



UN Global Compact Communication on Progress 2016



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A local focus with a global reach

BMMI is a diversified retail and distribution, hospitality and contract services and supply Group, supported by a world-class integrated logistics capability.

Letter of commitment



To our stakeholders:

I am pleased to reaffirm BMMI Group's support of the Ten Principles of the United Nations Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption. In this annual Communication on Progress (COP), we describe actions we have taken to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations for the period January - December 2015.

During 2015, BMMI took steps to work towards a post-MDGs agenda in contributing to sustainable development goals (SDGs) that align with our core business. With diverse operations and in particular a heavy involvement in the food industry, we see ourselves as a company that nourishes the lives of our employees, our customers, the communities in which we operate and our planet. Therefore, in 2014 we launched our **Sustainability Policy: Nourishing Life.**

I am very pleased and honoured to announce that in 2015, BMMI received the Sustainable Business Award during the inaugural Bahrain Award for Entrepreneurship, held under the patronage of HH Crown Prince of Bahrain.

The **Sustainable Business Award** highlights the importance of business sustainability and recognises organisations that embed it into their principles, practices, operations, culture, products and services, as well as those achieving positive social and environmental impact. Receiving this prestigious award has been a major milestone as we continue in our journey from good to great and as we all work towards creating a breakthrough strategy for the next five years.

Sincerely yours,

Gordon Boyle
President & CEO, BMMI



Sustainable Business Award



Among the 2015 highlights was BMMI's selection as the recipient for the Sustainability Award, part of Bahrain's inaugural Bahrain Awards for Entrepreneurship. In recognition of the organisation's efforts, BMMI Chairman, Abdulla Hassan Buhindi, and CEO Gordon Boyle, were received and congratulated by HRH Prince Salman bin Hamad Al Khalifa, Crown Prince, Deputy Supreme Commander and First Deputy Prime Minister of the Kingdom of Bahrain, together with other category award winners.

About us

Based in the Kingdom of Bahrain, with international operations spanning the Middle East and Africa, BMMI is a diversified retail and distribution, and contract services and supply group, supported by a world-class integrated logistics capability.

What we do

With over 130 years of uninterrupted international operations, the Group specialises in the wholesale, distribution and retail of food and beverages and represents a leading portfolio of global household brands.

Who we serve

BMMI is also a fully-fledged international provider of end-to-end supply chain solutions, integrated facilities management, logistics and procurement services to a broad customer base. BMMI has successfully expanded its business operations outside the Kingdom of Bahrain. The Group's overseas presence now covers eleven countries, with a presence in Djibouti, Gabon, Ghana, Iraq, Kenya, Mali, Qatar, Saudia Arabia, Sudan and South Sudan.

Listed on the Bahrain Bourse, BMMI is one of the fastest growing companies in its sector. The Group adopts a performance-driven, customer-focused business approach, in line with international standards and global best practice.



Vision, Mission & Values

Our vision

To be recognised as a dynamic international company that inspires its individual businesses to deliver outstanding results.

Our mission

To win the hearts and minds of our customers by delivering exceptional service.

Our values continue to reflect our commitment to creating a working environment where all employees are heard, respected, valued and enabled to be their best selves. Throughout our journey, the BMMI Group of companies has remained united by our Winning Hearts values.

We're very proud of our **Winning Hearts** culture and ensuring we live our values across our diverse group of businesses and in every single thing that we do. We value **honesty, excellence, achievement, recognition and team spirit.**

Honesty:

Trust, openness, fairness and ethics, in everything we do.

Excellence:

Continuous improvement of our people and systems to deliver quality performance.

Achievement:

Taking pride and responsibility for attaining personal and professional goals.

Recognition:

Giving and receiving appreciation for one's contributions.

Team spirit:

Belief in the power of 'one team, one heart'.

2015 Milestones

In Numbers

Over

130

years of uninterrupted international operations

Over

40

nationalities help deliver outstanding result

Over

50

of the world's leading brands are represented, enabling BMMI to be the leading distributor of beverages in Bahrain

