

# Sustainability Report 2014

## Redefining Growth



# About this report

This is the second sustainability report for Crescent Enterprises and our group companies.

Building on last year's baseline report, this year's theme of 'Redefining Growth' presents our roadmap for improving our sustainability performance in the future as well as providing an update on our performance on economic, social and environmental initiatives in 2014. The roadmap with the vision of Enabling Sustainable Growth unites four main pillars of our performance: enabling ethical business, enabling a stronger society, enabling talent and enabling stewardship of the planet. These four pillars were identified by our stakeholders as material to our business during our materiality analysis workshop at the start of the reporting cycle.

This report has three key sections. The first section provides background to Crescent Enterprises and our group companies. Full detail on our sustainability roadmap, targets and plans for increased future disclosures can be found in the second section of the report. Finally, the third section of the report summarises our sustainability performance between January and December of 2014.

We have prepared this report using the latest Global Reporting Initiative (GRI) G4 Guidelines for sustainability reporting and this report is based on elements of the 'core' reporting requirements. The report covers Crescent Enterprises' operations, and includes case studies and examples from our operational group companies: GulfTainer Group, Uruk Contracting and Engineering, Gama Aviation Plc, Clinical Pathology

Services (CPS) and Global Gumbo Group (G3). Our private equity and other investments in various funds are excluded from the scope of this year's report as we have limited our reporting to our operational group companies. Although we have not sought external assurance for the report this year, we have verified our data internally.

In July 2013 we joined the United Nations Global Compact (UNGC) and this report serves as our annual Communication on Progress (COP) on how we are upholding our commitment to the 10 UNGC principles.

## Human Rights

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

## Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labour;
5. The effective abolition of child labour; and
6. The elimination of discrimination in respect of employment and occupation.

## Environment

7. Businesses should support a precautionary approach to environmental challenges;

8. Undertake initiatives to promote greater environmental responsibility; and
9. Encourage the development and diffusion of environmentally friendly technologies.

## Anti-Corruption

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

The content index for both the UNGC and the GRI G4 can be found at the end of this report.



We welcome your feedback on our sustainability commitments and progress. Please direct your feedback to Ms. Ola Al Haj Hussin, Manager, Corporate Citizenship at [oalhajhussin@crescent.ae](mailto:oalhajhussin@crescent.ae).



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# Q&A with Badr Jafar


## Chief Executive Officer



### What does sustainability mean for Crescent Enterprises?

 At Crescent Enterprises, we are focused on creating and sustaining long-term, integrated value – in terms of profit, people and planet – in the present and for future generations. In order to be successful in today's business world, companies must look beyond the financials and address other areas that play a significant role in its longevity and success, such as economic and social development and environmental management. Operating sustainably has become a business imperative. Not only is Crescent Enterprises and its group companies striving to recognise our social, economic and environmental impact, we are cohesively adjusting our strategic direction to factor sustainability into our day-to-day operations and business development. With this shift in mindset, we are creating a long-term platform for sustainable growth, change and success for all of our stakeholders. Put simply, it means 'enabling sustainable growth' – a core vision that we have defined to capture the essence of our thinking on sustainability.

### What are your highest priorities for sustainability?

 In our journey toward sustainability, we have defined four distinct pillars that are as vital to our internal as well as external goals: enabling ethical business, enabling a stronger society, enabling talent and enabling stewardship of the planet – each a driver for strengthening Crescent Enterprises' competitiveness and building upon our core vision of 'enabling sustainable growth'.

As a global company, operating across a diverse range of sectors and markets, we have always believed in the need to foster ethical practices in all aspects of our business through a strong commitment to transparency and accountability. Supporting our society is also intrinsic to our work ethos. From the very outset, corporate citizenship has been a pillar of Crescent Enterprises' operations, and unsurprisingly through the years, has emerged into one of the most valuable aspects of our work.


Moreover, we appreciate that our greatest assets are our people and that without them we cannot achieve our objectives and operate successfully. Therefore their needs, hopes and motivations are just as vital to the overall success of our Company as any other area related to performance. In our quest to become an employer of choice, we are addressing these needs and seeking eager and talented employees to join us on this life-long journey of sustainability.

Our final pillar, enabling stewardship of the planet, is an area which requires strong collaboration and commitment within all levels of the Company, as well as our group companies. We understand how global development megatrends such as the depletion of natural resources, air and water contamination, biodiversity loss, and increased greenhouse gas emissions, can affect the environment and our business operations in the long term. As our first step toward addressing our environmental impact, we have focussed our primary attention internally by rethinking our approach in certain areas, optimising our operations and processes, and closely monitoring our progress.



As we progress to the second stage in establishing a baseline for environmental management, we will seek opportunities to collaborate with organisations that will help identify more tailored opportunities for broader improvement throughout our operations.

### **How do the 2014 business results affect Crescent Enterprises' role in sustainability?**

 Good performance of our businesses is inherent in the overall theme of sustainability – strong financial performance cannot come at the expense of the society or environment or vice-versa. Our financial strength allows us to continue investing in our sustainability progress, regardless of market conditions. Hence, short-term business results do not and will not change Crescent Enterprises' long-term commitment to sustainability. Ultimately, we aim for long-term inclusive growth alongside the prosperity and wellbeing of our stakeholders and as a private company, we will not be influenced by short-termism. We adhere to voluntary international standards, such as the United Nations Global Compact, that ensure this commitment. Additionally, in 2013, we established our Environmental, Social and Governance (ESG) Principles, which ensure all ESG considerations are taken into account during investment evaluation, decision-making processes and our management approach. We also use this policy as a way to demonstrate and communicate our commitment to ESG to our group companies and partners, encouraging them to adopt similar initiatives.


### **What do you see as Crescent Enterprises' role in the local economies of operation?**

 Like so many private sector organisations in the Middle East, Crescent Enterprises plays its part in the economic development of the region through our contribution to the diversification of the economy and the growth in the non-oil sectors. Crescent Enterprises is committed to expanding operations and investing in sectors that address the region's socio-economic development requirements.

We also actively contribute towards the socio-economic development of the countries in which we operate by providing local employment opportunities, prioritising, where possible, utilisation of local contractors and suppliers and improving local infrastructure. Our group company GulfTainer, for example, has invested more than US\$ 150mn in improving Iraq's port, transport and logistic infrastructure to assist in the country's redevelopment, enhancing trade and creating jobs.

We have also implemented several strategies and platforms to encourage entrepreneurship in the region. In 2014, we launched CE-Ventures, a new corporate division that serves as an incubation hub for start-ups spanning a wide range of sectors across the Middle East. CE-Ventures internally develops and transforms ideas into viable businesses that generate a broad social impact.

### **What is the main challenge for 2015 and beyond? What is the main target?**

 Driving sustainability through business requires a long-term and committed approach and is not something that can be addressed by one company alone. One of the biggest challenges is ensuring a clear understanding of sustainability across all levels of Crescent Enterprises and our group companies. It will require working together as a unit to drive this approach, from the board of directors to all our people. Our sustainability roadmap will ease this process and unify our approach to managing sustainability performance, while giving our group companies flexibility to implement customised initiatives and assigning Key Performance Indicators (KPIs) to measure success.

As CEO, I am committed to driving our sustainability agenda across the entire group.

# About us

Crescent Enterprises, one of the UAE's most prominent multinational companies, has succeeded in growing a diverse range of sustainable, scalable and profitable operating firms globally. In line with the GCC region's goals of diversifying into non-oil sectors, we have actively led diversification by establishing our presence across a range of sectors balanced between our traditional strengths in infrastructure-related industries and alternative sectors of the economy. Through entrepreneurial expertise, capital and experience, we aspire to build and prime our group of companies active in the fields of ports and logistics, power and engineering, business aviation, healthcare, private equity and business incubation. In support of entrepreneurship and innovation, Crescent Enterprises has also established a new division, CE-Ventures, to serve as an incubation unit for start-ups spanning a wide range of sectors, with a purpose of being socially conscious while ensuring financial sustainability of these ventures.

Crescent Enterprises is a subsidiary of the family-owned Crescent Group, one of the most progressive family business firms shaping the Middle East and North Africa (MENA) region over the last 43 years.

Crescent Group's other main subsidiary, Crescent Petroleum, is the first and the largest independent, privately-owned upstream oil & gas company in the Middle East.



## Ports and Logistics

Gulftainer

Momentum Logistics



## Power and Engineering

Uruk Engineering and Contracting



## Business Aviation

Gama Aviation



## Healthcare

Clinical Pathology Services (CPS)



## Media and Entertainment

Global Gumbo Group (G3)



## New Ventures




CE Ventures (division)  
Startup and  
SME incubation division



## Private Equity Investments

CE actively evaluates investment opportunities across the regional and global landscapes with a view of maintaining a balanced spread across geographies, sectors and strategies. Some of our investments include:

- The Abraaj Group
- Growthgate Capital
- TVM Capital Healthcare Partners
- Siraj Palestine Fund I
- IBC-Duet MENA Real Estate Opportunities Fund
- Samena Limestone Holdings

-  Group companies (included in the report)
-  Division (included in the report)
-  Companies not included in the report

## Vision & Mission

We aspire to build a diversified group of companies that transcends geographic and cultural borders, whilst delivering sustainable value to all of our stakeholders. We strive for inclusive leadership, global competitiveness and purpose in the business sectors in which we operate and in the communities that we serve.

## Fast facts



Headquartered in the  
**UAE**

Wholly-owned  
subsidiary of the  
**Crescent  
Group**

**20** subsidiaries  
and affiliates

Crescent Enterprises  
and its group  
companies employ

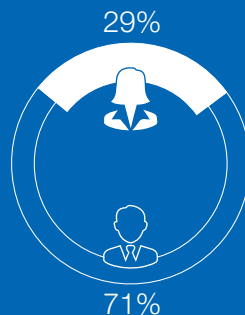


**5,196**  
professionals

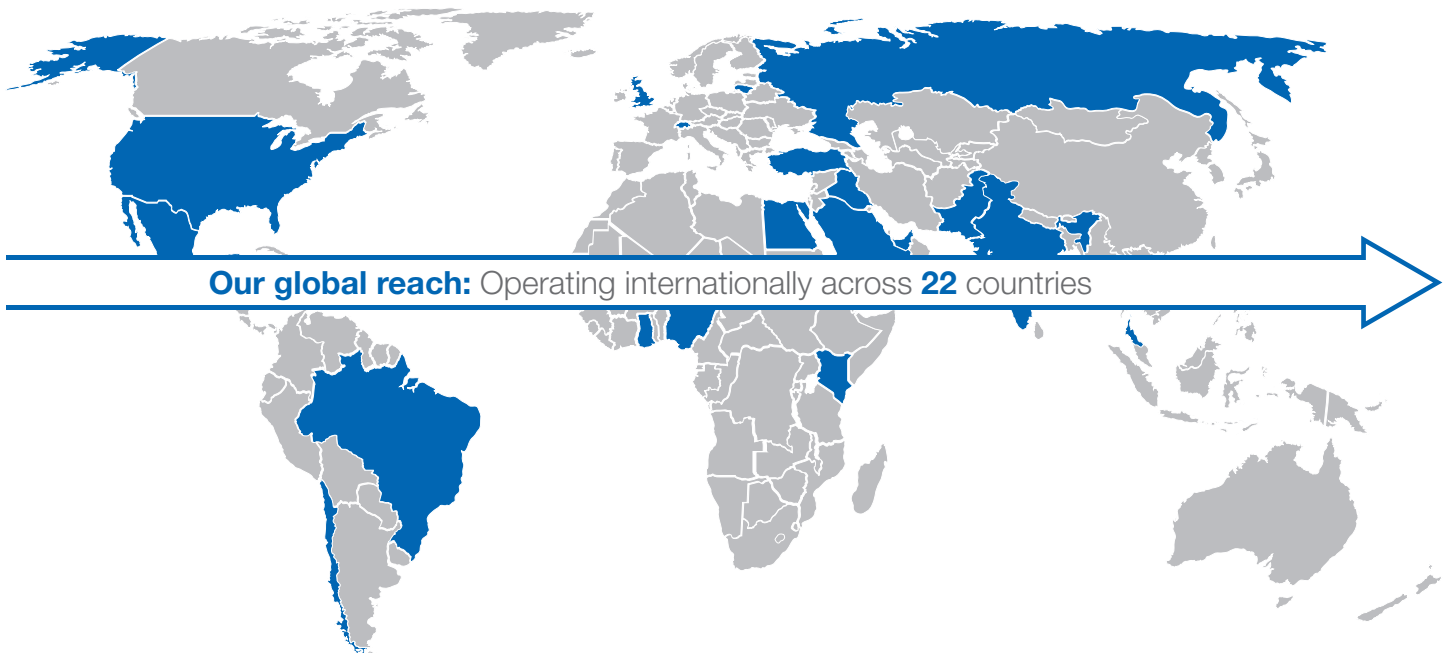
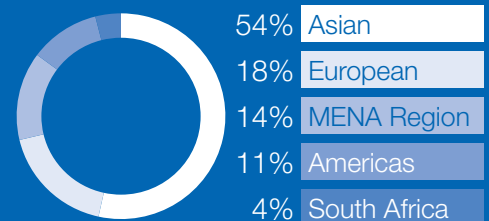
**45** industry  
opportunities  
reviewed in 2014



Employee profile at Crescent Enterprises corporate level



14 different nationalities



We actively support operations across a variety of industries and service sectors including:



## Ports and Logistics

About

Gulftainer Group (Gulftainer), the largest private and independent terminal operator in the world in terms of throughput volumes, manages 10 port terminals in the Middle East and globally.

