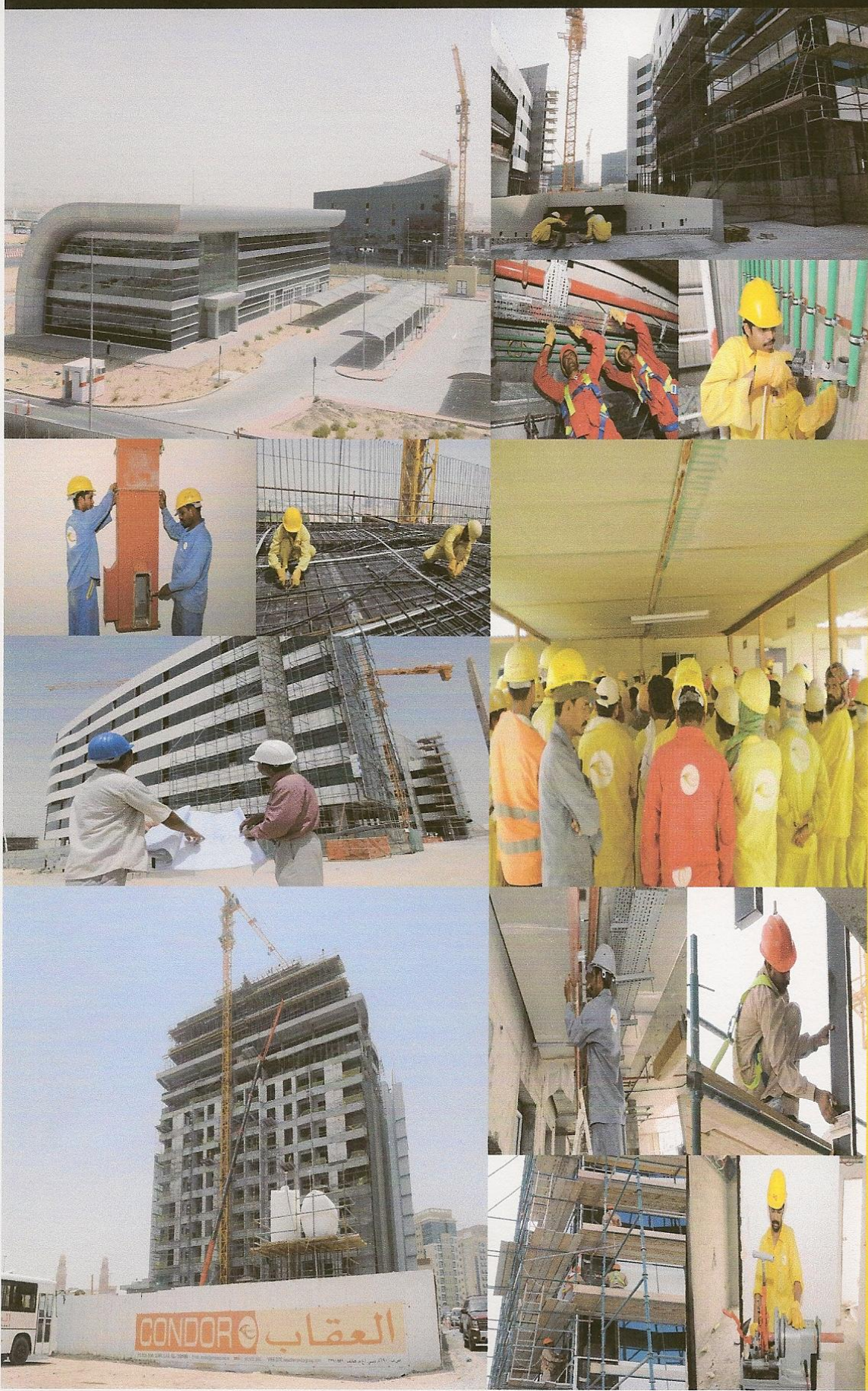


# C O n P rogress 2009



**MESSAGE FROM  
CHAIRMAN & CEO**

An insight on the first COP Report and participation to United Nations Global Compact

**UN GLOBAL COMPACT  
10 PRINCIPLES**

Our Guide towards Corporate Social Responsibility



.....  
**OUR COMPANY**  
.....

**OUR GROUP**  
.....

**OUR DIVISIONS**  
.....

**OUR FEATS**



**26**  
Years  
1983-2009

for exceptional people





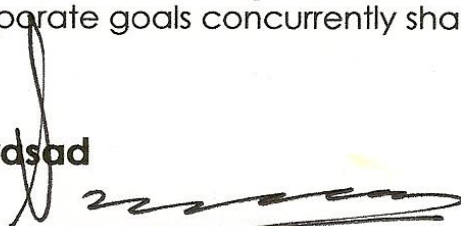
Condor Building Contracting is an ISO 9001-2000 certified construction company head quartered in Dubai. In its 26 years of growth, Condor has completed more than 250 projects, maintaining schedules and quality standards.

Condor Building Contracting LLC's overall strategy is driven by its commitment to its customers towards achievement of its vision: **"To be the leading environmentally conscious and socially responsible construction company in the Gulf and subcontinent."** It is an exceptional vision that requires an exceptional effort to carry out its realization along with the changing times. As a pioneer member of the United Nations Global Compact here in the Middle East, United Nations Global Compact's Principles has helped us in crafting a more robust foundation to evaluate our performance and improve our system steadily.

We are committed to continuously imprint harmonious affinity towards people that we deal with in the spirit of corporate ethics and brotherhood. Thus, we are committed to continuously deliver quality projects that set prominent landmarks, stimulate the birth of an emerging community and in the end progressively contribute to UAE's economy and sustainability.

Our commitment is extended to various organizations who are also advocates of the United Nations Global Compact who shares the same belief in making the world a better place to live as we continue to pursue our corporate goals concurrently sharing our social responsibility.

**Siva Prasad**



**Chairman & C.E.O.**  
**Condor Building Contracting L.L.C.**

# UNGlobal Compact 10 Principles

## Human Rights

**01** supporting and respecting the protection of internationally proclaimed human rights

**02** make sure that they are not complicit in human rights abuses

## Labour

**03** uphold the freedom of association and the effective recognition of the right to collective bargaining

**04** the elimination of all forms of forced and compulsory labour

**05** the effective abolition of child labour

**06** the elimination of discrimination in respect of employment and occupation

## Environment

**07** support a precautionary approach to environmental changes

**08** undertake initiatives to promote greater environmental responsibility

**09** encourage the development and diffusion of environmentally friendly technologies

## Anti-Corruption

**10** work against all forms of corruption, including extortion and bribery





**01** **b**usinesses  
should support and  
respect the protection of  
internationally  
proclaimed human rights  
within their sphere of  
influence

**02** **b**usinesses  
should make sure their  
own corporations are  
not complicit in human  
rights abuses

**C**ondor Building Contracting LLC is committed to play its role as corporate citizen entity. We believe in human capital as an imperative element in the business making us more committed to preserve and protect the human rights of each and every individual within our sphere of influence. The Universal Declaration of Human Rights is our guiding principle in the formation of our core business policies and values thus making us more assure that we are not complicit in any human rights abuses.