Over

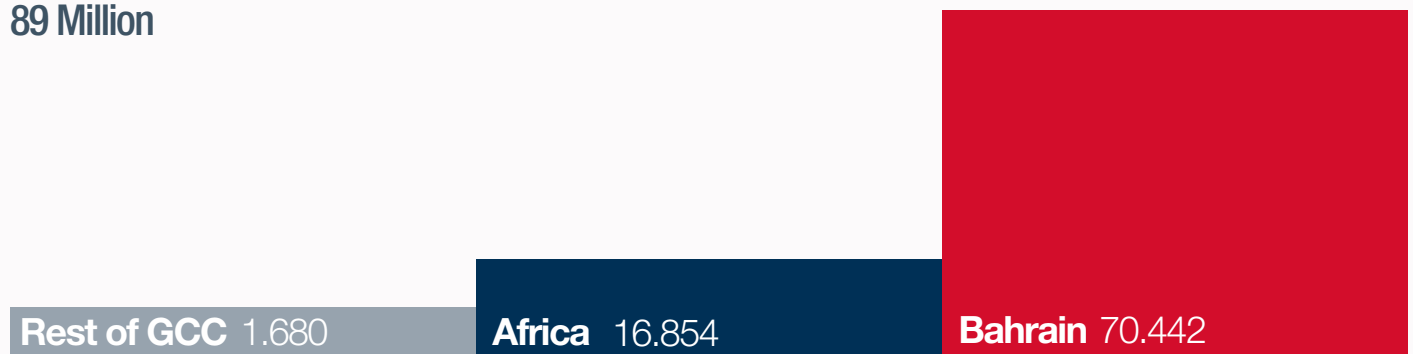
29

brands of consumer goods represented in Bahrain and Qatar

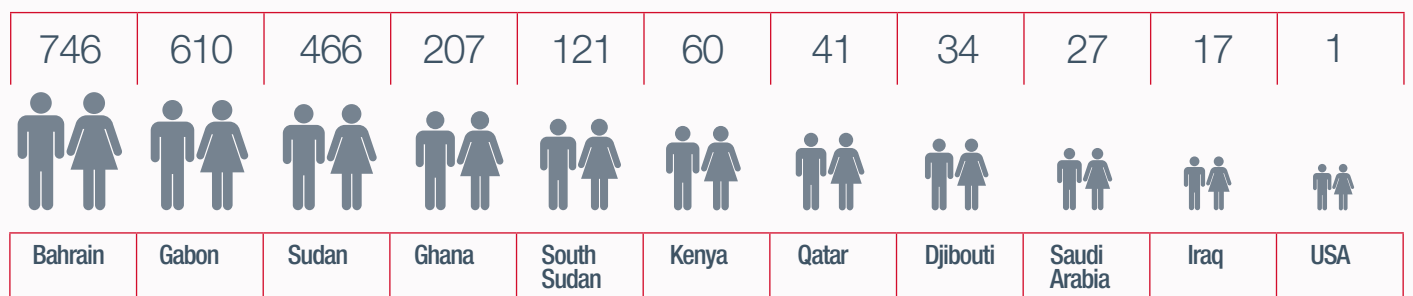
Revenue by Region

Total Revenue

89 Million



Employees by Country



Our global expansion initiatives continue to play a key role in the Group's growth ambitions and serve to further strengthen BMMI's leadership in the wholesale, distribution and retail of food and beverages into newer

February 2015	BMMI launches first internal e-learning portal: Ignite.
March 2015	BMMI wins the Bahrain Entrepreneurship Award for Sustainability.
May 2015	Alosra supermarket launches new environmentally friendly campaign: BECOME, in order to spread awareness in a fun and fashionable way.
June 2015	BMMI Shops beats a record sales growth after the renovation of its Mina Salman shop.
September 2015	<p>La Vinoteca Barcelona and Café Amsterdam become fully certified with the Integrated Management System (IMS), conforming to all the requirements of all four standards for food safety, health and safety, quality and environment.</p> <p>GSS Gabon signs a three-year contract with the Minister of Labour to provide 20 Gabonese youth with training and internship opportunities.</p> <p>BMMI's CSR team launches first Diversity & Inclusivity workshop.</p>
October 2015	Alosra supermarket expands internationally, with a new store in Dhahran, Saudi Arabia.
November 2015	<p>Our IMS team introduces a new standard, Business Continuity Management.</p> <p>BMMI Shops makes a technological breakthrough and launches an Android and iOS app, allowing customers to order all their favourite beverages from the palm of their hand.</p> <p>BMMI launches first LIFO training in our African operations.</p> <p>La Vinoteca Barcelona wins best overall and best Mediterranean restaurant in the 2015 Citi Fact awards, as well as the best brunch in combination with Café Amsterdam, which also won best international restaurant.</p>
December 2015	La Vinoteca Barcelona is awarded as the best Mediterranean restaurant of 2015 by the Ministry of Industry, Commerce & Tourism as part of the Food & Travel Arabia awards.

CSR journey update

CSR policy matrix (30%)

- Aligning what is strategically important to BMMI with stakeholder expectations and concerns, to form the basis of our CSR policy.
- Finalising main CSR policy areas.
- Setting an affirmative long-term vision & mission.
- Drafting the CSR policy manual & recommendations encompassing: Workplace, Marketplace, Community, Environment.

Now that our CSR policy is finalised, we will embark on a new journey to achieve our ambitions and work together to truly embed responsibility into our every activity, product & service.

Implementation of stakeholder engagement (60%)

- Conducting surveys with our stakeholders: employees, customers, youth & major customers.
- Survey data analysis & reports.
- Arranging information gathering meetings with identified organisations.
- Key findings report of priority social & environmental challenges for the two UN regions in which BMMI operates (West Asia & Africa).

Benchmarking & business drivers (80%)

- Defining top industry leaders in terms of CSR & sustainability, for each of BMMI's core business activities.
- Researching & benchmarking against industry leaders for each core BMMI business activity.
- Drafting key findings for each industry leader in terms of CSR activities in the four main domains of Marketplace, Workplace, Community & Environment.
- Identifying BMMI's CSR & sustainability business drivers & what is strategically important to BMMI.

CSR audit & gap analysis (100%)

- Gathering information & initial ideas from various BMMI departments.
- Audit of current CSR initiatives.
- Gap analysis based on the four main domains of CSR: Community, Workplace, Marketplace & Environment.

Three Pillars of BMMI's Sustainability Policy:

Nourishing Life

ZERO WASTE

- Not wasting precious **NATURAL RESOURCES** like water, raw materials, food, energy, and entire habitats and eco-systems.
- Not wasting **TALENT or DREAMS**. The talents and dreams of our employees, the talents and dreams of youth, or the talents and dreams of the communities and stakeholders with whom we interact.
- Not wasting **BUSINESS RESOURCES**—our money, time and energy, by making our processes more efficient.
- Not wasting **OPPORTUNITIES**. Equal opportunities for our employees to excel. Business opportunities that serve some of the most pressing societal needs—like food security and affordable and nutritious food. Opportunities for local communities. And for diverse suppliers.

TRUTH

- First and foremost, being true to **OUR VALUES** in all of our interactions with each other and our stakeholders.
- Being truthful and **TRANSPARENT** with our employees, customers, communities and other stakeholders about our products, activities, their impacts, and how we are working to improve.
- Being truthful in the way we **OPERATE**: lawfully, ethically, with integrity, and without misrepresentation or corruption.
- Being true to **OURSELVES**: the personal vision and potential we each hold.
- Being **AUTHENTIC LEADERS**, who are genuine and self-aware, who cultivate honest relationships, and make decisions on an ethical foundation, to lead with our hearts and minds.