Momentum Logistics, a subsidiary of Gulftainer, provides a complete suite of third-party logistics (3PL) and supply management solutions.

*Crescent Enterprises Ownership: 50 per cent ownership and management control*

Highlight for 2014

*Gulftainer was awarded a 35 year concession by the Canaveral Port Authority in Florida to operate the Port's first container and mixed-cargo facility in North America*

Key facts

**8%** Annual growth in container throughput across all the markets in which Gulftainer operates

**6.4 million** Twenty-Foot Equivalent Units (TEUs)

Gulftainer total throughput for 2014

**18 million TEUs**  
ten year target

Sustainability topics

Anti-corruption and bribery | Regulatory compliance | Market presence | Occupational health and safety | Infrastructure development | Local hiring | Local sourcing and procurement practices | Waste | Biodiversity | Quality Management Systems



## Power and Engineering

Uruk Contracting & Engineering, a leading engineering, procurement and construction company with operations in Iraq focused on the power sector that has pioneered the rebuilding of Iraq's energy infrastructure.

*Crescent Enterprises Ownership: significant minority*

*Completed contract to deliver the design, engineering, procurement, construction, installation and commissioning for the 724 MW Al Mansuriya power plant, alongside its French partner Alstom*

Over **US\$ 800mn** invested in Iraqi power sector in the last 5 years

**ISO 9001-2008 and ISO 14001:2004**  
certified

**6 million**

man-hours with no major incidents



Market presence | Infrastructure development | Occupational health and safety | Quality Management Systems | Governance



## Business Aviation

Gama Aviation Plc is a leading, London Stock Exchange (AIM)- listed global business aviation services provider, founded in 1983 in the United Kingdom. The company offers business aircraft charter, aircraft management, Fixed Base Operations (FBO), engineering, design and maintenance, aircraft valeting, and business aviation software services. Gama Aviation Plc has a network of 44 operating locations across five continents, managing a fleet of more than 145 aircraft. The company's global headquarters is located at Farnborough Airport in the UK, with regional headquarters in Connecticut, USA, Sharjah, UAE and Hong Kong, China.

*Crescent Enterprises Ownership: significant minority*

*Consolidated its market presence in the USA and the Middle East, and the UK engineering businesses as well as reverse take-over with Hangar8*

**3,400** emergency medevac missions conducted

**25+** Aircraft type approval

**2** ISO certifications

**300,000+** sq. ft. of maintenance space

**23,000+** Aircraft movements

Anti-corruption and bribery | Regulatory compliance | Public policy | Market presence | Occupational health and safety | Training and career development | Diversity and equal opportunity | Local hiring | Social partnerships | Energy Waste | Quality Management Systems





## Healthcare

Clinical Pathology Services (CPS) is the first purpose-built, stand-alone private medical testing laboratory in Dubai. CPS is the Middle East's first laboratory to hold the Clinical Pathology Accreditation (CPA-UK) standard. It is also the first UAE facility to achieve the accreditation of the General Civil Aviation Authority (GCAA), for the purpose of carrying out drug and alcohol testing in the aviation industry.

*Crescent Enterprises Ownership: majority with management control*

*CPS became the first laboratory to hold an import licence in the UAE, enabling it to broaden its coverage in select African and Asian countries, including Yemen and Afghanistan. CPS can now offer specialised testing at affordable prices to clients outside of the UAE*

CPS provides over



Regulatory compliance | Occupational health and safety | Training and career development | Diversity and equal opportunity | Waste | Quality Management Systems



## Media & Entertainment

Global Gumbo Group (G3), a first-of-its-kind cross-cultural music and entertainment company, co-founded with Grammy Award-winning music producer Quincy Jones and based in the UAE and the US. G3 develops multimedia opportunities across several entertainment platforms to nurture new Arab talent and acquire cross over content to launch globally.

*Crescent Enterprises Ownership: 50 per cent ownership and management control*

*World premiere of 'Bokra the Film' at the Dubai International Film Festival. The documentary chronicles the effect that the song Bokra, Tomorrow had on young people in the region. All donations from the song went to charities including the United Nations World Food Program, the Abu Dhabi Music & Arts Foundation and Save the Children HEART programme*



Social partnerships



## New Ventures

As an incubator of start-ups spanning a wide range of sectors and industries, CE-Ventures conceives and develops sustainable businesses that are socially conscious, environmentally friendly and financially sustainable.

*Crescent Enterprises Ownership: 100 per cent ownership; internal division of Crescent Enterprises*

*2 concepts advanced to incubation phase with launch in 2015*



5 ventures were added to the pipeline in 2014 for evaluation from 5 different sectors

Financial performance | Entrepreneurship | Capacity building | Social partnerships | Employment

# Governance at Crescent Enterprises



**Neeraj Agrawal**  
Executive Director

Our corporate aspiration to build a diverse group of companies is consistent with our motivation to deliver sustainable value to all of our stakeholders. Crescent Enterprises' commitment to upholding the best global practices at every level of our operations, from human rights to labour standards, the environment and in anti-corruption measures has had a strong, positive social impact on our operations, both internally and externally. This is demonstrated by our commitment as a signatory to the United Nations Global Compact.



## Crescent Group Board of Directors

**Hamid Jafar**  
Chairman

**Majid Jafar**  
Vice Chairman

**Badr Jafar**  
Managing Director

**Razan Jafar**  
Director

**Neeraj Agrawal**  
Director

**Ravi Kumar**  
Director



**Crescent Enterprises Executive Committee**



**Crescent Enterprises Investment Committee**



**Crescent Enterprises Human Resources Committee**

**Badr Jafar**  
CEO

**Neeraj Agrawal**  
Executive Director

**Badr Jafar**  
CEO

**Neeraj Agrawal**  
Executive Director

**Ravi Kumar**  
Executive Director

**Ravi Kumar**  
Executive Director

**Ravi Kumar**  
Executive Director

**Tushar Singhvi**  
VP, Corporate Development & Investments

**Rene Hansen**  
Director, Human Resources

## Crescent Enterprises – Corporate Citizenship Committee



**Ola Al Haj Hussin**  
Manager,  
Corporate  
Citizenship



**Raushanna Salhi**  
Manager,  
Communications



**Ananth Achanta**  
Head of Accounts



**Kirsty Smallman**  
Legal Counsel



**Ghada Abdelkader**  
Manager,  
Corporate  
Development &  
Investments

## Our Values



### Responsibility

We are responsible and accountable to the communities and environments in which we work and serve.



### Entrepreneurship

We foster a culture of impact entrepreneurship and innovation by supporting the exchange of knowledge.



### Excellence

We constantly strive to achieve the highest possible standards at every level of our operations.



### Integrity

We conduct business ethically, honestly and transparently, upholding the highest standards of governance.



### Diversity

We respect individual and cultural diversity and have compassion and respect for all of our stakeholders.



### Cooperation

We work cohesively with our companies and partners, building strong relationships based on mutual respect and cooperation.

## Managing corporate governance

The Board of Directors of Crescent Group oversees the activities of Crescent Enterprises and Crescent Petroleum and evaluates the strategic direction and risk management of the Company, adhering to the principles of sound corporate governance. We are currently embarking on a study at the Crescent Group level in order to assess the governance framework and address adequate succession planning. In addition, we intend to add independent members to the board in the coming years.

Crescent Enterprises committees serve as an integral part of our operations, fulfilling our commitments to both internal and external stakeholders. Our committees have been established to oversee policies and procedures in specific areas across our companies.

The Crescent Enterprises Executive Committee oversees the activities of Crescent Enterprises group of companies, which includes performing strategic reviews, assessing capital resources, and evaluating investment and operational opportunities. The Executive Committee also defines overarching Company policies to ensure the group delivers on our

corporate mission and values. While we do not have a sustainability committee in place at the moment, we are governed by our Environmental, Social and Governance (ESG) Principles. The set of principles ensures that ESG considerations are taken into account during project and investment evaluation, decision-making processes and further management approach. Through the principles, we also focus on communicating ESG topics within our existing group of companies and encouraging implementation of these principles throughout their own operations and regions. The principles further safeguard our commitment to the United Nations Global Compact by encouraging a precautionary approach to environmental challenges (Principle 7). Our ESG principles have ultimately shaped the development of this year's sustainability roadmap, which was developed through stakeholder engagement and endorsed by the Executive Committee.

The Investment Committee assesses decisions related to investment, divestment, joint ventures and other strategic partnerships within Crescent Enterprises and its group companies. Part of the Investment Committee's risk-management responsibility is to implement the UN Principles for Responsible Investment (UNPRI) within

the evaluation and decision-making process. Crescent Enterprises plans to commit to the UNPRI framework in 2015, which will help mitigate ESG related risks in future projects and investments and create long-term value from our business operations.

Our Corporate Citizenship Committee was established in 2014 to develop a structured and focused approach towards achieving Crescent Enterprises' corporate citizenship objectives. The Corporate Citizenship Committee is responsible for driving the social aspect of our sustainability agenda by planning, establishing, initiating and engaging in and reviewing the impact of corporate citizenship activities to serve the needs of the community. Internally, the Corporate Citizenship Committee also supports other departments by recommending the development of policies on employment issues, social investment, and compliance with ethical business and other corporate citizenship-related matters.

## Combating corruption

The Human Resources Committee manages all employee-related policy matters, supporting our pledge to the United Nations Global Compact (UNGC) to provide safe and fair working conditions. Ensuring

compliance with our Code of Conduct is a critical role of this committee. The Code outlines the responsibility of each employee to combat corruption in all its forms, an objective of the UNGC Principle 10. We plan to further enhance our policy and training on anti-bribery at Crescent Enterprises and cascade this down through the group companies. Moreover, in a cross-industry collaborative effort towards combating corruption, we have become members of PACI (Partnering Against Corruption Initiative), a World Economic Forum Initiative.

We strive to embed a culture of strong corporate governance at the management level, within our group companies and in the economies where we operate. We engage with governments, corporate leaders and academic institutions through our involvement in the Pearl Initiative and commitment to the UNGC to build stronger understanding of leading corporate governance practices.

## Pearl Initiative

As a Founding Partner of the Pearl Initiative, the private sector-led not-for-profit organisation developed in partnership with the United Nations Office of Partnerships, Crescent Enterprises continues to advocate for greater transparency, accountability and best business practises in the Gulf Region. By actively working alongside Pearl Initiative's management team, we play a vital role in engaging with and encouraging the private sector and stakeholders to adopt and spread these principles across the region.

In 2014, the Pearl Initiative conducted research on best business practices with a range of stakeholder groups. Through its Women in Leadership Programme, over 800 women in senior positions across the Gulf region were interviewed. The Pearl Initiative also held 22 high-level forums and roundtables with the government and civil society to discuss topics such as governance in family firms. To engage students on corporate governance, the Pearl Initiative launched the inaugural UAE university student good practice

case study competition, in which over 500 students submitted research on integrity and transparency across UAE companies.

## United Nations Global Compact

Crescent Enterprises has taken its adherence to transparency one step further through its membership with the United Nations Global Compact, a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally-accepted principles in the areas of human rights, labour, environment and anti-corruption. We have committed to working toward the United Nation Global Compact's vision of a sustainable and inclusive global economy, which delivers lasting benefits and is a step toward continued performance improvement for Crescent Enterprises. This report provides an update on our performance within the 10 UNGC principles.



## Case study

## Anti-corruption initiatives at Crescent Enterprises' group companies

### Updating Gama Aviation's risk register

The company's management system is currently being enhanced to support the evolving compliance and governance requirements. Within this, the corporate risk register will include anti-corruption and anti-bribery and the annual plan will include appropriate objectives. Any current intelligence or incidents could be reported using the local reporting systems.

### Gulfair's anti-corruption policy

To strengthen transparency and accountability, Gulfair has made its anti-corruption policy available for public review on the company's website. The policy describes a zero-tolerance approach in relation to all forms of corruption and ensures compliance with a series of national and international laws, among which are the Organisation for Economic Co-operation and Development (OECD) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions,

the OECD Guidelines for Multinational Enterprises, as well as the United Nations Global Compact Principles.

Gulfair has continually improved its compliance requirements towards social and economic regulations. The company ensures that the documented policy is reviewed every year or upon the updating of any laws or regulations in the respective countries of its operations to comply to current requirements and accommodate changes in regulations.



## Compliance

We take compliance with national and international laws and regulations very seriously at Crescent Enterprises. We are audited against the International Financial Reporting Standards on an ongoing basis.

No incidents of non-compliance have arisen to date, but any non-compliance cases would be dealt with very severely, up to and including termination.



### Case study

### Maintaining compliance at Crescent Enterprises' group companies

#### Clinical Pathology Services' stringent compliance system

Monitoring compliance is critical for Clinical Pathology Services (CPS) due to the precise nature of testing services and the critical role the test results play in diagnosis. CPS has fully implemented the UK's Clinical Pathology Accreditation (CPA) Ltd system which ensures compliance with local and/or international legislation. The Dubai Health Authority (DHA) and Dubai Municipality inspections ensure compliance with all local legislation. CPS has devised a range of Key Performance Indicators (KPIs) to monitor compliance and maintains a full internal audit programme covering all aspects of the quality management system to maintain compliance with CPA-UK standards. The General Civil Aviation Authority (GCAA) external audits are conducted annually and the CPA-UK audits once every two years. CPS plans to work towards full inspection in 2017 for ISO 15189 Quality Management Accreditation (Medical Laboratories — requirements for quality and competence).