### **Policies / Systems /Processes /Program**

The most essential element of our corporate system is the Strategy formation encompassing the 10 Guiding Principles of UN Global Compact Report. The Social, Technological, Economic, Environmental and Political (**STEEP**) and Strengths, Weakness, Opportunities and Threats (**SWOT**) **Analysis** is conducted on an annual basis to have inputs on the following:

- ❖ **Quality, Health, Safety and Environmental (QHSE) performance and best practices**
- ❖ **Deployment effectiveness of the approaches taken by Condor and Supplier performance**
- ❖ **Learning from good practices and opportunity areas for improvement based on quality audit reports, stakeholder feedback, community feedback, etc.**
- ❖ Operational performance review of on-going and completed projects
- ❖ Market research findings for the construction projects
- ❖ Competitor performance trends, entrants of new competitors and strategies existing major competitors

### **Actions:**

Condor has proven the test of time with its 26 best years in the Construction industry and still continues to realize its transformation alongside the demand of the changing times. We desire to hold upon the feats we have right now and in order to do that we must change our conduct with the times...

With the continuous growing number of workforce we have, better accommodations have been provided for our employees in International City, Al Quoz, Ghusais and Abu Dhabi. A number of bigger service vehicles were bought in order to contain new employees and safely drive them back and forth in the office and accommodation.



Our vision has been intensified to reach out not only to our clients and business partners but also to the society where we have duties to fulfill. Recently, our company has been an active donor of Dubai Cares with the aim of alleviating illiteracy, promoting education and breaking the cycle of poverty in poor countries where children are the primary recipients.

**Performance:**

Year	Action	Reaction
2006	Corporate Social Responsibility Awareness	Our Chairman & CEO attended the UNGC Geneva Convention with the aim of incorporating the UNGC Principles in our corporate operations.
2007	Follow up on Corporate Social Responsibility by attending COP Seminar	Initiation of focus on two (2) aspects of the UNGC Principles especially on Labor & Environment
2008	<p>Launched Staff Welfare Assistance (SWA) for Staff and Laborers on top of Insurance Claims in case of accidents and death incidents.</p> <p>It serves as our 1). <b>metric system to gauge health, safety and welfare of our workers</b>, 2). <b>to analyze and recommend risk assessment plan</b> 3). <b>to deepen our commitment that we are in full support of our workers wellbeing.</b></p>	<p>Last year around <b>2%</b> has been reported who encountered accidents ; cash assistance and support has been given up to recovery stage until they can come back to work. <b>Rate of fatalities caused by site accident is zero.</b></p> <p>Our objective for the next coming years is to have 0% Accident Case.</p>
2009	<p>Attended EEG's CSR Network Workshop 2009 with the theme of "Human Capital and Sustainability"</p> <p>Attended Global Business Initiative on Human Rights</p>	Design Human Rights Training Program and will be implemented on Third Quarter of this year.
2010	Transfer of Laborers from Labor Camp to a better accommodation in Technopark, Jebel Ali	



# 03 **b**usinesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

We are committed to uphold the freedom of association and the effective recognition of the right to collective bargaining as per Condor Building Contracting LLC's Code of Conduct. We respect the diversity of our opinions, culture and origin predominantly seen in our workforce which comprises migrant workers from various countries. In spite of our native divergence, we integrate the value of oneness in our convictions, values and corporate decisions as stated in Condor Building Contracting LLC's Code of Conduct. We see beyond self-interest and work cooperatively as a member of a team committed to the overall team objectives.

## **Policies / Systems /Processes /Program**

CBCL Code of Conduct  
Condor **SPEAK OUT**

(Stand on **Progressive Employment & Agreement Kickoff** towards an **Operative Unified Trade**)

## **Actions:**

Collective bargaining agreement as we viewed is not a medium to assert personal interest rather it is inherently worthy as a practice of self governance that can be applied in the workplace. Apparently, it augments our employee morale and freedom to exercise their chance to influence the establishment of corporate rules and consequently have power over a major part of their lives specifically their job. Last year, a challenge was served among Departments as the Award for Best Cost Control Ingenuity was launched to assess which Department can deliberate their corporate model on executing initiatives to improve existing system based on Sound Financial Management (expenses vs. savings). This successfully led to the brainstorming of ways and means to prudently spend corporate funds.

The leadership teams including the Chairman & CEO are approachable and operate an 'open door' approach to receive feedback and respond to people. Soliciting employee feedback to improve policies, strategies, and plans is encouraged and sought by the leadership. Operational plans are amongst the team in the daily toolbox talks and other briefing meeting. This is followed up on a weekly, monthly and semi-annual basis to review the performance against objectives. The birth of the new Program Condor SPEAK OUT last 2007 has been a great partner in making our workforce more empowered. The workforce voice is heard upon the CONDOR SPEAK OUT meeting held inside the company's premise. Issues are raised, given the right attention and weighed equally to be given the appropriate resolution. Employee Relations as one of the facet in Human Resources Department helps in coming up with a win-win solution for Workers and Management to come up with a unified settlement. A representative from the Labor Department is an affiliate of the company who review labor related issues and provide legal recommendations.