WELLBEING

- The physical, emotional and mental wellbeing of our **EMPLOYEES**, as well as their health and safety.
- The wellbeing of **HUMANS**, including migrant workers, children, and the rights of all humans to a life of dignity.
- The wellbeing of **LOCAL COMMUNITIES**. Their economic health, social and environmental health, and the physical health of individuals in those communities.
- The wellbeing of our **CUSTOMERS**: food safety, providing healthy products, and educating our customers on the importance of proper diet and nutrition.
- The wellbeing of our **PLANET EARTH**: enriching its biodiversity, replenishing natural resources, and working to raise the environmental standards of our products and services.

An approach of sharing

Benefiting the community whilst generating profit is at the essence of any strategic CSR initiative.

In fact, tapping into serving those who are economically marginalised will prove to be quite lucrative business in the future. The massive growth in socially responsible investment is one example of how the industry is shifting. At BMMI, we are re-focussing our investments specifically towards education and strategic youth empowerment.

Our 2020 goal is to have truly embedded CSR and sustainability throughout all of our operations and at the core of our different departments. We aim to drive our triple bottom line, contributing to sustainable development and enriching society and the planet through our business.



Sustainability focus areas

Based on our previous stakeholder engagement with our business units, customers, youth and multi-laterals, in 2015 we focused our CSR and sustainability endeavours on:

- Tackling diversity and inclusion in the workplace.
- Our employees development, equal opportunity, and wellbeing.
- Energy, the packaging of our goods, and food waste—including the link between the latter and fighting hunger and malnutrition.
- Customer health and wellbeing, including food safety, and also addressing diet-related non-communicable diseases and malnutrition.
- Local hiring and local procurement.
- Economic empowerment and development of local communities, including entrepreneurship, opportunities for youth and women and other vulnerable groups.
- Education with a focus on marginalised or at risk youth, girls, and the differently-abled.
- Food including food security, sustainable agriculture, affordable and nutritious food, food waste, and hunger.

Investing in local communities

BMMI recognises the importance of investing in education and that creating shared value is the essence of any strategic CSR objective.

In line with our commitment to positively influence the communities in which we operate, in 2016 we will review and re-introduce our Alosra Scholarship Programme. The programme is primarily dedicated to support the education of marginalised students that demonstrate good academic standing and the right aptitude to pursue higher education.

Donations

In 2015 sponsorships and donations in Bahrain, reached almost BHD 40,000 (approx. \$US 105,700), which is double the amount of the previous year. Donations were distributed for the purposes of:

- Sports events & activities
- Professional associations
- Arts & culture
- Entrepreneurship
- Youth
- Differently-abled
- Health
- Food & hospitality
- Drugs prevention & awareness



Alosra supports Alia School students

Alosra supermarket welcomed six differently abled students from the Alia School for Early Intervention to receive real work experience on the shop floor. The students, ranging from ages 15 to 26, were invited to attend a three-month training in various departments of the supermarket, such as the bakery, produce, and customer service sections.

BMMI Djibouti donates toys to those in need

Alosraonline.com, our dedicated e-commerce website donated almost 200 toys and children's products to a local orphanage, which included a large selection of games, toys and baby essentials such as changing mats, strollers and walkers.

Giving the youth of Gabon a chance to explore the professional world

GSS Gabon signed a contract in Libreville with the Minister of Labour, to provide 20 young local Gabonese people with the opportunity to train and intern with GSS Gabon. This three-year partnership will give young professionals the opportunity to explore the hospitality and catering sector as well as gaining skills for employment, wherever their future workplace endeavours may be.

Trainees in BMMI Djibouti

BMMI Djibouti provided the opportunity for eager fresh graduates and students to learn about the different professions and opportunities BMMI has to offer. Due to the difficulties in finding proper jobs and the lack of training in specialised sectors, such as in mechanical and electrical maintenance, BMMI Djibouti aimed to address this gap by facilitating these young learners' professional integration. This is done by providing them with the best working environment and the necessary skills they can use in their future endeavours in the professional workplace.

Human Rights



Principle 1:

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2:

make sure that they are not complicit in human rights abuses.

BMMI supports the Universal Declaration of Human Rights. We condemn forced labour, child labour and all practices that are conducive to exploiting children. There have been zero incidents of human rights violations, including child labour, slavery or bonded labour, or violations of the rights of indigenous people.

This is not a significant risk within BMMI, however in the Gulf States, migrant workers are commonly mistreated and exploited and the withholding of payment and identity papers is common. Therefore, we understand the importance of monitoring our supply chain, our contract clients and our partners to ensure the protection of human rights. Reactivating our status as a UN Global Compact Signatory and publishing our first COP last year reaffirms our commitment to Human Rights principles and makes this priority known to our stakeholders.

Suppliers

All suppliers are evaluated for quality, ISO certifications for Quality Management (9001) Occupational Health & Safety (18001), Environmental Management (14001), and Food Safety Management (22000). We choose our suppliers based on relevant criteria, such as qualifications, service quality, competitive prices, ethics, and reputation. We expect, and take responsibility to ensure that our suppliers conduct business on our behalf in compliance with applicable laws and regulations, including health and safety principles, and in accordance with the highest human rights standards. Where possible, BMMI supports marginalised suppliers, including minorities, women and so forth, in order to truly embed socially responsible procurement practices.

Grievances

There have been zero human rights grievances and direct employees can report such violations confidentially through the 'whistleblower' system via phone, email, fax, or postal mail. We will review the effectiveness of our whistleblower system and consider alternative systems in 2016/2017.