#### Gama Aviation's compliance and audit programme

Gama Aviation is subject to UK Health, Safety and Environmental HSE regulations applying to environmental management, Waste Electrical and Electronic Equipment (WEEE) directive and waste management. Gama Aviation's regional regulatory departments for safety and compliance in each region cover Flight Safety, Security, Health and Safety and Regulatory compliance. To ensure monitoring at the highest level, KPIs, including risk management and assurance performance indicators, are now reported on a monthly basis to Gama Aviation's Board from across the regions. Gama Aviation Engineering Limited is ISO 9001 certified and the company is planning to roll out ISO 14001 and OHSAS 18001 implementation programmes for all of Gama Aviation's UK limited companies in May 2015.

At a company level, Gama Aviation has developed a Safety Improvement Plan that contains Departmental Performance Indicators focused on improving performance, addressing the precursor events and assessing the effectiveness of the risks on its risk register.

Non-compliances are managed using a standard template which directs responsible managers to follow a step by step process, identifying the corrective action, root cause and preventative action. Non-compliances can only be closed when the compliance monitoring manager (or appropriate regulatory body) is satisfied that these actions and mitigations have been implemented effectively, and that the residual risk rating is acceptable. Departmental managers are responsible for the quality control of their units' functionality and the company maintains both an internal and independent compliance system for quality assurance. In addition, the industry is regulated by a variety of external regulators to ensure financial, safety and legal compliance. All audit results are managed through the standard template process and require actions to be implemented prior to closure.

Gama Aviation's Safety in Numbers campaign highlights ten critical areas of safety, operational and environmental risks, including data security. The campaign promotes the message that safety, security and exceptional service delivery are central to everything that Gama Aviation delivers.

# Managing sustainability

At Crescent Enterprises, we endeavour to operate in a manner that balances economic, social and environmental impacts. Having mapped the foundation of our triple bottom line (people; planet; profit) performance in 2013, this year we have developed a strategic roadmap to embed sustainability further across the group and create a strategy framework to manage our sustainability performance in the future. In developing this report, we have been guided by the Global Reporting Initiative's (GRI) G4 guidelines for sustainability reporting and the ten principles of the United Nations Global Compact (UNGC).







## Stakeholder engagement

With operations on almost every continent, we measure our success by our ability to positively affect the communities in which we operate by stimulating growth. We hold ourselves accountable to our stakeholders, from young entrepreneurs, to shareholders and government regulators. Transparent and genuine dialogue with our stakeholder groups enables us to better understand the expectations placed on us and how we can address them through our corporate strategy aimed at creating multiple drivers of growth. We regularly communicate

with our stakeholders, through internal and external meetings, publications, newsletters and community events, to align expectations and understand their views.

In addition to our regular communication channels with stakeholders, we conducted a specific annual engagement session on sustainability. We convened a group of internal stakeholders; executive management and representatives of our group companies across our core functions — talent development, corporate development and investments, legal, information

## Mapping Material Aspects

Material aspects*	Why they matter	Stakeholder groups	How we responded	Future plans
<b>Anti-corruption and bribery</b> Governance Regulatory compliance	The benefits of economic growth will be transferred to a much broader range of stakeholders over a sustained period if corporates have strong governance structures in place to prevent corruption.	Crescent Enterprises' group companies   Government and regulators   Suppliers   Business leaders   Customers	 <b>Governance</b>	 <b>Enabling ethical business</b>
<b>Financial performance</b> Market presence	Ensuring healthy financial performance is integral to our sustained growth and is essential for us to stimulate other indirect benefits. We evaluate all investment options within a framework of environmental, social and governance criteria to ensure the longevity of our financial growth.	Capital providers   Competitors   Business leaders   Crescent Enterprises' group companies	 <b>Our Economic Footprint</b>	 <b>Enabling a stronger society</b>
<b>Social partnerships</b> Supporting entrepreneurs and SMEs	We aim to contribute to the national development agendas where we operate by stimulating indirect economic benefits. We can build strong communities through our core operations by partnering and nurturing local entrepreneurs who will drive the economic growth of the future.	Communities around our operations   Impact Investment Institutions	 <b>Connecting with society</b>	 <b>Enabling a stronger society</b>

\*As we are still in the early stages of standardising our sustainability reporting mechanisms, only those aspects highlighted in bold are linked to a GRI KPI due to current availability of data. Our roadmap in the following sections outlines how we will increase the scope and depth of our reporting in future years. We currently only map material issues at parent company and subsidiary level. In the future, we plan to analyse material issues across our value chain.

technology (IT), supply chain, finance, accounts, corporate citizenship, and new ventures — in an interactive sustainability workshop. The aim of the workshop was to collect direct feedback from our stakeholders on the current state of economic, social and environmental management at Crescent Enterprises and how we can realistically improve our future performance. Led by a specialist external consultant, various group exercises were conducted and participants were tasked with providing feedback on last year's sustainability report, ranking the most material aspects for 2014 and critically

evaluating and contributing to our 2015-2017 sustainability strategy. Information from our group companies was used to further refine the strategy.

### Identifying material aspects

Given our diverse operations across various sectors, stakeholders expect us to report on our performance across a broad range of aspects. During the workshop, stakeholders ranked material aspects on a scale to prioritise which ones would be reported on this year. In prioritising aspects, we considered the importance of the topic in terms of whether it had a strong impact on

achieving our strategy; how strongly the aspect affected our external stakeholders and whether our peer group deems them material enough to report on. After filtering the most material aspects, we grouped them according to the 6 themes reported on last year. The materiality table below summarises material aspects according to each stakeholder groups' concerns, why these aspects matter, how in this report we responded to these concerns and our future plans to manage them.

### Employment and well-being

Occupational Health and Safety

### Training and career development

Some of our group companies' employees, such as those working in logistics and business aviation operations are exposed to potentially risky environments. It is our respective group companies' duty to protect them on the job. Training and career development are key drivers to achieving our corporate strategy and retaining talent.

Employees | Crescent Enterprises group companies



The power of our people



Enabling talent

### Infrastructure development

Local hiring

We operate in a number of emerging markets where we are keen to build strong local partnerships to deliver infrastructure projects with long-term economic, social and environmental benefits. We are committed to developing local talent to sustain and grow our operations around the world.

Communities around our operations | Politicians and decision makers | Crescent Enterprises' group companies | Suppliers



Local communities impact and benefits



Enabling a stronger society

### Energy

Waste

Water

Managing our environmental impact is critical to maintain our license to operate and mitigate future risks related to climate change and resource scarcity.

Impact Investment Institutions | Customers | Government regulators | Communities around our operations



Environmental stewardship



Enabling stewardship of the planet

# Our sustainability roadmap



The roadmap provides us with a clear direction of what we want to achieve with our sustainability programme. It is a way for us to create awareness about what sustainability means for Crescent Enterprises and its group companies and what targets we need to achieve to enable true sustainable growth. Addressing the needs of our stakeholders is central to our success and as such we continue to actively engage them in discussion throughout this journey. Through this cohesive effort, we are working towards ingraining sustainability within every aspect of our business.



**Ravi Kumar**  
*Executive Director*

## Introduction to the roadmap

We are very proud of the progress we have made since we launched our first sustainability report for 2013, but we know we have much more to do if we are to truly integrate sustainability into our businesses. With this in mind, we have conducted an in-depth materiality review. As part of this process we developed our sustainability vision:

### Enabling Sustainable Growth.

It is our vision to enable sustainable growth, not only through our own businesses and for our own employees, but also for the countries, economies and societies in which we operate. Moreover, we hope to establish best practices in sustainability and encourage our stakeholders to join us in this journey.

We aim to achieve sustainable growth through four pillars, areas that we believe will give Crescent Enterprises a significant competitive advantage. The key areas around which our overall sustainability approach is shaped consist of:

1. Enabling ethical business: establishing 'ground rules' and systems across Crescent Enterprises and its group companies that will enhance our transparency and accountability
2. Enabling a stronger society: through our economic and social contributions and impacts, we will continue to make a difference, wherever we operate across the world

3. Enabling talent: creating a positive and safe work environment, attracting talented people and building local capacity
4. Enabling stewardship of the planet: we are conscious about our environmental impact and aim to set clear targets to be able to contribute towards the reduction of greenhouse gas emissions and other environmental impacts

We have set broad goals for 2017 to help us deliver in these areas, including the following:

- To establish common systems and policies related to governance, transparency and accountability across Crescent Enterprises' group of companies
- To create a measurable positive impact in the communities in which we operate
- To be recognised as an employer of choice
- To establish a baseline for our environmental performance and manage our impact

Each of these goals will have specific KPIs, both for Crescent Enterprises as well as our group companies, which will be rolled out in the coming years.

Details about each of our sustainability pillars are provided in the following sections of the report.

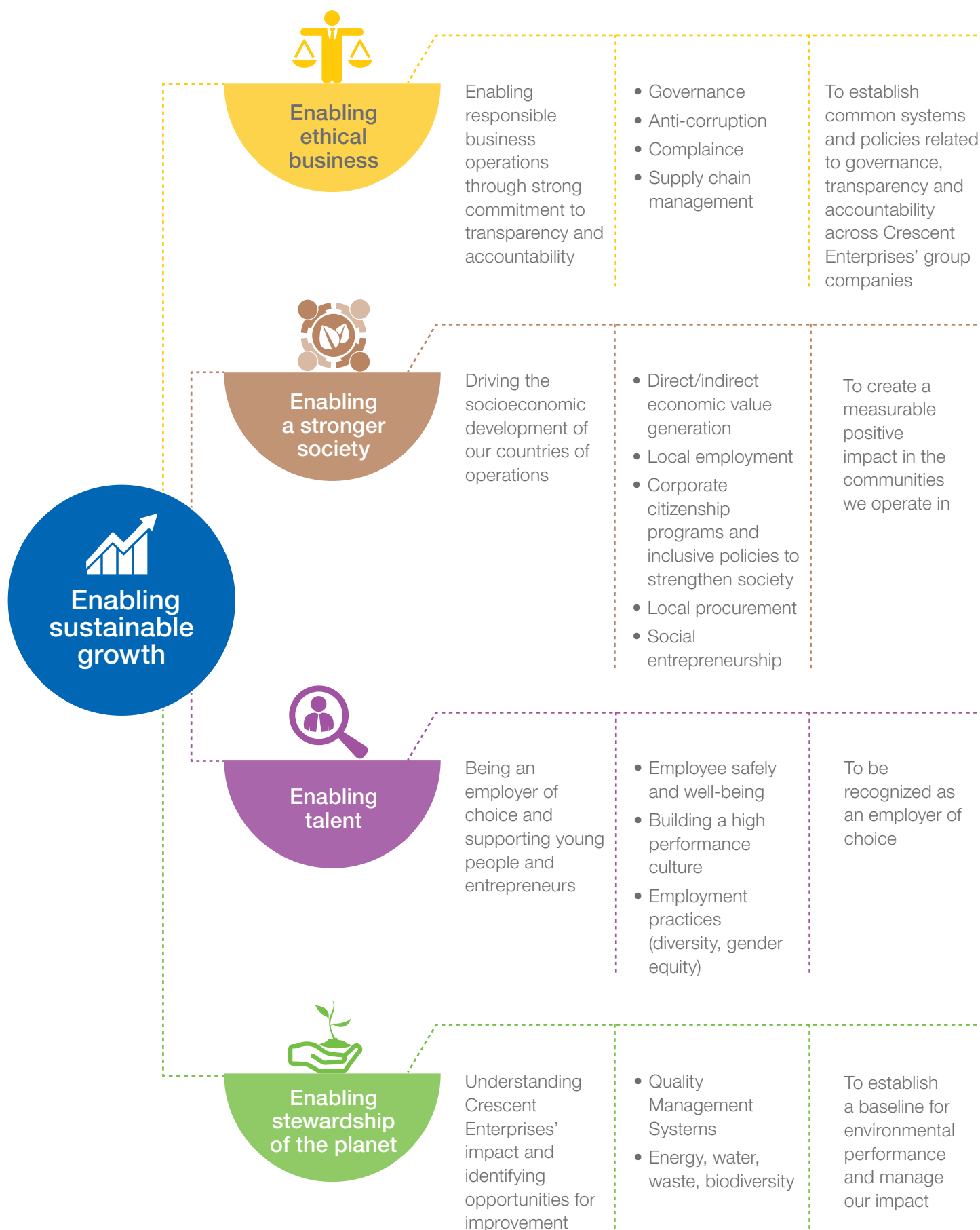


## Our Vision

## Our Pillars

## Our Themes

## Our Goals



# Enabling ethical business

*Enabling responsible business operations through strong commitment to transparency and accountability*



“As a Founding Partner of the Pearl Initiative, Crescent Enterprises appreciates that good corporate governance, accountability and transparency are values that are essential for building a healthy and competitive business environment that fosters economic growth and job creation. Crescent Enterprises is on a journey with us, in upholding and promoting integrity good practices across the region.”

**Imelda Dunlop**  
*Executive Director,  
Pearl Initiative*

## Industry trends and challenges

Ethical and responsible business practice is about establishing trust and generating value and growth, all while managing the business with a strong commitment to transparency and accountability. It involves adhering to good practices of corporate governance, establishing policies and procedures to prevent corruption, creating a common level of understanding to recognize where the biggest impacts lie in the supply chain, as well as compliance with national and international legislation.

There are persistent challenges in the Middle East and North Africa (MENA) region to implement ethical business practice, including corporate governance standards. These challenges include poor understanding of the purpose of corporate governance; misperceptions of the respective roles and responsibilities of boards and management; failure in corporate transparency and accountability and a 'natural resistance to change within businesses that do not easily adhere to new norms of decision-making, due to continued reliance on legacy frameworks. The MENA region must overcome these challenges if it wants to continue to stand out as a region in which foreign companies are confident to invest. Companies — large and small, including start-ups — should seek to invest in establishing appropriate ethical and responsible business practices, in order to increase their appeal to investors. This would

establish trust both within the workplace as well as with external stakeholders, including society.