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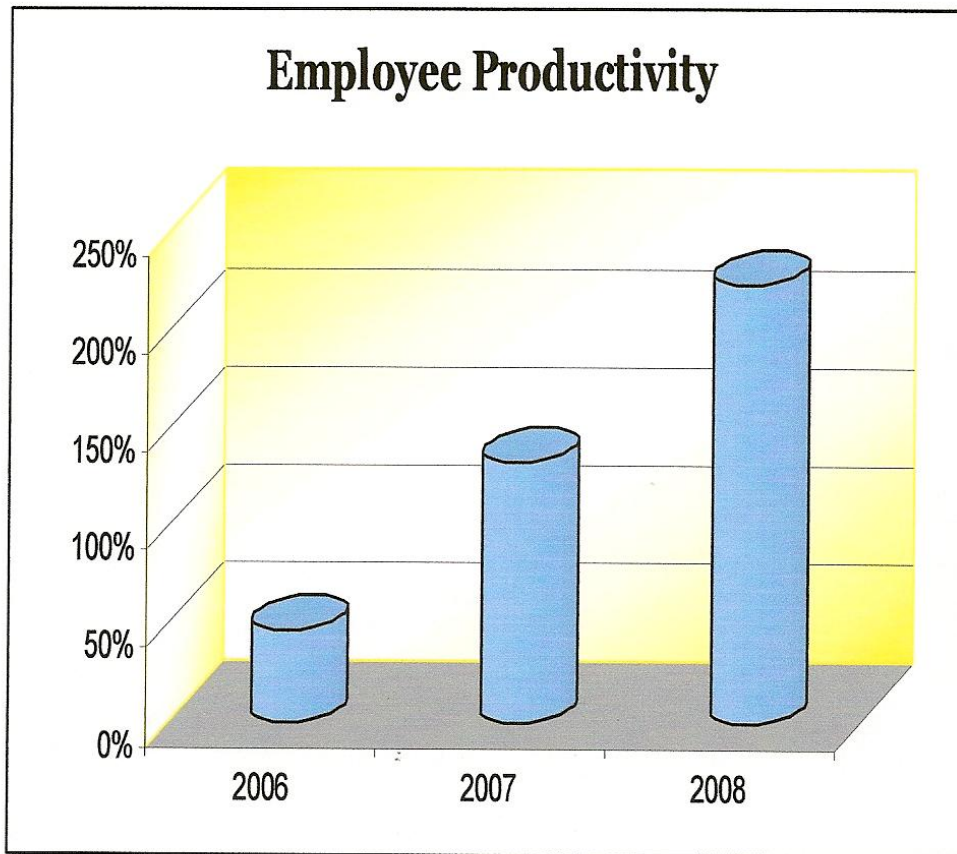
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## Performance:

Open communication and freedom of association have greatly affected the movement of our organization from the last three years assessment. Evidently, upon the launching of the Condor SPEAK OUT our employees bring about significant contributions which are essential to make our organization better. It empowers them to feel that they are supported, being trusted and committed to incorporate changes that will bring exemplary outcome for the benefit of all. We seek to perceive conflict and resolution to conflict as a pathway to assertiveness and innovation. We encourage them to think, question and shape decisions and be accountable for changing the way the business is done. Information is disseminated through formal avenues such as memos, meetings, emails etc. In general, it enhances organization's performance which can be measured by the income generated on an annual basis.



**Figure 1: Employee Productivity**

- ❖ Shows the positive trend in terms of average income generated per employee on a yearly basis
- ❖ Report is extracted using the highly developed ERP system "Altura" for monitoring our performance.



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# 04 **b**usinesses should uphold the elimination of all forms of forced and compulsory labour

We are committed to stand against all forms of forced and compulsory labour. We see to it that our workforce standards comply with the ILO Convention as our guiding system to protect our manpower from human rights abuses, maximize their potential and direct them to a motivational work environment. We are firm in believing that our best quality of work can be extracted when we treat our people as business partners essential to the growth of the company.

## **Policies / Processes / Systems / Programs**

It is in our best effort to build projects and incorporate the aspects of quality, cost, safety and timely schedule. To meet deadlines without compromising the value of work is a scenario imminent in every project that we will handle. In a construction setting, overtime is inevitable to be done despite the presented Schedule of Work. Oftentimes, Project Managers and Engineers would require rendering overtime because they want to finish the project at the earliest possible time or to meet the deadline due to some delay. In this case, we have created an Overtime Program that would regulate excess hours of work and avoid the effects of it such as reduced productivity, reduced for personal and recreation time, increased stress and increased number of error at work. In case where overtime is needed, a shifting schedule is implemented to randomly assign employees or laborers to complete the task. Overtime pay is being given to commensurate on work done over their nominal schedules.

## **Actions:**

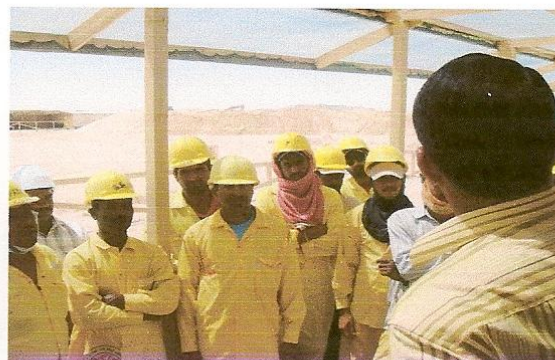
As part of our Human Resources Recruitment Policy, a Pre-employment Orientation and Day 1 Orientation is conducted to explain the details of the Employment Contract. On this orientation, work schedules, remuneration, terms and condition etc. are being discussed. A 1% allocation from the total company budget is reserved for the Human Resources Recruitment including Contracts and Visas.

As for the issue of overtime, on cases when overtime is needed, our company requires three to four hours of extra work only after the nominal schedule of 7 am-4pm for site work so that they will have enough time to do personal chores and rest. Overtime will depend on the nature of the work and mostly 98% of required overtime can be attributed to concreting works. We give four breaks in a day for a nine hours work.

We implement close monitoring both at Head Office and Site to assure that if there is any complain against forced labor, use of threat, harassment in any forms (verbal, physical or sexual) we will raise the issue to Condor **SPEAK OUT (Stand on Progressive Employment & Agreement Kickoff towards an Operative Unified Trade)** Program to be given rightful and timely solution.

## **Performance:**

All Condor workers are covered by national labor contracts required by law in UAE. Contracts are in Arabic and English to ensure clarity of content for all new employees. A 30 day notice period is required prior to the transfer of individual workers to a different workplace due to organizational changes.



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# 05 **b**usinesses should uphold the effective abolition of child labor

We at Condor Group support the abolition of child labor. We believe in the importance of a happy childhood as a strong foundation on ones character building. As stated in our EHS Compliance Declaration by our Sub-contractors " Child labor will not be deployed for any type of work in the site."

We extend our support to combat the use of child labor through various organizations who are also advocates of the United Nation's Declaration of the Rights of a Child.