Zero incidents were reported for human rights, corruption or forced labour. However, in GSS Gabon we have two pending employment tribunal cases for unfair dismissal. In GSS Sudan and South Sudan, we had three unfair dismissal cases, however GSS won the three cases in court.

Code of Business Conduct: "BMMI has a zero tolerance workplace violence policy and prohibits all kinds of violent behaviour including, but not limited to, physical assaults, fighting, threatening, intimidation and the intentional or reckless destruction of company, employee or customer property. Any comments or behaviour that could reasonably be interpreted as intent to do harm will be considered a threat."

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation

Freedom of association & collective bargaining

BMMI has never obstructed employees rights to exercise freedom of association and collective bargaining. The issue of a workers union was raised many years ago at BMMI Bahrain but employees chose not to take this forward.

Child & forced labour

There are zero incidents of child labour, or forced labour. Both issues are addressed in the previous 'Human Rights' section of this report.

	Bahrain (Bahrain / Saudi / Qatar)	%	GSS (Djibouti, Ghana, Gabon, Sudan, South Sudan, Kenya)	%
Headcount	807		1318	
Gender (Male)	662	82%	1029	78%
Gender (Female)	145	18%	289	22%
Age: 18-30 yrs	299	37%	770	58%
Age: 31-40 yrs	337	42%	469	36%
Age: 41-50 yrs	135	17%	79	6%
Age: Over 51 yrs	36	4%		0.00%
Nationalisation %	358	44%	1278	97%

Workforce composition

- BMMI employs 2,125 individuals and over 40 nationalities, and while we celebrate our cultural diversity we are committed to supporting locals at our global locations. Our nationalisation rate in the Gulf (Bahrain, Saudi Arabia, Qatar) is 44%. In Africa (Djibouti, Ghana, Gabon, Sudan, South Sudan and Kenya), our nationalisation rate for local staff ranges from 75-100% and averages at 97%.
- Millennials represent almost half of our workforce. Given the regional context of the very young population demographics in both the Arab world and Africa, BMMI has been proactive in developing youth leadership skills and potential management capacity through a Young Leaders Program (YLP), as well as a mentoring program and succession planning.

Non-discrimination

BMMI institutes a non-discrimination and equal opportunity policy within our Code of Business Conduct. We support equal opportunities through fair and consistent methods of recruitment, retention, training, and compensation. Our recruitment is based on merit, and promotions and transfers are awarded based on performance. We do not discriminate against any applicant for employment or any employee because of age, race, religion, caste, sex, disability, sexual orientation, social or economic status, pregnancy, or national origin.

Our policy encourages employees to submit any discrimination related grievances they witness or experience to our HR department, or to our CEO directly via a dedicated email: asktheboss@bmmi.com.bh.

Employee benefits

All employees are given a written contract, regular performance reviews, above market wages and generous benefits including some or all of the numbered.

- 1. Variable pay linked to performance in addition to fixed pay**
- 2. Medical insurance**
- 3. Life insurance**
- 4. Phone and car allowances**
- 5. Incentives scheme for on the spot rewards (cash and in-kind)**
- 6. Travel and tickets**
- 7. Gifts for marriage**
- 8. Discounts at BMMI outlets in Bahrain**
- 9. Gratuity payment when employees leave, plus a long-time service award**
- 10. Up to 2 salary advances with an 8-month payback period interest-free**
- 11. Assistance in medical emergencies for staff and next of kin medical**
- 12. Pension program**
- 13. In Africa, depending on country-specific laws, employees are also given food, gas, housing allowances, funeral assistance, and a risk allowance if a family member passes away.**
- 14. A subsidised canteen in Bahrain**



12.5%

Female board members
in key positions at BMMI

Labour

- All employees receive a written contract outlining responsibilities, job description and are evaluated using a balanced scorecard. Employees are given a standard 30 days notice regarding significant operational changes such as termination of employment.
- All staff received performance reviews at least once a year. This was the case for 100% of staff in Bahrain and in GSS Africa, with the exception of GSS Gabon. Appraisals will be carried out for 2016 at all locations.
- BMMI has never violated any national or international labour laws.
- Turnover across the Group is generally quite low, at around 2%. There was a 100% retention rate after parental leave for both genders in 2015, due to BMMI's flexibility and longer feeding hours.

Women

- Females make up around 21% of our workforce, and 11% of them are in management positions compared with 14% of males. Currently 12.5% of the BMMI Board is female, compared with the Bahrain average of 1.7% according to Catalyst.org.
- Since an issue was raised through the whistleblower system regarding the lack of female representation in management and across some BMMI divisions and teams, diversity and equal opportunity became a strategic priority under BMMI's 2020 vision.

Diversity & inclusion

BMMI celebrated the World Day for Cultural Diversity for Dialogue and Development, and took the opportunity to reflect on the values that guide the Group, and bring together employees from over 40 nationalities. Inclusivity was highlighted as one of BMMI's strategic corporate goals over the next five years.



In moving towards that goal we conducted our first 'Diversity & Inclusivity Champions' workshop, adopting a 'train the trainers' approach. The workshop included the business case for diversity and inclusion; followed by a clear understanding of the underlying concepts behind diversity, equal opportunity and inclusion. It also explored unconscious biases and more sensitive topics like millennials, ageism and women in the workplace, and even covered micro-inequities (small acts of disrespect).

This also included secondary discrimination such as digital competence, communication style, and valuing individuality and working habits through a flexible work environment that empowers employees to perform at their highest potential to deliver exceptional results.

The IMS department also adopted the theme 'Inspiring Innovation through Inclusivity' marking their 4th Annual Quality Month in line with BMMI's focus on leveraging diversity through inclusivity as a strategic priority.