The rapid development of corporate governance rules around the world is also prompting companies to focus on anti-corruption measures as part of their mechanisms to protect their reputations and the interests of their shareholders. Corporate internal controls are increasingly being extended to include a range of issues of ethics and integrity. A growing number of investment managers are looking to these controls as evidence that the companies undertake good business practice and are well managed.

At Crescent Enterprises, we are committed to effective corporate governance, adherence to the law, and propagation of a culture of ethics and compliance. We believe that through our group companies we have the opportunity to set the stage and establish best practices in the region, and can create a positive trend with a trickle-down effect to strengthen ethical business conduct in the region.

## Our themes and goals



### Governance

In order to effectively manage and coordinate our sustainability activities, we aim to establish roles and responsibilities for sustainability governance, appoint sustainability members as well as set up a formal stakeholder engagement process and a sustainability policy. Moreover, we have started to incorporate Environmental, Social and Governance (ESG) principles in our new investments, with our aim to sign up to the UN Principles for Responsible Investment (UNPRI) in 2015.

#### KPIs to monitor our progress in 2015:

- G4-S4 - Define committees responsible for decision-making on economic, environmental and social impacts
- G4-S6 - Describe updates on Crescent Enterprises' values, principles, standards and norms of behavior such as codes of conduct and codes of ethics

### Our 2017 Goal

To establish common systems and policies related to governance, transparency and accountability across Crescent Enterprises' group companies

### Anti-corruption



Corruption impedes economic growth, distorts competition and represents serious legal and reputational risks. Our commitments

to combat corruption include: regularly updating our employee handbook and Code of Business Conduct, as well as establishing an anti-corruption policy to reflect our corporate values. We will be investing in anti-corruption training and awareness sessions across the Company in order to encourage our employees to uphold the highest standards of business ethics.

#### KPIs to monitor our progress in 2015:

- G4-S4 - Communication and training on anti-corruption policies and procedures
- G4-S5 - Confirmed incidents of corruption and actions taken
- G4-S8 - Fines and non-monetary sanctions for non-compliance with laws and regulations



### Supply chain management

We aim to create value through relationships based on trust. We intend to map out our supply chain in order to expand our values and sustainability efforts. Additionally, we would like to influence our wider supply chain by introducing a Crescent Enterprises supplier evaluation questionnaire. In order to ensure our suppliers will be adhering to our policies and procedures, we shall perform supply chain audit readiness assessments and evaluate how we should move forward to ensure compliance.

### Compliance



It is our aim to set an example in the region, not just to comply with local law, but to go beyond that and set the standard for sustainability management. We aim to accomplish this by evaluating our current risk management and due diligence procedures, in order to identify gaps, as well as to start country-wide risk assessment studies to be able to identify sustainability-related risks in each of our countries of operation.

### Stakeholder engagement

- Establish a formal stakeholder engagement process and report feedback system:
  - » Internal: create internal awareness through training, workshops, etc. to encourage a systemic approach to reporting
  - » External: establish a formal approach to stakeholder engagement. Continue to focus on academic, corporate governance and economic partnerships to understand regional and global pressing issues
- Organize awareness sessions and training for specific stakeholder groups, such as a stakeholder engagement workshop and annual event

# Enabling a stronger society

*Driving the socioeconomic development of our countries of operation*



“The Emirate of Sharjah is witnessing incredible infrastructure and economic development and it is with the support of home-grown companies, such as Crescent Enterprises, that the Emirate is able to reach new levels of achievement and optimism for its future. Through its diverse operations, exemplary business conduct and corporate governance leadership, Crescent Enterprises and its subsidiaries continue to demonstrate their commitment to Sharjah as an ideal hub for business and investment. Crescent Enterprises has been an active player in the UAE’s thriving business sector, and is one of the key companies that have contributed greatly to boosting Sharjah’s economy and the national economy in general. We are proud to have Crescent Enterprises as an entity that started from Sharjah and developed into a global player.”

**H.E. Marwan Al Sarkal**  
CEO of Shurooq  
(Sharjah Investment and Development Authority)

## Industry trends and challenges

A stronger, inclusive society is envisioned as one where positive socioeconomic conditions make it possible for people to lead productive and fulfilling lives. As a private sector corporation, we can stimulate these conditions by using our entrepreneurial expertise to make operating and investment decisions in sectors with potential for sustainable growth and which increase the economy’s resilience. In addition, spending on infrastructure and local suppliers creates multiplier effects for economic growth, while our active participation and commitment towards social programs strengthen the community, enabling further contribution to growth.

The economy of the MENA region is largely based on fossil-fuel resources, with long-term diversification plans in place at the national level. We are leading the drive towards diversifying economies where we operate by investing and expanding in non-oil sectors. Political risk has been a long-standing challenge to sustained economic growth in the region, however opportunities remain as a result of the region’s young demographics and strategic geographic location. Our investments in infrastructure projects will serve future generations and drive economic growth in the long term.

Developing a local supply chain is another way in which we stimulate economic growth within our host nations. Wherever possible, we try to procure goods and services from local sources, particularly looking to support small and medium-sized enterprises

(SMEs) and entrepreneurs. For many of our specialised requirements we must, however, look to foreign suppliers. Yet, it is our goal to work closely with our reliable local suppliers to increase their efficiency and flexibility to meet our requirements and standards. This, in turn, will enable them to expand their customer base. Another challenge in the region is human rights violations within the supply chain, which we tackle by having strict supplier evaluation mechanisms in place.

The third conduit through which we create a stronger society is by partnering with socially driven institutions to deliver community projects. Targeted community spending remains a challenge in the region, where philanthropic initiatives tend to dominate social responsibility. With this in mind, we are currently defining an increasingly strategic, impact-based approach to guide our corporate citizenship spending and partnerships in the future.



## Our themes and goals



### Direct/indirect economic value generation

We are headquartered in Sharjah, UAE, and embody the national development agenda of diversification to ensure long-term growth by operating and investing in non-petroleum related sectors. Guided by our ESG policy, we aim to ensure that we are strategically managing our operations world-wide to ensure sustained economic growth for our stakeholders. Our plans to implement UNPRI will further strengthen our long-term risk management, the basis for driving value creation for generations.

Our new CE-Ventures serves as an incubation hub for start-ups. The start-ups span a wide range of sectors and industries across the Middle East. Through a focused strategy, each venture is led through four phases of development and pre-defined milestones, ensuring its long-term success as a viable and sustainable business generating broad social impact.

#### KPIs to measure our progress in 2015:

- **G4 – EC1 – Economic value generated and distributed**
- **G4 – EC7 – Development and impact of infrastructure investments and services supported**

### Corporate citizenship programs



We ensure long-term impact of our corporate citizenship programs by partnering with social and academic institutions to create a positive impact on the community and to empower the youth by building leadership skills within future generations. During 2014, we focused our community spending plans by defining three areas of immediate need for investment: 'Entrepreneurship', 'Environment,' and 'Education and Community'. We aim to support social entrepreneurship and youth development wherever possible. Our corporate citizenship budget remains at a minimum of 5 per cent of our annual net cash flow. Going forward, we plan to take a more proactive and strategic role in regards to our corporate citizenship spending, by conducting community needs assessments and eventually implementing criteria for social investment.

#### KPI to measure our progress in 2015:

- **G4 – EC7 – Development and impact of infrastructure investments and services supported**

### Our 2017 Goal

To create a measurable positive impact in the communities in which we operate



### Local procurement

Building the competency of local suppliers takes time. We plan to evaluate opportunities for corporate partnerships to encourage supply chain development. This will help us achieve our target of increasing the local content within our supply chain year after year.

#### Stakeholder engagement

- **Community** – we plan to conduct stakeholder engagement with community members and carry out needs assessments before investing in corporate citizenship initiatives
- **Government** – we will continue our engagement with governments to ensure alignment with broader governmental goals
- **Academic and social partnerships** – we will conduct regular events with partners to identify solutions to sustainability challenges
- **Engagement with entrepreneurs and SMEs** – we will engage with SMEs and entrepreneurs to develop talent



"IFC aims to encourage private sector development in developing countries to boost socio-economic growth. Our partnership with Crescent Enterprises, through GulfTainer, is a prime example of this. GulfTainer's Iraq projects, which focus on developing the country's ports and logistics infrastructure, have had a significant impact on the country's transport system, turning around more than two decades of under-investment. GulfTainer has helped integrate Iraq into the regional and global economy, create new jobs and develop skills."

**Dimitris Tsitsiragos**

*Vice President*

*Global Client Services, IFC*

# Enabling talent

*Being an employer of choice and supporting young people and entrepreneurs*



“We aspire to be an employer of choice, and in doing so, we take pride in our ability to provide opportunities to each of our employees that allow them to develop the career path that is geared towards their unique capabilities. By offering educational support, defining clear developmental goals and supplying an optimal work environment, we have witnessed incredible success in identifying, rewarding and promoting talent.”

**Rene Hansen**

*Director, Human Resources*

## Industry trends and challenges

Our people are our biggest assets. It is because of our talented people that we have developed into the successful, multinational business that we are today. However, we are aware of the challenges we face, such as developing new talent, in keeping up with the fast pace of the region and the world. The Middle East region in particular has seen a major transformation in the past few decades and continues to face international pressure to guarantee employee rights. Although legislation with regards to employee health and safety, human rights, diversity, and welfare and benefits is slowly evolving, we are conscious that it is our responsibility to proactively establish policies and practices that go beyond regulatory compliance and satisfy the expectations of our talent pool. This includes providing a safe work environment, along with high quality training and educational growth opportunities for our employees.

The large expatriate population in the Gulf Cooperation Council (GCC) countries has created some region-wide apprehension about unemployment amongst nationals, predominantly amongst the rapidly expanding younger population. Across the region, governments are urging the private sector to play an important part in integrating the local community into their industries by providing job opportunities, developing experiential

programmes and launching various initiatives to encourage local participation in the workforce.

Diversity is another key challenge in this part of the world. Although women are extremely well educated, often out-performing their male peers at universities, their participation in the workforce remains low. In addition, only a very small number of women ultimately advance to senior executive positions and board levels within organisations. Research by the Pearl Initiative, UN and other international bodies such as the World Economic Forum (WEF) has shown that the GCC is one of the most challenging regions in the world for ambitious women. Fewer women enter the workforce in the GCC, and fewer make it to senior positions, than in almost any developed region, because too many women opt out of their career before they get that far.

Taking the above regional challenges into consideration, we are committed to enhancing our current practices and policies in order to cater to the needs of the new generations to come, and working towards establishing a more diverse workforce, which will recognise us as an employer of choice.

## Our themes and goals



### Employee safety and well-being

We are committed to ensuring and continuously improving the safety, health and well-being of our employees. As part of our planned initiatives, we aim to track our occupational health and safety performance in more detail and develop a strategy for working towards zero harm. Moreover, we plan to identify opportunities to increase employee engagement within Crescent Enterprises, conduct an employee satisfaction survey, maintain our existing corporate wellness program and update our employee benefits and welfare program.

#### KPIs to measure our performance in 2015:

- G4-LA6: Type of injury and rates of injury, occupational diseases, lost days, absenteeism and total number of work-related fatalities
- G4-PR2: Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services
- G4-HR3: Total number of incidents of discrimination and corrective actions taken

### Building a high performance culture



In order to be able to benchmark and evaluate the effectiveness of our training and development activities, we aim to track employee training data, move towards a competency based development system, improve our employee development and performance management processes and provide all of our employees with regular performance feedback. In addition, we are evaluating the opportunity to conduct sustainability awareness sessions for our employees.

#### KPIs to measure our performance in 2015:

- G4-LA1: Total number and rates of new employee hires and employee turnover
- G4-LA2: Benefits provided to full-time employees that are not provided to temporary or part-time employees

### Our 2017 Goal

To be recognised as an employer of choice



### Employment practices (diversity, gender equity) and local hiring

We plan to assess our current performance in order to determine how we can improve our localisation and diversity performance, this includes gender equity practices described in our Employee Handbook. We will establish realistic targets for the near future, taking into account the realities on the ground.

#### Stakeholder engagement

- Employee engagement activities to spread awareness, receive feedback and identify opportunities for improvement
- Employee satisfaction survey

# Enabling stewardship of the planet

*Understanding Crescent Enterprises' impact and identifying opportunities for improvement*



“We understand that it is our duty to safeguard the natural resources that not only belong to us, but that are the inheritance of future generations. Correctly disposing of CPS’ clinical waste is of paramount importance in preventing damage to the environment, avoiding contamination, and in preserving the health of our society. We have partnered with leading environmental solutions providers to ensure that all clinical waste is disposed of in accordance with both local and international standards, and in line with environmental and safety regulations.”

**Masood Ahmed**  
Commercial Director, CPS

## Industry trends and challenges

Environmental degradation poses one of the greatest threats to development for the next century. The challenge is complex: how can we meet the basic needs of a growing population in an increasingly vulnerable natural system? The Middle East is exposed to many environmental risks, including water resource scarcity, high energy requirements, climate change and desertification, unmanaged waste and biodiversity loss. The region’s harsh climate makes it challenging to live and operate a business with minimum impact on the environment.