## Policies / Processes / Systems / Programs

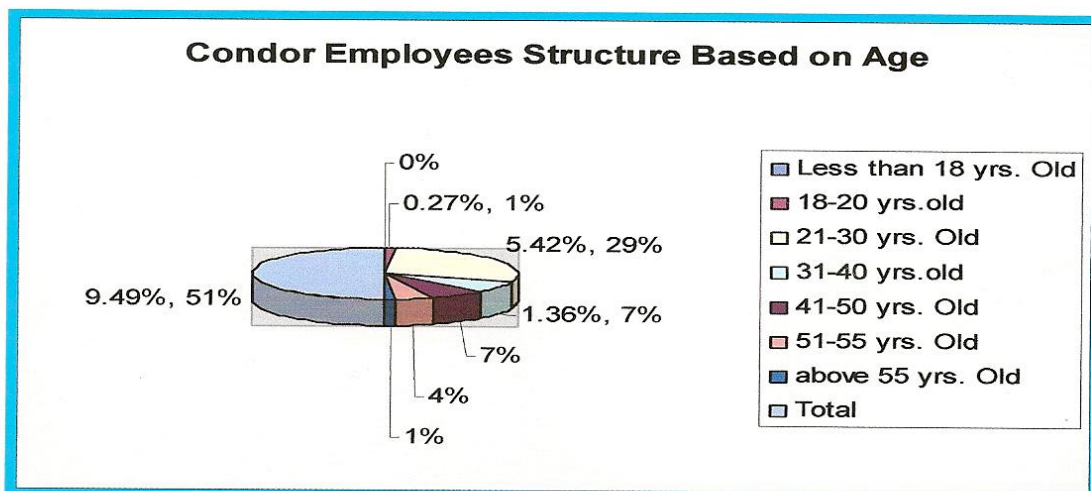
### HR Recruitment Policy

### EHS Declaration Compliance

#### Actions:

In our corporate ground, we assure that our employees have passed the appropriate age requirement in order to work for us accordingly. Attested birth certificate is required from the selected workers. Thus, certificate of physical fitness for the nature of the proposed work, issued by a specialized physician certified by the concerned authorities is required on a pre and post arrival basis prior to commencement of work.

#### Performance:



**Figure 2: Employees Structure Based on Age**

- ❖ From 2007 up to present, 0% has been reported to be less than 18 yrs. Old working for our company.
- ❖ Around 0.6% only has been reported to be over 55 yrs. old not exceeding 60 yrs. old giving opportunities for the elders to work, earn and retire on the appropriate maximum age.



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# 06 **b**usinesses should uphold the elimination of discrimination in respect of employment and occupation.

We are committed to uphold the elimination of discrimination in respect of employment and occupation. We treat our people as our organization's most valuable asset that would help us realize and harness our organizational goals. We continue to provide equal opportunity for all employees and applicants on the basis of merit without regard to race color, religion, sex, age national origin, sexual orientation, and physical or mental disability. We are steadfast into bringing our people into a continuous-innovative learning stage working together in a motivational environment that values diversity and encourage shared learning.

## **Policies / Processes / Systems / Programs**

The Human Resources Recruitment Policy adheres to the equal opportunity employment and pays great respect to the vast talent of the Workers of the World. Our recruitment system is based on a wide scope attributes as a metric scheme used in order to fill the manpower complement. Our commitment does not end on the recruitment stage but also to redevelop and retrain our employees in order to maximize their potentials on their respective post.

The Chairman & CEO, leadership team and the corporate strategy team reviews the key performance on a monthly basis semi-annual and annual basis at the quality management review meeting. These management review meetings enable to address performance issues that fall below the set target and suggest corrective actions to rectify the issues. SMART targets are set for all individual competencies, key performance indicator's (KPI) and performance rewards are given in accordance with achievement of the results.

Condor complies with **ISO 9001:2000** as a management tool to control, improve and manage the processes. The core and support processes are managed by the system, to ensure control over the whole organization. All core and support processes in Condor have clear ownership of the leadership team and key performance indicators are attached to them.

The scope of Condor ISO 9001:2000 certification includes ***"construction, maintenance, improvement and re-development of industrial, commercial, residential and public buildings, involving civil, electro-mechanical, joinery, aluminium and structural steel works with related activities such as building materials, trading, scaffolding hire, real estate development, heavy equipment and machinery rental.***

## **Actions:**

High potential employee program was launched as a strategic human capital succession planning tool. The Chairman and CEO and the leadership team are engaged extensively in the identification of individuals with strong potential to develop for senior positions in the future.

Recognition of the staff for their high performance work is regularly undertaken by the Condor leadership team: Members of the staff are motivated by providing monetary compensation for exceptional and meritorious work done for timely and speedy completion of projects, maintaining quality standards and adhering to the norms specified. Increments are based on the performance of the individual, taking into consideration for their share in the whole.

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# Stewardship Towards Employees Promotion Upon Performance

## (STEP UP) – Promotion of Site Staff

Once or twice a year depending on the nature of work undertaken (periodical in case of crucial personnel i.e. mechanical – electrical, HVAC, carpenters and mason) promotion is recommended by Department Head / Project Manager, verified by the General Manager and finally approved by the Chairman & CEO. Meritorious service is recognized by way of a promotion to higher grade especially for trade related workers.

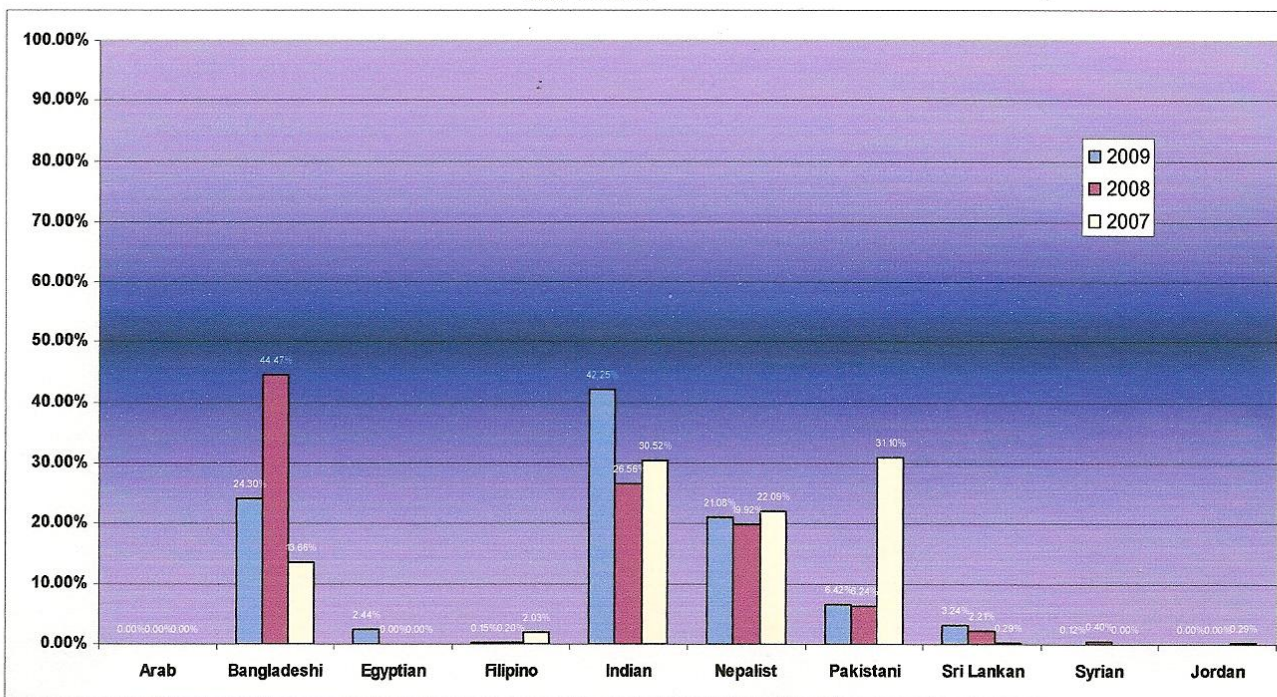
### Performance:

Last 2008, our Labor Manpower won accolade from the Top Management from the Scale and Factor Evaluation of the STEP Program having the most number of promoted workers.