Employee training & education

Five per cent of employee payroll is allocated for training. Some of the training and educational opportunities BMMI employees have had access to in 2015 include:

- Diversity & inclusion champions training
- Attending the Business for Social Responsibility (BSR) annual conference
- Team building activities
- “Real Life MBA” sessions
- LIFO sessions training session to learn more about themselves, as well as their strengths and weaknesses
- Utilizing Tamkeen’s Career Progression Program for employee development
- E-learning portal - available to all employees across the group

employees enrolled into 32 modules by the year’s end. ‘Igniters’ can use the online portal on the move from any device, anywhere and at any time. In addition to text and graphic learning, videos and message boards are also essential parts of the virtual learning environment, making it fun and collaborative! So ‘Igniters’ not only gain knowledge through e-learning, they also improve their communication and teamwork capabilities.

Training figures as of 31.12. 2015	Male	Female	Total by nationality
Bahraini	277	70	347
Expats	347	68	415

At the beginning of 2015, BMMI launched Ignite, a new e-learning portal, which had 169 BMMI

Lost workdays due to illness in Bahrain, Qatar and Saudi totalled 582 days for between 771- 816 employees—less than 1 workday per employee on average. Lost workdays due to injuries or accidents were 22 days.

GSS Africa (except Djibouti) had 3,266 lost workdays for between 1331-1547 employees, which is an average of 2.2 workdays per employee. No workdays were lost due to injuries in the workplace.

Occupational health & safety

- BMMI is ISO 18001 certified for Occupational Health and Safety. As part of this, BMMI has established, implemented, and documents and maintains a system to identify health and safety hazards, and assesses risks associated with them to determine the necessary controls. The Hazard Identification, Risk Assessment and Control Procedure, is used to assist the company in identifying how its activities, products, and services affect the health and safety of its stakeholders by identifying the hazards and setting the priorities for them. The company ensures that high priority hazards identified become candidates for OH&S programs and operational controls.
- BMMI Bahrain has a formal health and safety committee as part of its Integrated Management System (IMS), with Group-wide representatives from all departments. There are also IMS coordinators in Sudan, Ghana and Djibouti. Employees are trained in work-related health and safety through IMS.
- In Bahrain twelve accidents occurred which included 1 minor burn in the canteen, 8 occurred lifting goods or machinery either for delivery or offloading/receiving, indicating a need to focus on this area for safety. All accidents were dealt with and resolved with appropriate actions, including medical attention and leave on a case-by-case basis according to the HSE log.



Alosra Supermarket received an award from the Bahrain Ministry of Labour for being one of the best employers at the retail sector for the recruitment, retention and development of the local workforce. The award recognises both the Alosra team and the collective efforts from across the Group in attracting, retaining and motivating Alosra's employees.

This award further reinforces Alosra's contribution towards nationalisation, something it has been recognised for in the past.

BMMI (Bahrain/Qatar/Saudi)

Description		Total
Monthly worked hours per staff (av. 5.5 days per week)	191.19	
Total headcount		5,584
Total man hours worked (TWT)		1,062,776
Total number of lost workdays (sick note)		582
Total number of lost manhours (sick note)		4,656
Total number of injuries in the workplace (NOI)		8
Total number of lost workdays (LTI accident leave)		22
Total number of lost manhours (LTI accident leave)		176

GSS (All African countries including Djibouti)

Description		Total
Total headcount		10,546
Total man hours worked (TWT)		1,881,098
Total number of lost workdays (sick note)		3,266
Total number of lost manhours (sick note)		26,128
Total number of injuries in the workplace (NOI)		-
Total number of lost workdays (LTI accident leave)		-
Total number of lost manhours (LTI accident leave)		-



Health & wellness

- In 2015, GSS launched a nutrition improvement initiative and hired a certified nutritionist to provide menu-planning advice and nutritional training services to GSS chefs, kitchen personnel, and client staff. The goal of the GSS program is to reduce the risk of cardiovascular diseases, such as heart attacks and strokes through education on the health consequences of poor eating habits, and by demonstrating that healthy food can still be delicious and appetising. Nutritionist Clara Soriano has given approximately 4000 hours of training to staff under the in-house project called EQUILIBRE ‘La santé vient en mangeant’ and she has also spent around 800 hours giving training to GSS customers.
- Over the past decade, the occurrence of diabetes has dramatically risen in the MENA region due to factors such as rapid economic development, dramatic changes in lifestyle and massive urbanisation leading to physical inactivity and a staggering rise in obesity levels. The MENA region has the highest rates of diabetes in the world. According to the

International Diabetes Federation, 70% of type 2 diabetes cases can actually be prevented by a combination of a well-balanced, healthy diet and exercise. To mark World Diabetes Day, the Alosra supermarket team provided a healthy, nutritious breakfast free from refined sugars and gluten, along with goodie bags that had sugar free treats and informative infographics from the International Diabetes Federation.