Rapid urbanisation, industrialisation and increasingly intensive agricultural practices in the region are putting even more pressure on already scarce water resources and land availability. In parts of the region — including Yemen, Iraq, parts of the UAE and Saudi Arabia — water scarcity poses a serious risk to development, especially for the millions who already lack access to sanitary water. The amount of energy, in the form of fossil fuel, used for indoor cooling, manufacturing, desalination of water, and transport across the region is enormous. This fossil fuel consumption in turn contributes to global warming and increases the risk of severe global climate changes. The region’s fast-paced economic development has also impacted consumption patterns. Corporates and residents all dispose much higher volumes of waste than before, contributing to the risk of soil contamination and further depleting natural resources. Institutionalised waste management programs are now

rolling out across the Middle East, but there remains a great deal to be done to create awareness about reduction of waste at the source. Ultimately, effective management of our natural resources and waste can only be achieved if businesses and residents make a conscious effort to change their current behaviour and habits.

In order to change this mentality, it is important to communicate to all stakeholders how global development megatrends — such as natural resource depletion, air and water contamination, biodiversity loss and increased greenhouse gas emissions — affect the environment and business operations over the long term. Furthermore, corporate players can lead the way in creating positive change by incorporating environmental risk management within their existing financial growth strategies.

We believe it is our responsibility to ensure our activities have a positive effect on the environment. We can enable this by systematically managing the impact of our processes and actions. In order to take an action, we first need to establish a baseline and be able to adequately collect and calculate our energy, water, and waste consumption, as well as our impact on biodiversity wherever we operate. Through the use of environmental and quality management systems, we would like to be able to determine and minimise how our operations negatively affect the environment (i.e., cause adverse changes to air, water, or land); comply with applicable laws, regulations, and other environmentally-oriented requirements, and continually improve on the above.

## Our themes and goals



### Energy, emissions, water, waste and biodiversity

In order to be able to compare, benchmark and continuously improve our environmental performance, we would like to put processes in place to track energy, waste and water data. We aim to establish energy and water baseline figures and need to be in a position to receive regular updates on marine conservation programs. Moreover, we plan to involve and motivate our employees by creating and rolling out employee environmental awareness programs across our businesses.

#### KPIs to measure our progress in 2015:

- G4-EN3 – Energy consumed within the organisation
- G4-EN23 – Total waste by type and disposal method
- G4-EN29 – Fines and sanctions for non-compliance with environmental laws and regulations

### Our 2017 Goal

To establish a baseline for environmental performance and manage our impact



### Quality Management Systems

We would like to make sure that we have the appropriate framework to manage our impacts on the environment. Therefore, we aim to have our group companies comply with ISO 9001 (quality management) and ISO 14001 (environmental management) standards, wherever applicable. We believe these management systems will enable us

to measure our environmental impact and improve resource efficiency, reduce waste and drive down costs. In an effort to further increase our compliance, we intend to implement actions to correct any non-conformities, if any were raised in ISO audits.

### Stakeholder engagement

- Engagement with local/international environmental organisations (e.g. Emirates Wildlife Society -World Wildlife Fund (EWF-WWF); European Union Emissions Trading Scheme (EU ETS))
- Collaboration initiatives to initiate waste management (e.g. Bee'ah)



# Our economic footprint

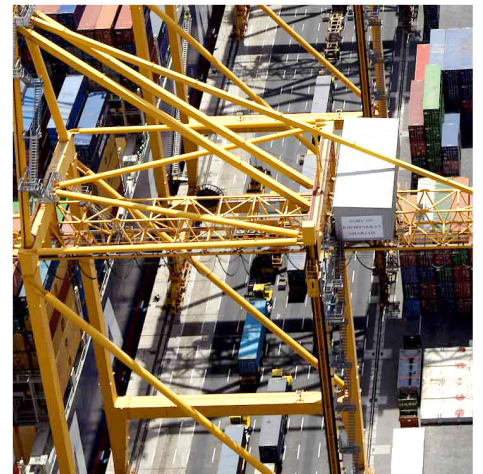
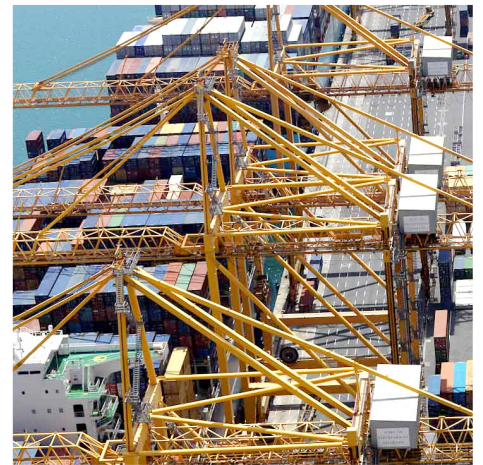
## KPI update



This past year has been a strong one for us despite the mixed business climate and market environment across the sectors we operate in. Our core focus was directed towards building on our existing businesses and consolidating the sizable investments and projects executed in the last couple of years. Following a three pronged strategy – organic profitable growth, business-led collaboration, and relentless execution, in 2014, Crescent Enterprises delivered a strong performance with 40 per cent revenue growth as compared to 2013, while keeping the balance sheet size steady. We plan to continue with this approach in 2015, in line with our efforts to create value for all of our stakeholders, while striving for leadership, global competitiveness, and purpose in the sectors and communities we operate in.



**Tushar Singhvi**  
VP, Corporate  
Development &  
Investments



### Financial performance

We strive for leadership, global competitiveness and purpose in the sectors we operate in and in the communities in which we serve, while delivering value to all of our stakeholders. As the parent company, Crescent Enterprises focuses on performance management by actively engaging with its group companies to drive value creation.

In addition to new projects and ventures, our focus this year has been on enhancing organic growth and guiding our group companies on strengthening their market position. Milestones achieved this year included:

- Focused business development within group companies
- Implementing the post-acquisition integration plans for Gulftainer's Saudi operations

- Providing strategic guidance to GulfTainer for its strategic expansion into the USA through a 35 year concession
- Supporting Gama Aviation on a reverse merger transaction that was announced in December 2014
- Guiding Uruk on various projects including a comprehensive corporate governance exercise
- Actively managing our healthcare business to capitalise on the current and future potential of the healthcare diagnostics market in the UAE

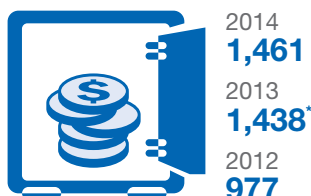
As a result of these efforts, we realized US\$ 412mn in revenue, representing a 40 per cent increase on our 2013 performance. In addition to providing strategic support and oversight to our group companies, we have also invested in 2 funds, Samena Limestone Holdings and Duet-IBC MENA Real Estate Opportunities.

Our ability to generate sustainable returns in the long-term depends on how best we leverage our expertise in evaluating new business and industry opportunities. Our five-stage evaluation process incorporates ESG performance screening to better manage long-term risks such as climate change, corruption and supply chain violations. In 2014, a total of 45 industry opportunities were reviewed, and 12 were evaluated in detail, based on their compliance with our evaluation criteria. Going forward, we plan to strengthen our evaluation of ESG performance by implementing the United Nations Principles for Responsible Investment framework.

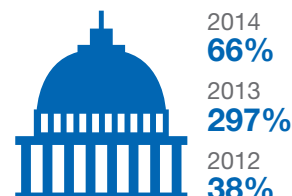
## Our performance

Value (US\$ Mn)

### Total assets



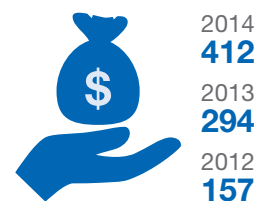
### Growth in payments to government



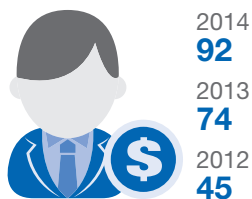
### Projects and investments executed



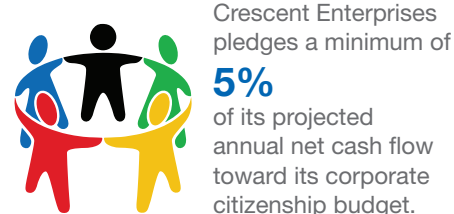
### Revenue



### Employee wages and benefits



### Community investments



*\*Value has been updated since last year's reported value to reflect a minor restatement exercise conducted out for 2013*



## Market presence

Crescent Enterprises has identified three core geographies — the Middle East and North Africa Region, Sub-Saharan Africa and Developing Asia — and sectors within these areas that offer significant growth potential to pursue opportunities.



### Case study

## Gulftainer's growth highlights

Gulftainer registered strong growth across all of its terminals in eight countries and increased throughputs by 8 per cent, from 6 million (annualised figure) to 6.4 million twenty-foot equivalent units (TEUs). Individual facility highlights include a significant combined growth of 46 per cent at the company's Iraq Container Terminal and Iraq Project Terminal at the Umm Qasr Port in Iraq. Gulftainer's royalty payments in the countries they operate increased significantly in 2014.

Gulftainer is primarily concentrating on developing growth markets such as Africa, India, and South America, as well as looking at mature markets including the US and Western Europe. The company aims to triple its volume by 2020 through organic growth within existing businesses, investing in new green field opportunities, as well as through inorganic growth. In 2014, Gulftainer made strides toward its growth goal by signing a 35 year concession agreement with Canaveral Port Authority, marking the company's first venture into the USA.

Port Canaveral is one of the busiest cruise ports in the world that offers world-class facilities for vacationers, local visitors, cruise lines, cargo shippers and tenant businesses. The agreement is for Gulftainer to operate and further develop Port Canaveral's container and multipurpose cargo terminal, which will help position Port Canaveral as the most economical and convenient ocean gateway for containerised cargo in central Florida.

Our investment of US\$ 100mn in infrastructure, equipment and locally-sourced human capital to strengthen our operations at Port Canaveral in Florida will provide an encouraging boost to the economic development of the region. Not only is the new container and cargo terminal expected to generate US\$ 280mn of revenue for Port Canaveral, but it will also contribute more than US\$ 630mn to Florida's economy and generate upwards of US\$ 350mn in tax contributions.



**Peter Richards**  
Managing Director, Gulftainer Group



### Case study

## Uruk – Growth in Iraq and beyond

Uruk's commitment to Iraq over the past seven years as a leader in the country's most important power projects was highlighted in 2014, upon the completion of its most recent US\$ 540mn 728 MW power plant project in Al Mansuriya. Not only was Uruk the first EPC contractor to complete a Ministry of Electricity Fast Track project, it also completed the 728 MW project in record time. The firm's efforts — executing over US\$ 800mn worth of contracts — also culminated with an impressive Environmental Health and Safety record, with 6 million man-hours recorded without major incident on-site at the company's projects in Taji, Qudus and Mansuriya.

While Iraq will remain Uruk's core market, the company also plans to expand its operations across the Middle East by establishing consortiums with international companies.



## Case study

### Gama Aviation's market expansion

In July 2014, Gama Aviation unveiled its exclusive executive terminal at Sharjah International Airport, creating a full service business aviation hub serving Sharjah, Dubai and the northern emirates. The terminal is in the first phase of a US\$ 15mn investment, creating a new lounge facility that will supplement Gama Aviation's dedicated hangars, maintenance facilities and fuel services. The new facility has already performed above its target for weekly movements and is also set to generate new employment opportunities and up skill the region's aviation talent.

Gama has strategically extended its market reach this year by partnering with Wheels Up, the leading membership-based private aviation company, which reduces the upfront investment needed to fly privately. The partnership has also created 156 new pilot jobs. Gama will further strengthen its market share on finalisation of a reverse take-over and share-placement with London Stock Exchange's AIM-listed Hangar8, a leading UK private jet operator, managing 48 business aircraft. Under the terms of the takeover, the new company Gama Aviation Plc will have an expansive footprint, offering 146 aircraft operating out of 44 locations across 15 countries.

## Socio-economic impact of Gama Aviation's Sharjah Executive Aircraft Terminal



**32%**  
increase in  
departures

since 2012



**2.5%**  
increase in  
revenue per  
departure

for handling services  
in 2014 vs. 2013.  
53% increase  
since 2012



**29%**  
increase in  
contribution per  
departure

for handling services  
in 2014 vs. 2013.  
58% increase since  
2012



**920,000**  
litres

of fuel sold in 2014



**1,113**  
VIP  
passengers

used the new  
lounge between  
August 2014 and  
year end



**1,302**  
crew  
members

used the new  
lounge between  
August 2014 and  
year end



**8%**  
increase  
in the proportion of  
**heavy jets** handled  
(13+ tons) in 2014  
vs. 2013. 27%  
increase since  
2012



**9%**  
increase

in the proportion of  
aircraft stayovers in  
2014 vs. 2013. 22%  
increase since 2012



**2%**  
increase

in the proportion of  
aircraft turnarounds  
in 2014 vs. 2013.  
12% increase since  
2012



**67% increase**  
in hangar revenue  
comparing 2013 to  
2014



**765%**  
increase

in maintenance  
support revenue in  
2014 vs. 2013

# Local community impact and benefits

## KPI update

Uruk has developed a clear understanding of the challenges confronting Iraq's power sector. Our experience in the Iraqi market has enabled us to retain a position at the forefront in addressing these challenges, with a specific focus on power plant construction and rehabilitation. The strength of our commitment and the transparency of our dealings have resulted in strong engagements with government officials at all levels including the highest. Similarly, our dealings with our associates and suppliers in the private sector resulted in mutual trust and excellent cooperation in surmounting all obstacles. Over the past several years, Uruk has added 1150 MW of dependable new power generation capacity to Iraq's national grid and another increment of 820 MW is foreseen to be added within the next couple of years. Uruk will continue its endeavor to work diligently to overcome challenges until Iraq's power needs are fulfilled by providing sustainable electricity on 24/7 basis at the lowest cost and with the least environmental impact.