A success story is an office boy who previously served coffee and tea and work on some clerical tasks had shown great interest in the area of Drafting. After having seen his enthusiastic performance and attended the extensive training under this Department he was promoted to a Draughtsman. Laborers who have vast experience at site were also promoted as site clerks and some became office boys too.

### Promotion

Year	Type of Work	No. of Employees Promoted
2008	Technical	7
	Operations	8
	Site-Office	12
2007	Technical	5
	Operations	10
	Site-Office	10
2006	Technical	6
	Operations	5
	Site-Office	9



**Figure 3: Employees Structure Based on Nationality**

❖ Shows the diversity of nationalities recruited from 2007-2009.



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# 07 **b**usinesses should support a precautionary approach to environmental responsibility

"The Company shall put in use its best to prevent and take all reasonable precautions to avoid pollution or contamination of the working location or water, arising out of its performance of the work.

It is Condor Building Contracting LLC's policy to manage waste in such a manner as to prevent danger to the health and safety of its employees, sub-contractor's employees, others and to minimize the adverse impact on the environment. For these reasons, CBCL has committed itself to control and monitor safe disposal of the various type of waste usually accumulated at the construction sites and camps."

- **HSE Plan**  
**Condor Building Contracting LLC**

## **Policies / Processes / Systems / Programs**

Condor achieves its corporate social responsibility by conducting all its projects as a corporate citizen of the country and in a socially responsible manner. **Condor has been involved in construction projects which are important landmarks in the community such as heritage buildings, community hospitals, filling stations, sports centers, green buildings, environment-friendly and innovative construction.**

The **Health Safety and Environment (HSE) Plan** provides a goal setting framework for the action which Condor Building Contracting LLC and its subcontractors will take during the course of Construction activities to manage Health, Safety and Environment matters. The overall objective of the plan is to provide for the implementation of applicable laws, Client / CBCL HSE policies, procedures and project personnel to achieve the highest possible EHS standards.

Condor carries out construction project reviews for all its new projects to highlight the potential occupational health, safety and environmental aspects and impacts. Suitable and appropriate mitigation measures are taken to minimize / eliminate the severity of the risks.

## **Actions:**

Our credence lies in the principle that only projects free from incidents and the resulting injuries or environmental damage can be expected to be consistently productive and profitable. The only acceptable performance is "Incident Free." Operating not only in sites, we aim to promote human and environmental health alongside constructing landmarks that would foster a better place to live. We aspire to imprint a clean, healthy, safe and quality life for the future generation.

In the HSE Plan our three main Environmental Policies lies on Dust & Noise, Waste Management and Pollution & Site Hygiene.

<b>Activities</b>	<b>Metric System</b>	<b>Reference</b>
Observance of Dust Pollution	0 Minimum	4.1 of the HSE Plan
Observance of Noise Control	90 dBA of sound level for 8 hr. duration will be provided with earmuffs & subsequently as the	4.1 a of the HSE Plan



	duration of work hours will be reduced proportionately	
Observance of Waste Management	Categorized Waste in Three: Domestic and Office Wastes Industrial (Non-Hazardous) Hazardous Wastes (require disposal in accordance with the Environmental Protection Act)	4.2 of the HSE Plan
Observance of Reducing Pollution & Promoting Site Hygiene	Emission of smoke, fumes & other obnoxious gases is not allowed in the site	4.3.1 of the HSE Plan
	Protection of all stream and Waterways against pollution	4.3.3 of the HSE Plan
	No paint containing lead or Lead products shall be use Except in the form of paste Or ready made paint	4.3.8 of the HSE Plan
	Asbestos shall not be used	4.3.9 of the HSE Plan
	Prevention of contamination	4.3.13 of the HSE Plan
	Site Sanitation	4.3.15 of the HSE Plan

### Our Communication Channels

Project Safety Orientation Meeting  
 Toolbox Meetings  
 Safety Training

Condor is in the forefront for land, re-planting trees and landscaping the area after the completion of the project. Special care has always been provided for the following in every project.

- ❖ Housekeeping
- ❖ Corporate health, safety and environmental management systems
- ❖ Emissions to air and water
- ❖ Site selection and land acquisition policy
- ❖ Solid wastes
- ❖ Handling of hazardous materials
- ❖ Fire safety and emergency preparedness

The Chairman & CEO with the assistance of Project Manager / Project Engineer, (who will nominate HSE Coordinators for their respective sites), will ensure the establishment and implementation of appropriate " good practices" with regard to health, safety, environment, work methods and work ethics. These will be communicated by means of posters, training programs, meetings etc. and where necessary will be documented as work instructions.

### Performance:

Our response to a better environment lies in our effort to consistently contribute in the conservation of water, energy and resources, prevention of air and soil pollution, organize waste management and Accident Free Site.





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Water Conservation

	Actual Water Consumption Total Per Day By Flush	Target Water Consumption Total Per Day By Flush	% of Water to be saved	Cost of Water / g as per DEWA	% of Cost Saved
Flush Fixture	552 g	176.5 g		3 fils / g for less than 6,000 g consumption	
			47.40 %	3.5 fils / g for additional	47.40%
Flow Fixture	431 g	341.25 g		4 fils / g for more than 12,001 g consumption	

Water Spill Monitoring

**HSE 4.3.2** Provide and maintain temporary channels, drains and the like for keeping the site clear of water.

**HSE 4.3.3** All reasonable precautions are to be taken to ensure the efficient protection of all streams and waterways against pollution arising out of or by reason of the execution of works.