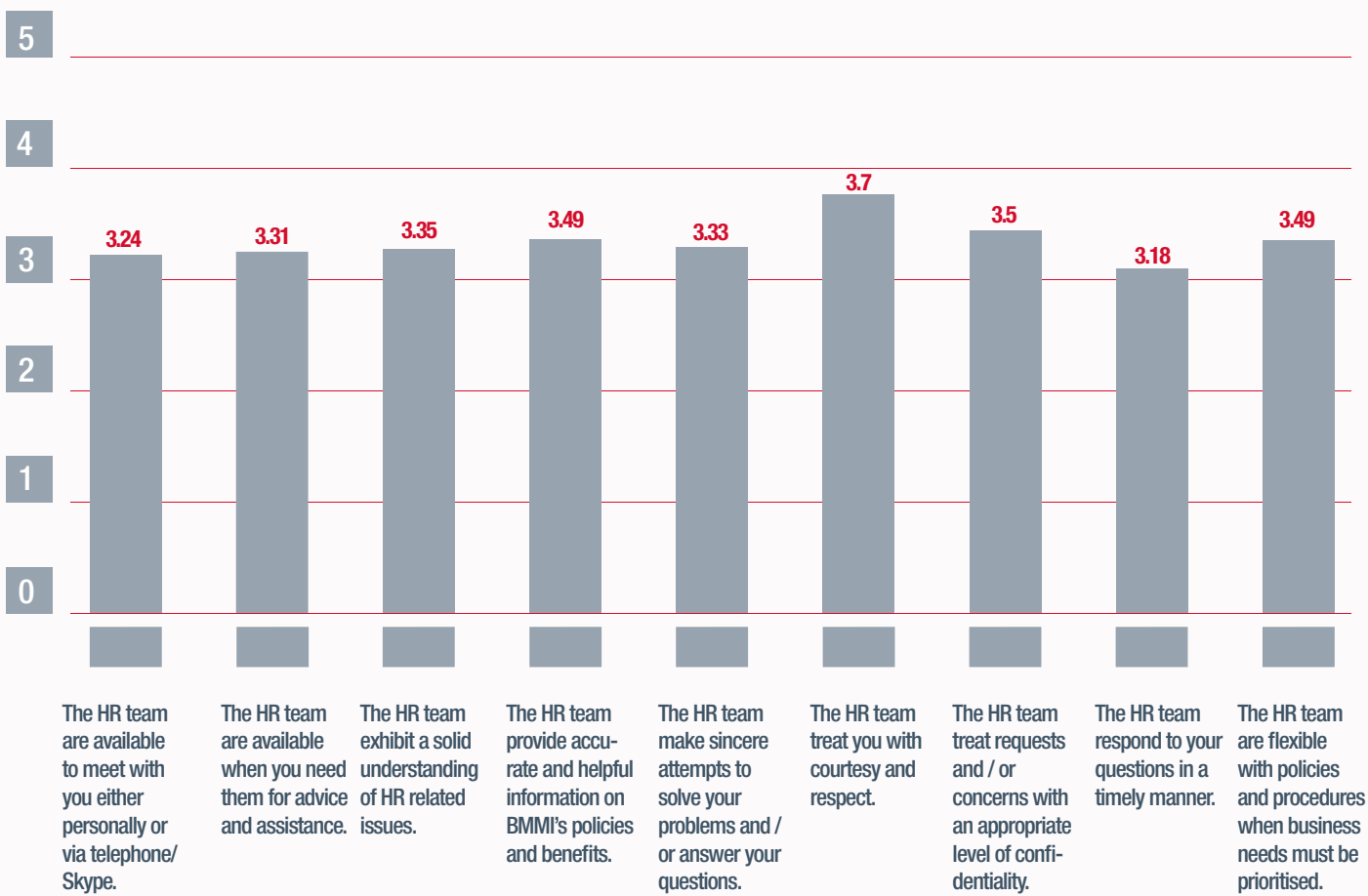
- Marking Breast Cancer Awareness Month, BMMI communicated facts, tips and other information around breast cancer. This included an inspiring visit by Think Pink Founder, Julie Sprakel. Julie discussed the risk factors, signs and stages of breast cancer and the importance of self-examinations and clinical screening. In addition, she also gave employees a self-check demonstration addressing all their questions and concerns.

HR Effectiveness Survey

Employees completed a HR Effectiveness Survey to determine employee requirements, feedback, and areas of improvement for the HR department, in order to formulate an action plan for 2016.

Respondents who were either satisfied or very satisfied ranged between 74-83%.

Average rating per question





Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: Undertake initiatives to promote greater environmental responsibility; and

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

BMMI is an ISO 14001 certified company and has not violated any environmental laws and regulations in any of the countries in which it operates, nor has the company been subject to sanctions and/or compliance fines.

Despite our intentions to measure and report our environmental performance more accurately, we are aware that data has been inconsistent. In 2016, we will identify different measuring, reporting and communication best practices and set more realistic targets for our internal data collection. We will also create a CSR Policy Implementation

Guide, which will support our employees identify and execute actions related to their division, as well as how to monitor and measure these actions.

Under the IMS department, an environmental aspects register assesses between 50-80 activities impacting the environment, their significance, any legal requirements, and preventative measures to control those aspects by location. This includes spills, hazardous and non-hazardous waste management, emissions management, natural resource depletion, noise pollutions, and even contractor activities. As well as mitigation measures including training, awareness, monitoring, maintenance and engineering. The aspects register is currently conducted for:

1. Alosra Juffair
2. Alosra Durrat
3. Alosra Amwaj
4. Alosra Nakheel
5. Alosra Riffa
6. Alosra Saar
7. The Central Processing Unit (CPU)
8. Bayader (Restaurants)
9. Mina Salman
10. Sitra HQ

Energy Efficiency

Signage has been affixed to encourage employees to switch off lights and equipment when not in use. BMMI uses energy efficient lighting, appliances and equipment when available and cost-efficient. Alosra supermarket uses LED lights and is aiming to increase utilisation of LEDs to 100%.

Energy Consumption

In the Middle East, the real cost of energy is obscured by government subsidies, however, gradual subsidy removals are planned for 2016. Since energy is supplied by municipal providers, this makes renewable energy less viable and cost-efficient. In an on-going effort to waste no energy or natural resources, we will engage our employees to set their own energy consumption reduction targets, including setting a baseline to more accurately monitor their performance.

Electricity consumption was not monitored consistently and totalled 8,319,307 kwh in 2015 for the following locations in Bahrain.