“



**Dr Jafar D. Jafar**  
CEO, Uruk



### Developing long-term benefits where we operate

Through our diverse group of companies, we aim to create sustained growth in the communities in which we operate. Delivering infrastructure is one of our long-term strategies for multiplying our impact on the economy by enabling trade, attracting investments, and creating jobs for the local community.

Uruk has completed delivery of its most recent power plant project in Al Mansuriya Iraq, and plans are in place to continue investing into local talent to deliver rehabilitation projects for existing power plants. Iraq's existing power infrastructure will require significant repairs, maintenance or expansion in order to optimise efficiency. Putting additional areas of the country back on the grid will support development of the industrial sector and social stability.



### Providing local communities with skills and job opportunities

Crescent Enterprises and its group companies employ 5,196 people around the world, a reduction from 6,038 employees in 2013. While Crescent Enterprises and the majority of our group companies increased their number of employees, a proportion of our workforce is contractual/project related and hence varies with the timing of project execution, particularly in Uruk. Each company within the group aims to hire locally wherever possible, as well as to empower communities with knowledge and transferrable skills.



## Local hiring initiatives at our group companies

### Case study



### Gulftainer's local employment focus in Iraq and the USA

Within Gulftainer's operations in Iraq's Basra and Umm Qasr regions, where the vast majority of employees are Iraqi nationals, the company takes a special interest in supporting the local community's activities. Notable examples include sponsoring the Al Mina Football club in Basra. The company also donated water purifiers to residents in Umm Qasr last Ramadan, to help with the lack of potable water.

Gulftainer's US\$ 100mn investment in Port Canaveral's infrastructure, equipment and locally-sourced human capital is expected to create up to 2,000 jobs, including 550 direct jobs initially. Further, the investment will create an ecosystem that is expected to generate economic benefits to the local businesses and stimulate indirect employment.



*In all of its facilities  
Gulftainer uses  
**85-90%**  
local suppliers for its  
procurement*



### Case study

### Gulftainer investing in infrastructure that meets stakeholder needs

Prior to starting any projects, Gulftainer conducts assessments of the needs of the business community. These needs are evaluated by engaging in dialogue with customers and stakeholders to identify the optimum levels of infrastructure development required for future business needs.

Gulftainer collaborates with port authorities in its areas of operations to deliver all the port's or terminal's infrastructure inside each port facility. Any infrastructure development, such as access roads outside the port facility, is managed and developed by the local government authorities.

This year, Gulftainer's major investments included a US\$ 60mn upgrade of equipment at Khorfakkan Container Terminal, a US\$ 100mn investment into Port Canaveral in Florida and the Umm Qasr Logistics Centre in Iraq. Gulftainer's 750,000 sqm logistics corridor in Iraq will supplement the port operations by providing value-add services, as well as serviced plots to attract diverse industries such as commercial, fabrication and the oil and gas sector.

### Case study



### Gama Aviation's plans for future local hiring

Gama's executive terminal at Sharjah International Airport, which opened in July 2014, will generate new employment opportunities and up-skill the region's aviation talent.

The executive terminal creates increased passenger flow through Sharjah, which has indirect benefits for the community. The 9 per cent increase in the proportion of aircraft stayovers in 2014 vs. 2013 could create opportunities for Sharjah's hotel and real estate market to host overnight flight crews. The 765 per cent increase in maintenance support revenue in 2014 vs. 2013 from the new terminal demonstrates a possible future demand for hiring technicians to deliver Gama Aviation's maintenance services at the new terminal.

# The power of our people

## KPI update



Crescent Enterprises values the need for workplace equality and diversity, and is committed to ensuring a consistent level of fair opportunities for advancement. I am proud to have grown into a senior role in a company that encourages women to realise their fullest potential, empowering us with the ability to develop career paths that allow our best competencies and interests to shine.

“



**Ghada Abdelkader**  
Manager, Corporate  
Development &  
Investments



### Understanding and providing for our peoples's needs

We care about our employees and their families. Our people are provided with all the benefits expected from a leading global organisation. In 2014, we updated our maternity/paternity leave to enhance employee morale and productivity by increasing the number

of days for maternity leave from 45 (as per the UAE labour law) to 50 days and introducing a five day paternity leave for male employees (in comparison: there is no paternity leave in the UAE labour law). In order to continuously improve our performance in employee satisfaction, we regularly analyse qualitative and quantitative employee feedback gathered through our on-boarding and exit surveys.

## Diversity and equal opportunity

Through our Equal Opportunities policy, we are committed to selecting and treating our people on the basis of their relevant merits and abilities. The aim is to ensure that no job applicant or employee should receive less favourable treatment on any grounds not relevant to good employment practice. It is our policy as an employer to treat all people equally, irrespective of race, ethnic origin, gender, marital or parental status, faith, disability, age or political belief. In line with our stated policy, employees of same grades are paid equally irrespective of their gender.

Our future goal is to design and launch a 'Women Leadership Programme', which aims to strengthen leadership skills for female employees, enhance the skills constantly identified for women leaders, and female leaders' ability to communicate the Company's vision and manage career transitions.

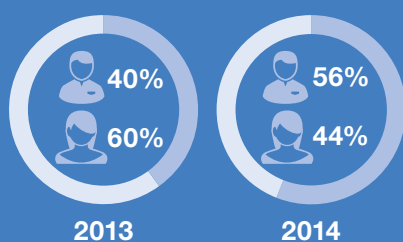


### Case study

## Diversity at CPS

CPS continues to provide equal opportunities regardless of gender or nationality, without having a formal policy in place. CPS currently employs a balanced mixture of male and female employees.

### CPS employee gender diversity



## Training and career development

As per our training policy, we aim to provide all our people with training appropriate to their role in order to ensure that all have the technical skills required and are suitably prepared for any responsibilities assigned to the job. Direct supervisors are responsible for identifying and monitoring ongoing training and development needs.

We provide our people and leaders with the development activities required to adequately assess their annual performance. We conduct an annual performance review process, which consists of customised performance management workshops, meetings to discuss individual performance and developing personal development plans, goals and competencies.

In 2014, we rolled out our new 'Training Requisition Request' software that was developed internally to track all training activities. The new software is used to initiate training requests in a more structured manner, capturing our job families and providing ongoing workshops of our identified core values and behavioural competencies.

During 2014, we conducted around 20 workshops, designed and delivered in-house by the Operational Development Team. The workshops focused on performance management, goal planning, effective leadership, as well as employee engagement. These workshops were attended by around 60 per cent of the employees and because they were provided in-house, we managed to achieve 48 per cent decrease in the cost per training hour. Moreover, in order to improve our occupational health and safety performance, we conducted fire warden training for employees who volunteered as Fire Stewards for their respective floors.

During 2014, we took steps to ensure the effective implementation

**In 2014, we have further developed our job family competency based management curriculum. Specifically, we have:**

Reviewed all existing job families, and updated existing job descriptions

Introduced the Company's 12 core behavioural competencies

Conducted competency gap assessment for all existing roles to ensure each job role has the required behavioural and technical competency

Introduced the Company's learning & development model: "70 – 20 – 10" (70% development on the job, 20% self-study and 10% training)

Reviewed our performance management process in order to add some of our core competencies to the annual performance review progress in 2015

Created personal development plans for employees based on the identified and required competency for each job family/role

of our Talent Development Cycle, thereby enhancing our training and career development activities and performance:

- Quarterly 'health of the organisation meeting' with Crescent Enterprises directors and heads of departments to review departmental goals and objectives, ensuring that employees are reviewing and updating their goals regularly, gathering feedback about individual performance and development needs.
- Completed the department training needs analysis and budget.
- Conducted customised workshops prior to the roll out of our annual performance review cycle, where employees were introduced to the changes for our Performance Manual form and process.





## Case study

### Employee training at CPS

It is vital for healthcare professionals to stay up to date with current trends in order to provide leading diagnostic methods and care to clients. To enhance employee training, CPS will conduct an Annual Joint Review to assess each employee's training needs for the coming year. The review is an integral part of CPS's quality management system to ensure that each employee pursues Continual Medical Education (CME) and is kept up to date with current trends in clinical/diagnostic fields and laboratory management. To ensure full transparency, we also conduct external competency assessments and tests. Any learning deficiencies identified during the assessments will help determine the learning requirements for the employee through in-house or external programmes.

- Development of our competency management approach for all functions.
- Increasing the number of in-house workshops that addressed key learning/development areas.
- Introducing Crescent Career Development playbook, which addressed personal/Company development needs.

We are keen to work with young talent and have started structuring our internship programme in order to attract suitable candidates. In 2015, we expect to roll out an internship handbook that will include internship guidelines, on-boarding process, an overview of the performance review process conducted at the end of the internship, an intern feedback survey, and criteria for assessing the interns' closing presentations. The intern presentation judging panel will consist of members from the intern's relevant department and representatives from the Human Resources department.

### Employee engagement and wellness

We uphold all international and national human rights, labour laws and regulations, including our commitment to the UNGC principles 1 to 6 relating to human rights and labour rights. Guaranteeing our employees a safe, healthy and productive work environment is a top priority for Crescent Enterprises and our group companies. We have strict policies preventing discrimination, child labour, forced labour and compulsory labour, which are reflected in our Code of Conduct and Employee Handbook. Employees are encouraged to share any concerns with the Human Resources department in line with the open door policy. To date, no concerns have been raised regarding human

rights violations or discrimination. In addition to guaranteeing these basic rights, we have conducted specific initiatives in 2014 to engage our employees and enhance their wellness:

- Crescent Enterprises First Corporate Community Day – A town-hall community day was attended by all employees to update them on the companies' achievements and share the future goals and aspirations of the Company. The day consisted of information presentations by Senior Management and the 'Marshmallow Challenge' team-building event.
- Ya-Hala Day – a comprehensive bi-annual re-introduction programme called 'Ya-Hala', 'welcome' in English, was introduced in 2014. Throughout an entire afternoon of department presentations and a short team building activity, Crescent Enterprises new joiners were reminded of and introduced to the key areas and protocols within the Company, department roles, and policies.
- Over 90 per cent of our people participated in the Wellness Programme Day. This free on-site wellness day had live educational interaction with medical experts and a number of free tests that helped to assess employees' current health. It was organised in coordination with the Canadian Specialist Hospital and Health factory. Services provided included blood pressure, blood sugar, and diabetes screening, a vision test, dietician and lifestyle advice, and an introduction to the health food programme.

## Case study



### Crescent Enterprises' film festival

In 2014, the Company introduced 'Crescent Workplace Film Festival', an initiative to focus on building our workforce and getting leaders engaged in developing their team members to prepare them for the future of the business. It is specifically aimed at introducing the Company's core behavioural values in an educational and fun manner, to engage staff through the illustration of film and group interaction on the core corporate competencies that need to be intertwined into day to day activities. The Operational Development Team conducted 3 sessions attended by more than 70 per cent of the employees in 2014. 'Effective Communication', 'Diversity' and 'Teamwork' competencies were introduced twice over the course of 3 months. During each session, we presented either a movie or a show that tackled these behaviours, followed by a short exercise to discuss what they learnt and how a particular behaviour can be applied to the workplace. We aimed to let employees experience the real taste of a movie/show by offering popcorn. The feedback received was very positive and it highly served our purpose of increasing employee engagement and satisfaction, in addition to fulfilling learning/development needs by constantly reintroducing the Company's core values. In 2015, we aim to introduce the rest of our core values in the same manner/experience.

## Our performance

Crescent Enterprises  
and group  
companies' data



The reduction in employees since last year is due to the departure of a large number of project-based employees who completed various projects, particularly for Uruk. Excluding project-based employees, the number of employees increased at Crescent Enterprises and the majority of our group companies.

2014	<b>5,196</b>
2013	<b>6,038</b>



Number of different nationalities

2014	<b>14</b>
2013	<b>12</b>



	Female	Male
2014	<b>29%</b>	<b>71%</b>
2013	<b>30%</b>	<b>70%</b>

Crescent Enterprises  
data



## Health and Safety

Crescent Enterprises and our group companies are proactive in ensuring employee safety. The case studies on the following pages highlight the measures we have implemented to protect our employees and contractors while at work.



### Case study

## Gulftainer Health and Safety

Gulftainer is an Integrated Management System (IMS) accredited company. The company has been ISO 9001:2008, OHSAS 18001:2007 and ISO 14001:2004 certified since December 2010. As part of a continuous improvement programme, Gulftainer has implemented policies such as a 'No Smoking Policy' and an 'Alcohol and Drugs Policy' in addition to the usual QHSE Policies. Gulftainer also ensures compliance to its CSR Policy for HSE as well as providing continued support to the Sharjah Port Authority to maintain compliance to its HSE requirements.

At present, Gulftainer is developing new safety management reporting systems, which it expects to roll out by the end of 2015 in order to build on its existing safety awareness framework. Currently, accident statistics and lost day rates per location are recorded on a monthly and yearly basis.



### Case study

## Gulftainer: Goals to reinforce the leading safety culture

During 2014, Gulftainer was awarded the International Safety Award for 2014 by the British Safety Council in London and the Silver Award for Occupational Health and Safety Management System Practises by Royal Society for Prevention of Accidents (RoSPA) Scotland. The RoSPA award highlights Gulftainer's focus on ensuring world-class standards across all of their operations, to promote the well-being of employees, partners, and stakeholders. Some of Gulftainer's award-winning practises in line with OHSAS 18001 requirements are outlined below.

### Gulftainer's award-winning safety practices



Gulftainer plans to actively and openly review and report on its health and safety performance against published objectives and targets. Improvement plans are being developed to support the delivery of these objectives and targets. The company will also constantly encourage, develop, review and share good practices in health and safety through HSE inductions, HSE trainings and toolbox talks.