Light Pollution Reduction

	Exterior	Interior
Light Fitting	No light are near to the site boundary	All the interior light fitting are full cut off type
Full cut angle, means no illumination between 80-90 °	All lights are located in the site which are away from site boundary or building wall by 2.5 time of the pole height	No light install near to the window to avoid the light pollution.
	Maximum lux from bollard light at the ground will be 10 lux which is equivalent to almost 1 foot candle	All office area will be maintained almost 350-450 lux.
		Near to the window the maximum lux required will be 100 lux.



**Proposed R290 Refrigerant**

**Variable Inputs**

Number of Units  
1  
Ref. Charge (lbs)  
176  
Capacity (tons)  
151  
Leakage Rate (LR)\*  
2.0

**\*Note: 2% (LR) to be used unless proven otherwise**

**Reference Inputs**

ODPr  
0.00  
**GWPr**  
**3**  
End of Life Loss (MR)  
0.10  
Ref.Charge (RC) lbs/ton  
1.16  
Equipment Life  
10

**Refrigerant      Atmospheric Impact = .1044  
PASS**

**Refrigerant**

**Soil Pollution Monitoring**

**HSE 6.7 Excavation & Other Related Works**

Close monitoring on any contaminated surface water, oil fuel dumping and percolating of waste from landfills are being reported immediately.

**Waste Management**

**HSE 4.2 Proper Wastes Disposal**

**Safety Policies on Oil Leakage and Disposal of Waste Oil**

**Resource Consumption**

To set a higher target of reduced resource consumption on 2010:

- Water – to reduce 50 %
- Waste – to reduce 40%  
create more innovative ways to recycle
- Energy – to reduce 30%

**Environmental Research Unit**

**Research on Environmental Management and Improvement Procedures**

**On-going study of Alternative Building Materials aligned with Green Building Initiative**



# 08 **b**usinesses should undertake initiatives to promote greater environmental responsibility.

**“Employee safety and health, as well as protection of the environment, must be viewed as values we hold that adhere in every facet of our operation. HSE Plan must not be viewed as a priority that can be arranged in order of importance when others bring pressure to bear to place more importance on another aspect of our business.”**

**- HSE Plan  
Condor Building Contracting LLC**

## **Policies / Systems / Processes and Programs**

The Condor leadership team is committed to Quality. This commitment is clearly stated and documented in **Quality Policy Statement** of the Company. The leadership team periodically communicate by appropriate means to all employees the importance of meeting customer as well as **Health, Safety and Environment (HSE)** statutory and regulatory requirements.

The management has established quality objectives and a Quality Management System (QMS) to achieve those objectives. Top management is committed to implementation and development of the QMS and continual improvement in its effectiveness. The top management periodically reviews the Quality Policy, objectives and the QMS for their effectiveness in achieving customer satisfaction and their continuing relevance to the business of the company. Top management takes responsibility to ensure provision of adequate resources including trained manpower for maintaining and improving the effectiveness of the QMS.

## **Actions:**

The quintessence of our initiative to promote greater environmental responsibility is through the various Green Buildings being built by Condor. A Research and Development Unit is actively participating during the Top Management Meeting to explore and expand our horizon in the Green Building Initiative. The R&D Unit is the key speaker in promoting the positive transformation of incorporating Green Building Movement. A comprehensive report on this topic is being presented alongside, UAE's Greenbuilders, market trends, comparative analysis of conventional materials and GBI's materials, advantages of the initiatives and application on Condor's array of projects.

## **Main Features:**

- **100 Tons of Solar Powered Air-conditioning**
- **100 KW Solar Powered Lighting**
- **100% Waste Water Recycling**
- **Recycled Construction Materials**
- **Environmentally Friendly Materials**
- **Indoor Environmental Quality**
- **Low Emitting Materials**
- **State of the Art Fully Transparent Web Enabled Building Controls**
- **Wireless Mesh Networking Enabled Building Controls**
- **M2M (Machine to Machine) Connectivity Enabled**
- **Device to Enterprise Connectivity**
- **Distributed Hardware and Software Architecture**