Location	Total kwh
Najibi Centre	547958
Sitra HQ	619840
Sitra BLS	49140
Café Amsterdam	933280
La Vinoteca	852480
Villa	25252
Mina Shop	266300
CPU	161172
BMMI Tower Seef	1124625
BMMI Main HQ	92000
Alosra Nakheel	611460
Alosra Riffa Views	606700
Alosra Durrat	176500
Alosra Saar	-
Alosra Amwaj	1460000
Alosra Juffair	792600
Total Monthly kwh	8,319,307



Water Consumption

Both regions in which BMMI operates are water-stressed regions. Signage has been affixed to encourage employees to report water leaks and water conservation is promoted. BMMI in Bahrain also took steps to conduct a water audit in cooperation with the Electricity & Water Authority (EWA), which inspected 12 locations.

In line with the conservation approach, EWA investigated all the premises to identify reasons for high water consumption and recommended corrective measures. This also includes:

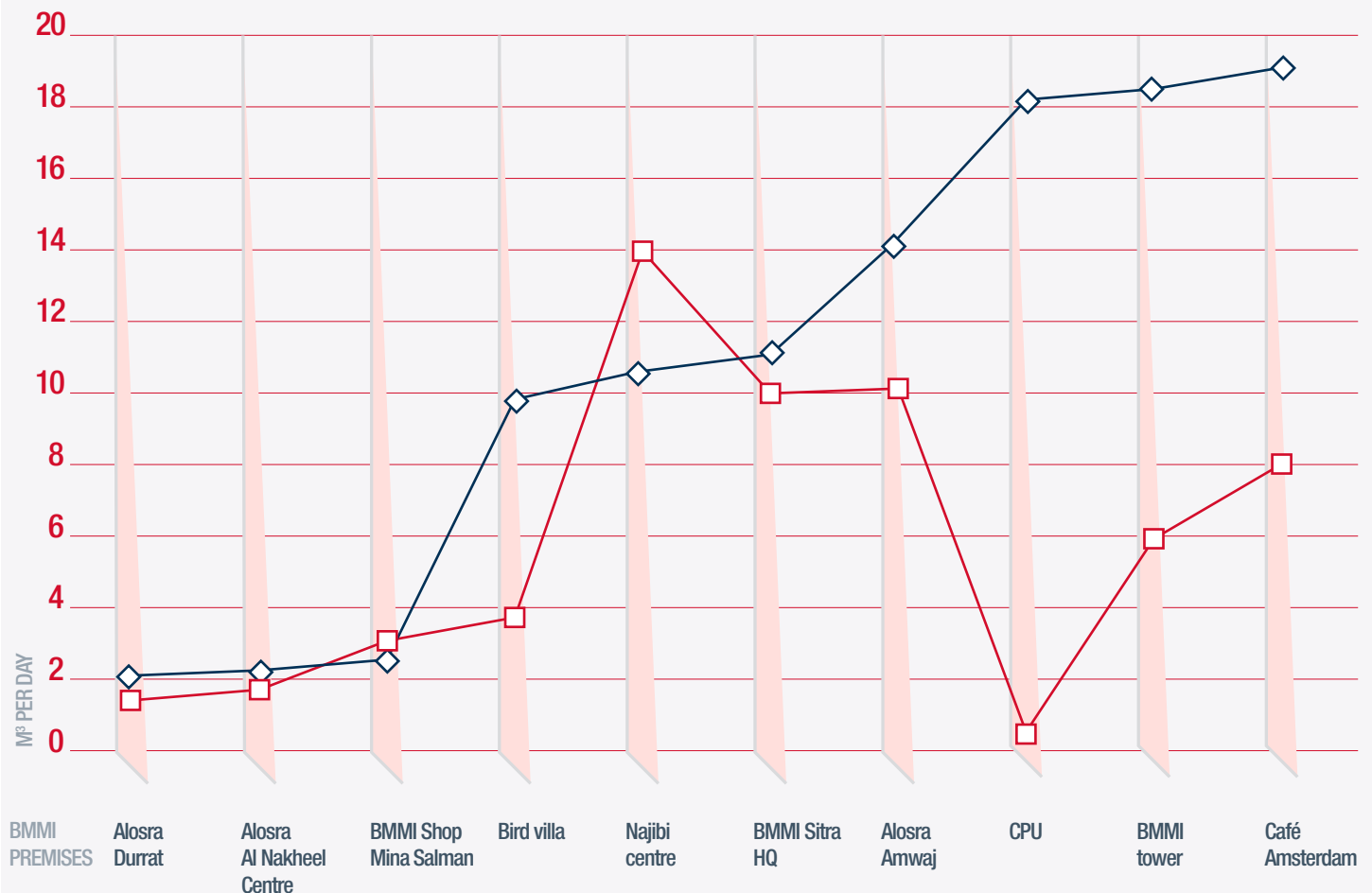
1. Increase employee awareness of water conservation.
2. Seek employee suggestions on water conservation; locate suggestion boxes in prominent areas.
3. Conduct contests for employees (e.g. posters, slogans, or conservation ideas).
4. Install signs encouraging water conservation in employee board or toilets.
5. When cleaning with water is necessary, use budgeted amounts.
6. Read water meter weekly to monitor success of water conservation efforts.
7. Assign an employee to monitor water use and waste.
8. Determine the quantity and purpose of water being used.
9. Determine other methods of water conservation.

In several locations, EWA found that our actual consumption exceeded the estimated required consumption for that location based on size, number of people, and activities.