#### Case study

## Gama Aviation's 'Safety in Numbers' campaign

The 'Safety in Numbers' campaign is used to promote awareness on key health, safety, security and environment issues and there are a series of training courses that encompass this brand to shape employee behaviour.

KPIs are now provided on a monthly basis to the Gama Aviation Board from across the regions. Risk Management and Assurance Performance Indicators are within these reports. At the company level, a Safety Improvement Plan exists which contains Departmental Performance Indicators focused on improving performance, addressing the precursor events, and assessing the effectiveness of the risks on their risk register. A blend of proactive and reactive Health and Safety performance indicators are included within the Safety Improvement Plan.

## Gama Aviation's employee and contractor injury data



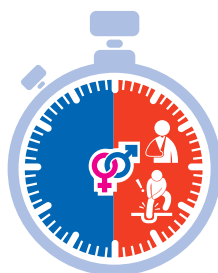
Number of fatalities per 100,000 hours worked

Employee data	0
Contractor data	0



Percentage of corrective actions closed out within specified timeframe

KPI to close all findings within 60 days. In 2014, 48 per cent of all findings were closed out.



■ Lost time (in hours) due to accidents (including fatalities) per 100,000 hours worked

Employee data	0.96
Contractor data	0

■ Lost time (in hours) due to non-fatal accidents per 100,000 hours worked

Employee data	0.96
Contractor data	0



Number of reportable accidents per 100,000 hours worked (including fatalities)

Employee data	263
Contractor data	0



Number of non-conformance with legal or internal standards in safety inspections

Employee data	3
Contractor data	0

## Protecting contractors at Gama Aviation

Gama Aviation has a series of contractor workplace safety procedures, including inductions and permit to work systems. The Health and Safety team and responsible managers oversee different aspects relating to contractors' compliance within these policies. Regular safety tours are also undertaken by Senior Managers to oversee the health, safety and welfare of employees and contractors alike.



#### Case study

## CPS's inclusive approach to safety

CPS employees are required to attend health and safety training including hazards in the clinical laboratory, as well as first aid and fire safety sessions. Health and safety matters are a standing agenda item on the senior management meetings and the Health and Safety manual is constantly reviewed. Staff are obliged to read the manual and to sign that they have done so.

## Substitutions keeping employees safe at CPS

CPS' chemicals management policy mandates the use of non-toxic, non-hazardous materials in testing methods in order to protect the health and safety of its employees. CPS regularly screens its chemical inventory based on regulatory requirements. This year, CPS was able to substitute one of the toxic substances used in a testing procedure with a safe replacement within one week of identifying the toxic substance.

# Connecting with society

## KPI update



Sharjah International Children's Film Festival (SICFF) 2014 was more than just an event to celebrate film, it was a representation of the incredible power behind the creative arts in making a lasting impact on the future of our youth. Over 15,000 children came together to view documentaries, animation and films throughout the festival. Crescent Enterprises' belief in the positive influence that media literacy and cultural awareness can have on youngsters made for a perfect partnership.



**H.E.  
Sheikha Jawaher  
Bint Abdullah Al  
Qasimi**  
Director, SICFF



### Social partnerships

It is our responsibility to understand the impact of our decisions and activities on the societies in which we operate, which is why corporate citizenship is such an important motivator and driver of Crescent Enterprises. Over time, our corporate citizenship undertakings have matured into a tool for generating tangible shared value and positive change. We pledge a minimum of 5 per cent of our annual net cash flow towards our corporate citizenship budget.

Through a structured and clear approach developed by the Corporate Citizenship Committee, three key areas of need and value were defined for 2014, **'Entrepreneurship', 'Environment,' and 'Education and Community'**, leading to an extensive list of initiatives we proudly supported on a global scale throughout the year. To best realise our objectives and extend our impact in each of our three identified areas, we have formed strategic partnerships with several impact investment institutions and other community organisations whose purposes are aligned with our vision.





## Entrepreneurship

Entrepreneurship and innovation are important values for Crescent Enterprises to foster internally and within the communities in which we engage. As we operate in several areas of the world that are facing high youth unemployment rates, entrepreneurship is a valued target for fundamental positive change. In 2014, we contributed our time and support to regional initiatives developed for global scalability.

### Entrepreneurship

Support local innovation in scaling up their operations

- Arab World Social Entrepreneurship Program
- Cherie Blair Foundation for Women (CBFW) – Mentoring Women in Business
- Sharjah Leadership Program
- Global Consulting Project

### Impact created:

#### Arab World Social Entrepreneurship Program

Crescent Enterprises partnered with the largest network of social entrepreneurs, Ashoka, for its Arab World Social Entrepreneurship Programme (ASEP), aimed at increasing the presence and impact of social entrepreneurs in the Gulf Region. 7 entrepreneurs pitched their start-ups to more than 60 venture capitalists, investors and business at the Arabreneur initiative hosted by ASEP.

#### Cherie Blair Foundation for Women – Mentoring Women in Business

Five Crescent Enterprises mentors were selected to mentor five women entrepreneurs in the Middle East as part of the Cherie Blair Foundation for Women's Mentoring Women in Business Programme. The programme combines mentoring with technology to offer cross-border support to women entrepreneurs from developing and emerging economies.

Crescent Enterprises has helped to support the growth and sustainability of the Mentoring Women in Business Programme, which, to date, has matched over 1,800 women mentees with mentors from around the world.

Our Mentoring Women in Business Programme uses pioneering technology to connect women entrepreneurs around the world with mentors, so that they have access to one-to-one support to help them establish and grow their businesses. Crescent Enterprises has been an important partner in enabling us to connect highly-skilled mentors with women entrepreneurs across the Middle East. We look forward to continuing our work together to foster women's economic empowerment throughout the region.



**Cherie Blair**  
Founder, CBFW

#### Sharjah Leadership Program

Crescent Enterprises signed a partnership agreement with the Sharjah Tatweer Forum for its 2014 initiative, 'Sharjah Leadership Programme' (SLP). Designed to meet future employment targets for the business growth of the Emirate, the SLP works to foster entrepreneurial skills as well as broaden employment opportunities for local and expatriate mid-level management by partnering with government and educational institutions within the UAE and internationally in order to equip candidates with the highest standard quality education, desired skills and competencies to fulfil these jobs. The programme runs over the course of six months.

In 2014, the SLP provided experiential learning opportunities to 20 UAE nationals and four expatriates. The Sharjah Leadership Programme enrolled participants in lectures at the American University of Sharjah, engaged them in group workshops on business and entrepreneurship, and hosted them on – including Crescent Enterprises' operations – for hands-on experience and learning.

#### Global Consulting Project

The Global Consulting Project is a dedicated internship programme for graduate students run by the University of Cambridge's Judge Business School. In 2014, five full-time MBA students from the Global Consulting Project conducted research on Gama Aviation. Their research highlighted the significant increase in traffic for Gama Aviation's Fixed Base Operation.





## Environment

We have a direct impact on the marine environment via our ports and logistics operations and our activities globally also contribute to climate change and waste generation, thus impacting the environment. Through our platinum sponsorship of the Emirates Wildlife Society – World Wildlife Fund (EWS-WWF), we actively support various initiatives that conserve biodiversity, address environmental conservation, awareness and education, tackle climate change, and reduce the UAE's ecological footprint.

### Environment

Understanding and protecting the ecosystems we operate in

Partnership with Emirates Wildlife Society – WWF:

- Earth Hour
- The UAE's Ecological Footprint Initiative
- Blue Flag
- Terrestrial Conservation

### Impact created:

Our support to EWS-WWF contributed to the organisation's significant milestones in the past year. Some of these milestones are:

#### Earth Hour

In 2014, the awareness campaign reached out to 5.5 million UAE residents, and saw participation of all seven emirates.

#### The UAE's Ecological Footprint

The UAE's Ecological Footprint Initiative is a prestigious partnership of like-minded organisations that work to reduce the country's CO2 emissions. Developed under the aegis of the Ecological Footprint Initiative, the standard came into force on 1 July 2014 and a retail ban

on inefficient bulbs was enforced beginning 1 January, 2015. The initiative undertook a successful verification of the National Footprint Accounts of the UAE, thus increasing confidence in the Ecological Footprint value of the country. Our support of this project furthers our obligation to UNGC Principle 9, encouraging the dissemination of environmentally friendly technology.

#### Blue Flag



Five additional public beaches and two private beaches in the UAE will receive the internationally recognised Blue Flag for the 2014-2015 season. Blue Flag Beaches are protected and developed in an environmentally friendly manner.

#### Terrestrial Conservation

In partnership with the Fujairah Municipality, EWS-WWF is leading the transformation of the Wadi Wurayah area into the UAE's first national park, operating according to best international standards. To date, over 500 different species, 75 of which are new to science, have been identified in the Wadi. It is one of the last freshwater sources in the UAE and the country's first Protected Mountain Area.

**500** different species have been identified in Wadi Wurayah



## Education and community



### Education

Our ability to address the most critical issues facing

our societies today, and to lay the foundation for a sustainable future, hinges on the availability and quality of education. It is our belief that the same principle applies at the economic level as well, and with the proper programmes and support in place, the benefits for both individuals and the communities to which they belong have incredible potential to positively change the world.

### Education and community

Enabling access to education and creating a connected society

- Dubai Cares — Adopt a School
- Education for Employment
- Arab Women Sports Tournament

#### Dubai Cares — Adopt a School



We partnered with Dubai Cares – Adopt a School to support primary education in Western Nepal, which holds classes for children and literacy classes for adults.

### Impact created:

- 174 students enrolled (10 per cent increase since 2013), 54 per cent are girls.
- 60 women from the community were taught how to read and write and given classes on beautification of the community.
- Jobs created for 10 women and 10 men from the local community.

#### Education for Employment

As a founding Gulf supporter, Crescent Enterprises partnered with Education for Employment (EFE) to scale up employment programmes for Arab youth across the Middle East and North Africa, and to provide EFE with ongoing strategic guidance and networking support.



EFE has been actively working with public and private companies, multinational corporations and government institutions to develop world-class professional and technical training to empower youth with the skills and opportunities they need to enhance employability.

The EFE-Global support network including its regional hub in the UAE provides assistance, capacity building, training, expertise and networks to support EFE affiliates in the Middle East and North Africa in implementing focused youth employment programs and fostering entrepreneurship.



## Community

*Arab Women Sports Tournament*



Crescent Enterprises supported the 2nd Arab Women Sports Tournament, organised by the Sharjah Ladies Club. The women-only event celebrates the progress of female athletes across the region and was a great success. Participants competed in a range of traditional and contemporary sports, including basketball, volleyball, table tennis, shooting, athletics, fencing, and archery.



## Impact created:

- 900 female athletes from 14 countries competed in seven games.



## Arts & Culture

One area of education often overlooked for its importance in a young individual's growth and achievements has been art, which is why in 2014 Crescent Enterprises

focused on several programmes highlighting this impact through film and theatre projects.

## Arts & Culture

Stimulating creativity to enable strong and productive communities

- Sharjah International Children's Film Festival
- Middle East Theatre Academy (META)- Home Grown Project

*Sharjah International Children's Film Festival:*



Crescent Enterprises' sponsorship of the six-day SICFF further helps to engage children with the arts. The objective of the festival is to enhance the media literacy of children and young people, foster children's creativity, and showcase the best in filmmaking for, by, and about children and young people.



## Impact created:

- 144 submissions received, showcased 112 films from 38 countries, including documentaries, animation and child-made films.

*Home Grown Project:*

Crescent Enterprises funded the Home Grown Project, an intensive two-week theatre training programme run by the Middle East Theatre Academy (META) under the direction of the Kevin Spacey Foundation. The objective of the Home Grown Project is to introduce, influence and nurture youth in the region in the art of theatre, stage performance and related education, and to motivate underprivileged children and teenagers to reach their full potential



## Impact created:

- 34 youth from 14 countries across the MENA region were given a once-in-a-lifetime, expenses-paid opportunity, to complete a two-week theatre training programme in Sharjah, with META and the Kevin Spacey Foundation.



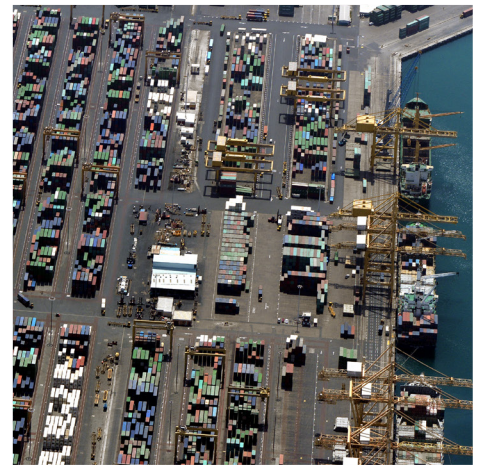
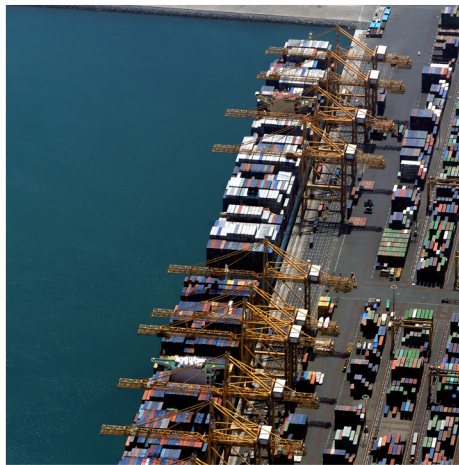
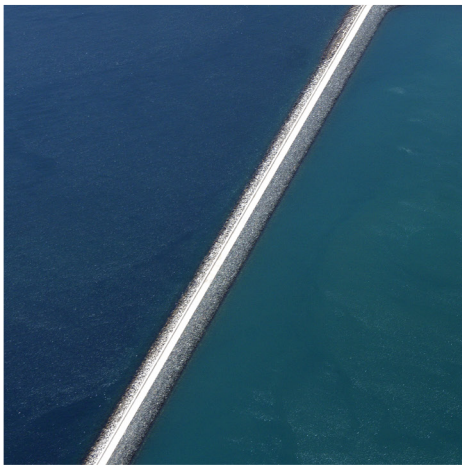
## Case study

## Global Gumbo Group launches 'Bokra the Film'

In 2014, 'Bokra the Film' premiered at the Dubai International Film Festival. Created by Emirati filmmaker Ahmed Abdulqader, the film documents the origin and impact of Quincy Jones and Global Gumbo Group's charity single "Bokra: Tomorrow". The aim of the project was to demonstrate the charitable work that the single had contributed towards and take the cause to a wider audience for more support. The Bokra project has raised funds for several programs with the aim of engaging and developing young people through art. Donations to Save the Children's Healing and Education through Art (HEART) enabled over 5,000 children and more than 450 parents in Palestine and Jordan to participate in arts activities which they will be able to nurture in their communities. Contributions to the Abu Dhabi Music and Arts Foundation (ADMAF) facilitated creative workshops which 463 young people and children with special needs participated in.