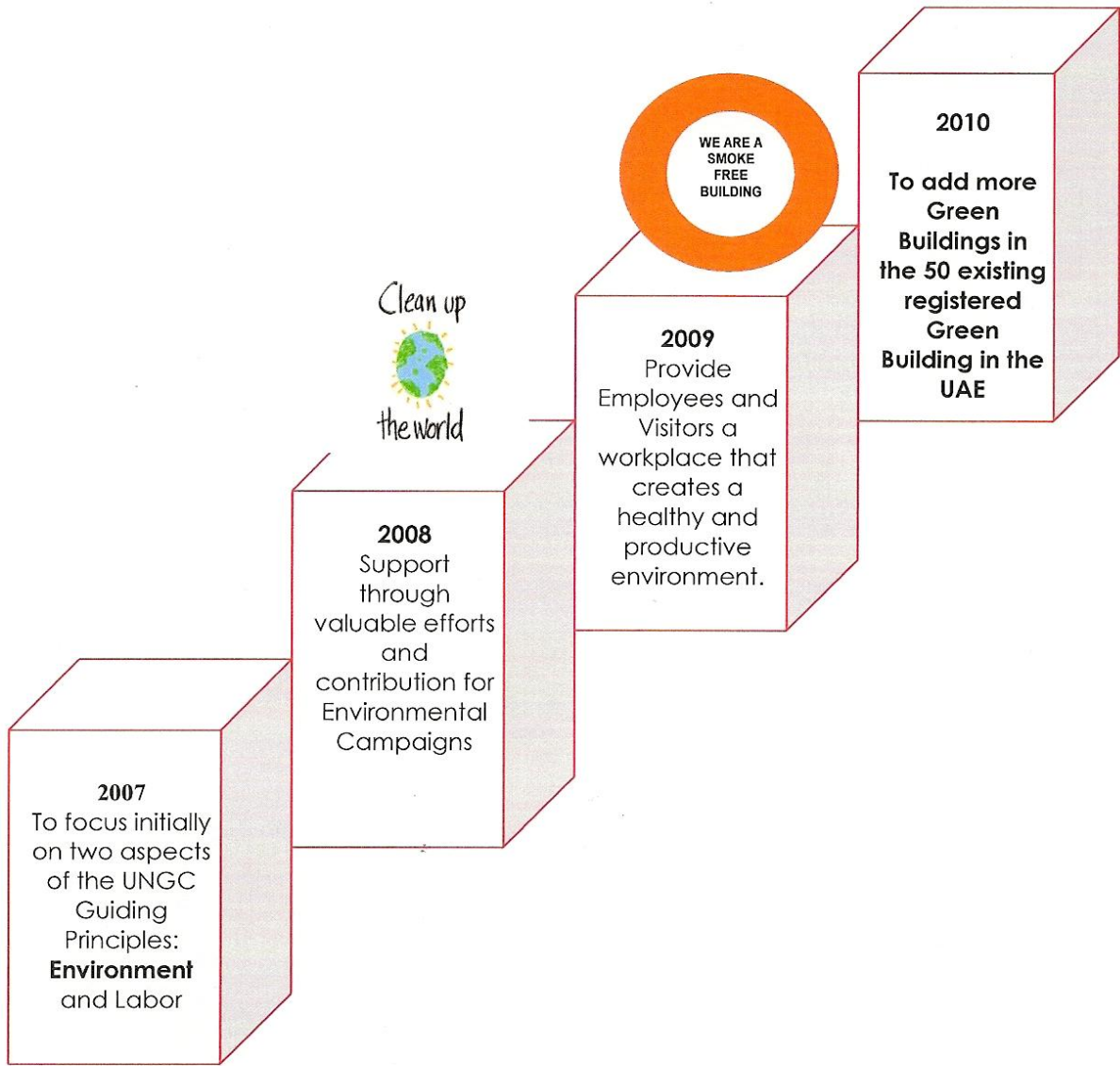
**Performance:**

In the pursuit of promoting Green Building Initiatives our commitment to sustainable development has greatly contributed to the progress of Dubai on an environmental and economic viewpoint. We have contributed to the development of the Gross National Product of the local emirate by our material procurement through patronizing the market for sustainable products. We specify and use energy efficient products. Thus, we are supporting a professional niche for Greenbuilders such as Architects, Builders, Developers and Consultants in the aspect of Building Simulation Services and Building Commissioning.



Date	Project Name	Building Type	Status
2005	Pacific Control Systems LLC Jebel Ali	Corporate Office	 1st Platinum Green Building in the Middle East and 16th in the World
2007	Condor Engineering FZE Corporate Office and Warehouse Technopark, Jebel Ali	Corporate Office and Warehouse	 On-going Application for LEED Gold Level
2008	Condor Castle	Residential Building	 On-going Application for LEED Silver Level







09 **b**usinesses should encourage the development and diffusion of environmentally friendly technologies.

**We believe in Novelty** as one of the core values in the acronym CONDOR. It is the introduction of new ideas and innovative work methods. This core value encourages everybody to think positively and actively look for improvement in workplace. A core value that enables us to unveil the hidden creative talent of our employees to make a positive contribution to the organization, community, environment and the country.

### **Policies / Systems / Processes and Programs**

#### **Green Building Initiative**

**Pacific Control Systems LLC** - The leaders in the automation industry – A major achievement in the history of construction in U.A.E. **The First Green Building in the Middle East and the 16<sup>th</sup> in the World with a Platinum rating LEED.** Condor's Technical Team has once again proved that for a citizen who wants the nation to benefit from its expertise, nothing is impossible. Green buildings, especially of a commercial nature, are a step in the right direction considering that Dubai has been pushing for a sustainable environmental protection. The forming of the **Emirates Green Building Council** and the efforts of the organizations such as the **Emirates Environmental Group** have also ensured the awareness and practicality of such concepts, especially for corporate and other companies in the UAE. "Green Buildings are environmentally responsible structures that are based on a practical and simple approach in their design and construction. For instance, they optimize the use of interior spaces so that the overall building size and use of resources in constructing and operating them are kept to a minimum. Other factors such as sustainability, energy efficiency, water conservation, indoor air quality, and the use of non-toxic, eco-friendly materials within the structure is also important." Creating a green building was part of our corporate social responsibility initiative as well as our commitment to Dubai government's sustainable environment-protection drive.



PACIFIC CONTROLS SYSTEMS LLC CORPORATE OFFICE  
The 1<sup>st</sup> Platinum Rated Green Building in the Middle East  
and the 16<sup>th</sup> in the World



**Actions:**

- 100% of the water at the building will be recycled and used for landscaping
- Roof of the building has photovoltaic cells (which provide solar power) that will supply lighting during the day while solar air-conditioning will also be used to satisfy 25% of the buildings 400-tonne cooling requirement.
- Materials used for its construction reduced unnecessary pollution during the transportation of these materials.
- Bonding materials were also used to curb land erosion.
- Construction waste was segregated and disposed on green guidelines.
- The building has waterless urinals in some areas.
- Recycled wood and eco-friendly sealants, paints and carpets were incorporated into the interiors.
- Carbon dioxide sensors were installed to help maintain fresh air in the rooms.
- Lighting was also designed to meet green building guidelines.
- Intelligent state-of-the-art technology has made it a single backbone IP (Internet Protocol)-enabled building, are linked to a single IP network
- Each conference room in the building has an IP projector, which allows anybody in the world to make a presentation in the room by logging into the IP address.
- Parking facilities for bicycles and battery-operated cars are handicapped.

**Performance:**

<b>EFE</b> (Environmentally Friendly Equipment)	<b>Benefits</b>	<b>Target</b>
<b>Light Fitting</b>	All interior light fitting are T5 Lamp which are low wattage high efficiency, all fitting and having electronics ballast.	
<b>Exterior Light</b>	All exterior light are Down Light with full cut off angle so no skylight glow effect will be on environment due to our implemented fixture.	
<b>Rain water Collection System</b>	Rainwater will be collected using fully Trap & Manhole which also will reduce TSS from storm water so there will be no Municipality water pollution due to our site's storm water.	Application for ISO 14001 Accreditation, OHSAS 18001 Management, Safety, Health and Environment International Standard
<b>ZEV Vehicle</b>	We are providing ZEV Vehicle (Zero Emission Vehicle) that release no tailpipe pollution.	Certificates will be attained by 2010
<b>Bicycle</b>	We are providing 5 of % of total occupant for low distance travel which will reduce air pollution.	
<b>Proposed R290 Refrigerant</b>	0 % Ozone Depletion & lesser Global Warming Potential.	





# 10 businesses should work against corruption in all its forms, including extortion and bribery

We are committed to fight against corruption in all its forms, including extortion and bribery. We adhere to work towards transparency, to act visibly, predictably and understandably our corporate decisions and our methods and procedures. We demonstrate a broad understanding of our financial resources and appropriately apply sound financial management in carrying out assigned responsibilities. We ensure that effective controls are developed and maintained to safeguard the integrity of our organization.

- **CBCL Code of Conduct**

## **Policies / Systems / Processes and Programs**

The launching of **Responsive Employee Concern On Uncovering News on Treachery (RECOUNT)** is our influential tool in gauging our employees transparency and accountability. A complain against any form of corruption in the face of bribery, extortion or even the slightest form of fraud can be reported to the committee. The confidentiality and fairness of each complaint is given utmost attention in order to come up with an agreed decision. The veracity and weight of sanction to be applied to the employees who are proven to have committed those unethical acts will be discussed on a unanimous decision based on the CBCL Code of Conduct.