# Environmental stewardship

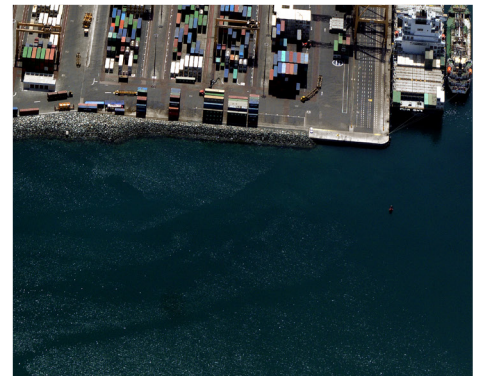
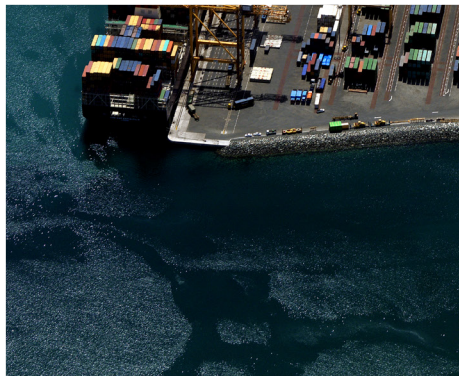
## KPI update



Our commitment to carbon management is a key driver for efficiency within our operations. Our carbon reduction programme in the EU has resulted in a significant reduction in CO2 emissions by almost 50 per cent. This is based on a forecast of 18,000 tonnes at the inception of the programme in 2010/11 to just over 9,000 tonnes in 2014. We regard this to be a considerable investment towards climate stability for future generations.



**Hannah Smith,**  
Head of Risk  
Management  
and Assurance,  
Gama Aviation



At Crescent Enterprises, we are placing increasing emphasis on managing our environmental impact and increasing resource efficiency. As part of our commitment to Principle 8 of the undertake initiatives to promote greater environmental responsibility', Crescent Enterprises encourages conscious consumption of natural resources. This section provides more detail on our performance this year, with case studies from Gulfair and Gama Aviation in leading practises. Gulfair has implemented an ISO

certified management system to track and improve their environmental performance. At Gama Aviation, given that the aviation industry is responsible for around 12 per cent of the transportation sector's global emissions, the company works to reduce its contribution to the risk of global warming by running a carbon management programme to ensure compliance with EU emissions regulations.

\* Air Transport Action Group (ATAG), Facts and Figures webpage <http://www.atag.org/facts-and-figures.html>,



## Energy

We continue our efforts to improve resource efficiency. In 2014, we have successfully reduced the amount of electricity consumed per employee by 20 per cent at Crescent Enterprises' headquarters.

	2014	2013	% Change
Electricity consumption per employee (kWh)	6,527	8,122	-20%

### Case study



## Electricity savings at CPS

In 2013, CPS set a target to reduce electricity consumption by 35 per cent of 2013 levels. CPS exceeded this, with a 54 per cent reduction in 2014:

	2014	2013	% Change
Electricity consumption (kWh)	197,540	429,280	-54%

## Water

We have managed to reduce the amount of water consumed per employee at Crescent Enterprises this year. In the arid environment of the UAE, conscious consumption of water is crucial for managing this precious resource.

	2014	2013	% Change
Water consumption per employee (gallons)	1,415	1,515	-7%

### Case study



## Gulftainer wastewater treatment and recycling

In order to reduce water consumption, Gulftainer uses closed water recycle systems for the dedicated washing bays. There is also a wastewater recycling initiative at its container repair facilities, where wastewater generated at Gulftainer facilities is recycled within the terminals. This recycling initiative is monitored and the facilities are inspected regularly by government authorities. Materials used for wastewater treatment meet industry specifications and requirements.

## Waste

At the Crescent Group level (Crescent Petroleum and Crescent Enterprises) we have increased the amount of paper recycled this year, amounting to the equivalent of 161 trees saved from destruction (as measured by our paper recycling contractor Shred-it). We report this at the group level as we do not separate paper recycled by organisation.

	2014	2013	% Change
Number of trees saved from destruction by recycling paper at Crescent Group	161	128	26%

### Case study

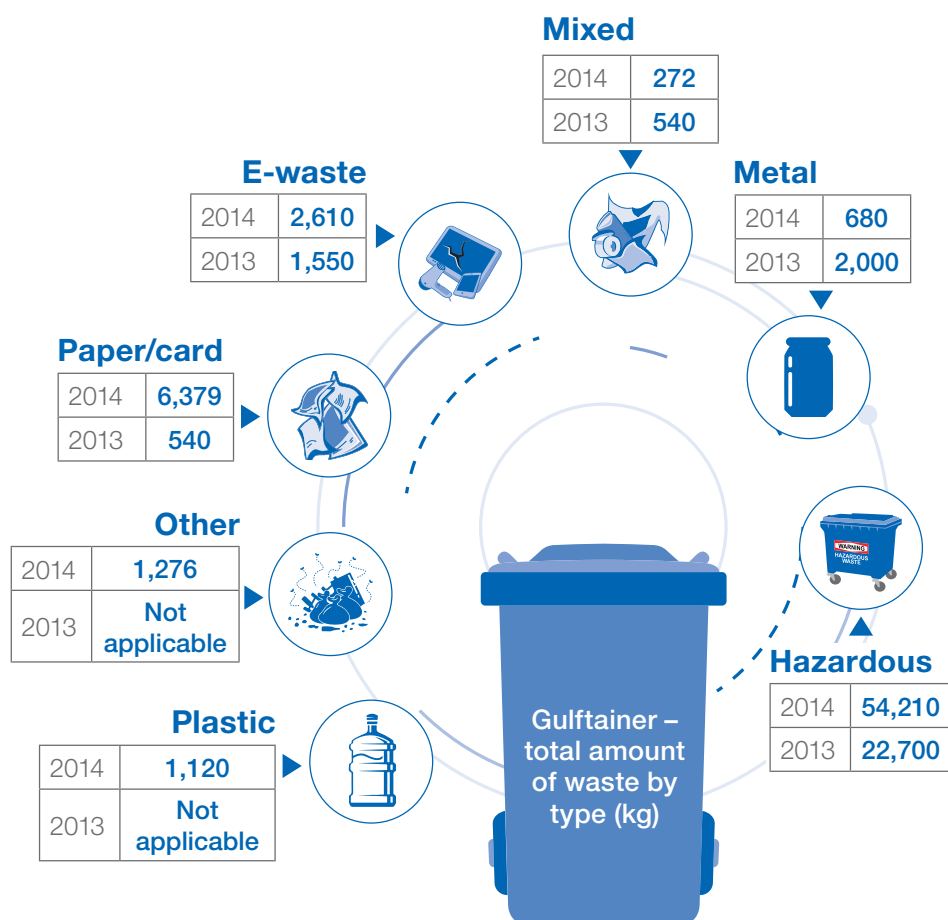


## Managing waste at Gulftainer

Gulftainer has developed its own Waste Management Plan, which ensures compliance to ISO 14001:2004 Environmental Management System standard requirements. Gulftainer regularly engages employees on waste management requirements through periodic in-house briefings.

Gulftainer has been successful in continuing its Reduce-Reuse-Recycle initiatives, which have been spread across all facilities in the UAE. Through its partnership with Bee'ah and other government authorised disposal authorities, it is now able to safely dispose of hazardous waste and e-waste, significantly reducing its potential impact on soil and water quality. Waste oil, batteries, steel, used toner cartridges, tyres and any other by-products of its operations, are all disposed of through government authorised disposal companies. Spilled oil is contained and cleaned up immediately to prevent contamination and long-term damage.

## Gulftainer – total waste generated (kg)



Through its partnership with Bee'ah, Gulftainer has improved waste management tracking and performance. All materials are now logged and accounted for, giving Gulftainer more accurate waste data. Data presented for 2013 only starts from April to December. As a result of the better tracking, Gulftainer identified an increase in both paper/card waste and hazardous waste since last year. Waste quantities have reduced in the following categories in 2014:

- E-waste generation has been reduced because new control measures have been introduced by IT to cut consumption of items such as ink cartridges.
- Scrap metal waste has been reduced as it was only disposed of once through Bee'ah and all other times scraps were sold by Procurement and Stores.
- Mixed waste has been reduced because Gulftainer started categorising the wastes generated and disposing them item wise in a controlled way from 2014 onwards.

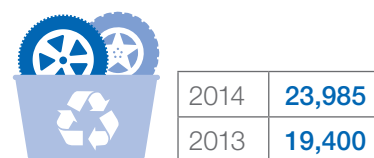
## Gulftainer – amount of waste recycled\* (kg)



**Office Collection**  
(Paper, Plastic Bottles and Cans)



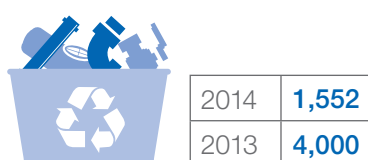
**e-Wastes**  
(Used Computer Peripherals)



**Used Tyres**



**Used Batteries and Filters**



**General Scrap**  
(Metal and polyvinyl chloride (PVC) )



\*Annualized data for 2013. Gulftainer started working with Bee'ah on waste management at its Sharjah facilities in July 2013.

#### Case study



### Waste management and compliance at Gama Aviation

Gama Aviation is subject to UK HSE laws, including the Waste Electrical and Electronic Equipment (WEEE) directive. The company continues to recycle its waste through the charitable WEEE recycling programme. In addition, there is a waste management contract in place with Safety Klean for all hazardous waste.

#### Case study



### Clinical waste management at CPS

CPS takes extra care to ensure medical waste is disposed of and treated to prevent health risks or soil contamination. CPS produces approximately 960kg of clinical waste per year, in addition to an unspecified amount of domestic waste. Any microbial clinical waste is autoclaved to ensure that it is rendered non-infectious before disposal. Clinical waste is directly linked to work volumes so is hard to reduce. CPS does encourage its employees to manage domestic waste by reducing printouts and reusing and recycling paper where possible. CPS is also investigating electronic data management between CPS and referral labs to further reduce reliance on paper in the data entry process.

## Quality Management Systems

#### Case study



### Gulftainer's Integrated Management System monitoring programme

Gulftainer was successful in renewing the certification for its Integrated Management System and implemented ISO 9001:2008 for Quality Management, ISO 14001:2004 for Environmental Management System and OSHAS for Occupational Health and Safety Assessment System.

Regular internal audits are conducted on a monthly basis and external audits annually by the certification body – DNV.

In addition to this, Gulftainer is regularly audited by customers and other groups, including award bodies, which verify processes, performance and compliance to ISO as part of their review procedures.

- To conduct minimum of four internal audits per month.
- To reduce non-conformances in the process performance.
- To improve the organisation in line with Integrated Management Systems standard guidelines and to sustain the current certificate.

### Gama Aviation targets stronger management systems

Gama Aviation plans to fully implement environmental management and health and safety management systems at all of its UK limited companies to boost performance. The implementation programmes for ISO 14001 and OHSAS 18001 standards are a target for 2015.

## Biodiversity

#### Case study



### Turtles and container ships at Gulftainer

Conservation of marine life is a primary concern to Gulftainer, since it operates in such close proximity. The rigorous implementation of our marine conservation policy is evident at its container terminals, where turtles can be seen swimming close to huge container ships.

Gulftainer partners with the Emirates Wildlife Society-World Wildlife Fund (EWS-WWF) and, as a Corporate Member, Gulftainer has confirmed its ongoing commitment and support to the EWS-WWF to ensure a sustainable future for the UAE, by addressing biodiversity conservation needs, environmental education gaps and contributing to lowering its impact on the fragile marine ecosystem.

Since the Marine Turtle Conservation Project ended after three years of data collection, the EWS-WWF has commissioned experts to review the data and advise them on how best to proceed.



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G4-10	Page 33	Principle 6
G4-11	None. Collective bargaining agreements are prohibited by UAE labour law	Principle 3
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## REPORT PROFILE

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G4-29	2013
G4-30	Annual
G4-31	Inside cover
G4-32	Report is developed using the G4 core requirements. GRI Index can be found on pages 44-45.
G4-33	No external assurance was sought for this report.

## GOVERNANCE

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## ETHICS AND INTEGRITY

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## SPECIFIC STANDARD DISCLOSURES

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