## **Actions:**

Performance monitoring is a necessary and integral part of a good program management. To be able to avoid any form of corruption in the organization, we see to it that the maintenance and adequate funding of an independent auditor or equivalent organization regularly audits corporate accounts, regularly monitors contracting and procurement practices and ensure that code of ethics is being implemented.

Keeping with the state-of-the-art technology trends in the construction industry and to ensure that the leadership is updated on all the various factors affecting the project, Condor instituted and implemented an ERP tool, a complete customized package / software "Altura Package." Tendering, estimating and budgeting are also done in addition to Financial Accounting through Altura, which is fully integrated and completely menu driven linking all the departments and project sites on line. Altura helps the organization to form standardized auditing and accounting procedures. We have a clear and concise accounting policy that prohibits off-the book or inadequately identified transactions. All transactions are presented with official receipts as mandated to verify the veracity of transactions made. Thus, accountability, transparency, disclosure, protection of shareholder's rights and building long-term value are the pillars of a functioning organization.

## **Performance:**

Financial disclosure is one of our ways to practice transparency. Below is the latest Audited Financial Statement from our independent Auditor who helps us manage our resources. On-going audit is being conducted at this period for the year 2008.



Financial Information	Historic Information for Previous Five (5) Years (UAE Dirhams in Millions)				
	Year 2007	Year 2006	Year 2005	Year 2004	Year 2003
1. Total Assets (TA)	209	189	106	62	61
2. Current Assets (CA)	144	154	86	47	53
3. Total Liabilities (TL)	87	85	53	35	40
4. Current Liabilities (CL)	80	78	46	29	39
5. Profits Before Taxes (PBT)	45	41	33	10	10
6. Profits After Taxes (PAT)	45	41	33	10	10
7. Net Worth (NW)	122	103	53	28	20
8. Total Revenue (TR)	227	191	151	71	90
9. Current Ratio (2) / (4)	1.8 : 1	2 : 1	1.9 : 1	1.6 : 1	1.4 : 1
10. Return of Equity % (5) / ( 7 of prior year )	43%	79%	120%	47%	53%

### ANNUAL CONSTRUCTION TURNOVER

Year	UAE Dirhams
2007	227 million
2006	191 million
2005	151 million
2004	71 million
2003	90 million





**C**ondor is a leading example of sustained success of a construction contracting company in the Gulf region and Sub-continent focused on environmental improvement and socially responsible projects of over two and a half decades in operation. Since 2003, the bottom line growth level achieved by Condor reveals its spectacular performance results:

- Net worth increased by **500%**.
- Working Capital position has also increased by **357%**.
- Remarkable improvement of **152%** contract revenue.
- Profitability increased by **350 %**.

Condor has contributed its bit to the growth of the UAE by way of the various projects that it has undertook and is undertaking for a variety of clients. Going green, creating structures that are environment friendly, parks in once that was desert for relaxation for the tired minds. Hospital to cater to the public in large, Telecom structures to cater to the ever expanding world of telecommunication and sports clubs for the adventurous. Creating green buildings is part of our vision and corporate social responsibility initiative as well as our commitment to the UAE government's sustainable environment protection drive.

Sound management strategies, excellent visionary leadership, state-of-the-art technology investment, environmentally focused approach has brought Condor to current position of a leading construction contracting company having origin in the United Arab Emirates. The pipeline of new projects to be started also indicates that our journey for business excellence is in the right track and Condor is destined to reach even greater performance levels in the future.



**C**ondor Building Contracting LLC, is an ISO 9001-2000 accredited Building Contracting Company. In its 26 years of growth, Condor has completed more than 250 projects, maintaining schedules and quality standards. The quality of its projects speaks for themselves. Condor has bagged Dubai Municipality's Best Construction Group Award in 2004 & 2006. Dubai Municipality's Licensing Authorities of Engineering Consultancies and Contracting Department has upgraded Condor's License to "Unlimited Floors" category, the highest grading for a construction company in United Arab Emirates.

The clientele of Condor include all the leading government and semi-government organisations and companies in the Middle East. Condor's forte is construction of telecommunication buildings, carefully planned super specialty hospitals, uniquely designed multi-storied buildings, spaciouly built sports Arenas, vastly spread markets and shopping malls, amusement and leisure parks, ultra modern filling stations and heritage buildings and palaces for the United Arab Emirates highly esteemed Royalty. The core strength of Condor is its adoption of modern construction technologies like composite steel buildings, pre-cast buildings, and energy efficient buildings. Use of quality equipments and state-of-the-art building infrastructure has contributed to Condor achieving leadership in the construction world in the Middle East.

#### Divisions

Condor is a vertically integrated group with well-equipped automated & creative carpentry section, a sophisticated electro-mechanical section, an aluminum and steel fabrication unit and an export-oriented unit at Tuticorin-India, making it a single source for implementing all its projects.

#### Exclusivity

The exclusivity of Condor is highlighted in its unique projects, the most prominent among them being the **first ever Green Building in the Middle East** – Pacific Controls - which shows the company's commitment to sustainable practices in building construction in the region, putting Condor on the global map of the construction world, as the builder of the 16th Platinum rated Green Building in the World. Green Building focuses on developing high-performance sustainable buildings with water, energy and material efficiency providing for a healthy and sustainable environment for the inhabitants.

#### Strength and Manpower

The secret of Condor's success and growth lies in its own skilled manpower of more than 3000 dedicated employees, which includes 100 Civil Engineers, 30 Electrical and Mechanical Engineers ably supported by more than 200 qualified and trained staff

#### Investments and Real Estate

With its extensive expertise and experience, Condor has ventured into the vibrant real estate market in UAE. Condor Properties Limited, registered as a developer with Dubai Lands Department has commenced multi-storied freehold property development comprising of more than 1000 residential apartments and 50,000 square feet of commercial space in Jumeirah Village & Majan, Dubai.

#### Expansion

Keeping pace with the growth and the current spurt in the real estate market in Kerala, India, Condor had made major foray into the state with five major projects, which are ready for simultaneous execution. Construction of residential project Condor Marigold at Vazhuthacaud, Thiruvananthapuram has completed on time and the second project Condor Daffodils at Kuruvankonam is fast shaping up as a world class living space. The third project Condor Cyber Gardens near Techno park, Thiruvananthapuram has commenced and it will have 4 residential towers and a unique Club house with international amenities. The fourth residential project Condor Techno Flora with two towers near to Techno park and an ultra modern shopping mall at Pattom will commence soon.