Location	Total water m3
Najibi Centre	2484
Sitra HQ	-
Sitra BLS	-
Sitra Canteen	2297
Café Amsterdam	-
La Vinoteca	-
Villa	229
Mina Shop	515
CPU	1387
BMMI Tower Seef	2845
BMMI Main HQ	3112
Alosra Nakheel	582
Alosra Riffa Views	446
Alosra Durrat	501
Alosra Saar	-
Alosra Amwaj	1615
Alosra Juffair	712
Total Monthly m3	16,725



Current consumption versus estimated consumption



Water discharge

All wastewater is collected in a septic tank and a licensed water carrier takes discharge to the waste treatment plant in Tubli where the municipality discharges it. BMMI has separate drains, outlets and tanks for contaminated water with chemicals and hazardous substances, so it is separated from grey water and collected by a water company.

—◇— Current consumption
—□— Estimated consumption

Water consumption was not monitored consistently and totalled 16,725 m³ annually.

Refrigerants

BMMI has identified HCFC-22 (also known as R-22) as a highly significant environmental aspect for its contribution to ozone depletion and global warming. In consultation with the Bahrain government, R22 is being phased out with a complete phase out planned by 2040. AC/Chiller units in the newly expanded warehouse have installed R134a refrigerant in compliance with new regulations to replace R22 refrigerant.

In addition, we are taking the following steps:

Substitute: Identify and convert to alternative refrigerants to replace any substances banned by Montreal Protocol.

Engineering: Quantify current use for make-up in all refrigeration and freezer systems. Review maintenance to see if we can improve in order to decrease potential leakages.

Administrative: Establish goals and timelines for conversion to low impact refrigerants and for minimising replacement for make-up

Monitoring: Routine maintenance of equipment.

Plastic waste

In 2014, Alosra supermarket outlets used around 2.5 million plastic bags of three varying sizes. We reduced consumption through educating baggers on more efficient bagging techniques and also launched our **B-ECO-ME campaign** enabling customers to purchase re-useable eco bags. The bags are a tool to deliver fun environmental facts to engage children, through a bird mascot Ecoco. We also reduced plastic bag consumption by 20% compared with the previous year-- using just under 2 million bags.

Alosra shopping bag purchase (Jan-Dec 2015)

Alosra shopping bag	Quantity	Value (Bd '000)
Small	294,000	2
Medium	841,500	7
Large	862,000	9
Grand Total	1,997,650	18

SOLID (GENERAL WASTE) 2015

TYPE OF WASTE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
SOLID (General Waste) (6.690 tons each trip)	167.25	127.11	153.87	160.56	160.56	120.42	153.87	234.15	194.01	147.18	194.01	207.39
LIQUID (Sewage) 1 trip x 4000 gal	172000	160000	184000	172000	164000	156000	172000	184000	172000	176000	196000	208000

Engineering

- Cardboard, plastic and paper are sequestered for recycling.
- Wood pallets are repaired and reused.
- Damaged, spoiled and expired food products are sequestered and disposed of under Ministry of Health permits.

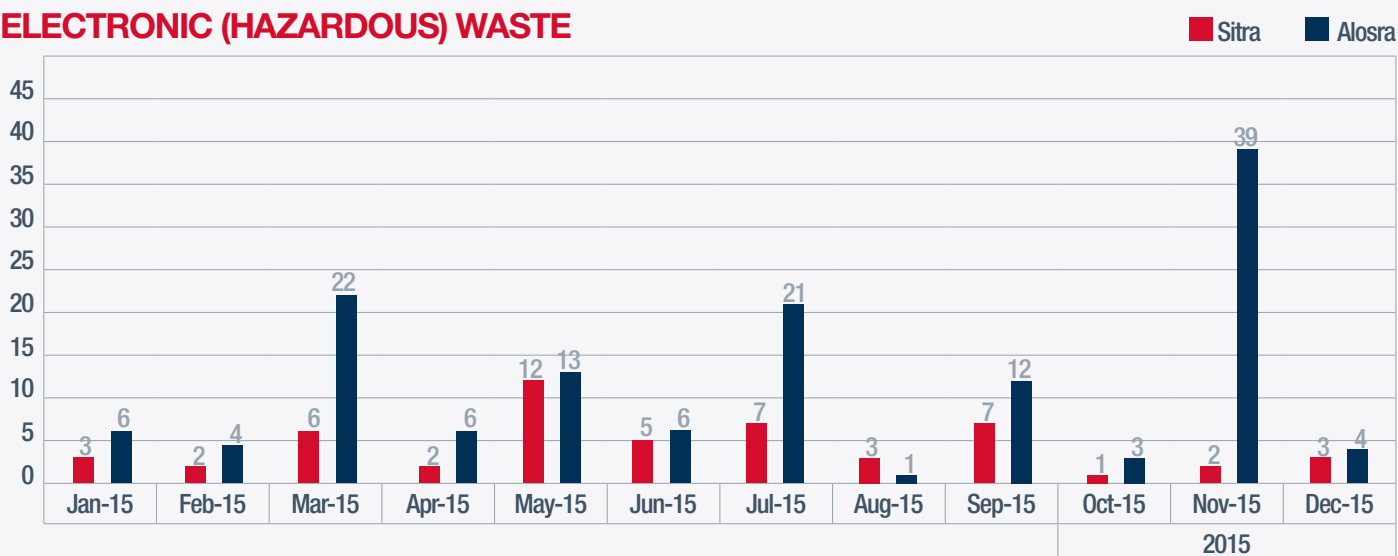
Administrative

- Records are maintained on quantities generated and disposal manifest.
- Waste management procedure is in place.
- Appropriate signage is in place for the waste management systems.

Training

- Employees are trained in proper management of waste

ELECTRONIC (HAZARDOUS) WASTE



Engineering

- Waste is managed by an external contractor.
- Used batteries, used cartridges, toners and other scraps are recycled and collected by Crown Industries.
- Used tube lights are disposed in a separate hazardous bin/skip.

Training

- Training for staff to dispose of hazardous waste according to procedure.

Administrative

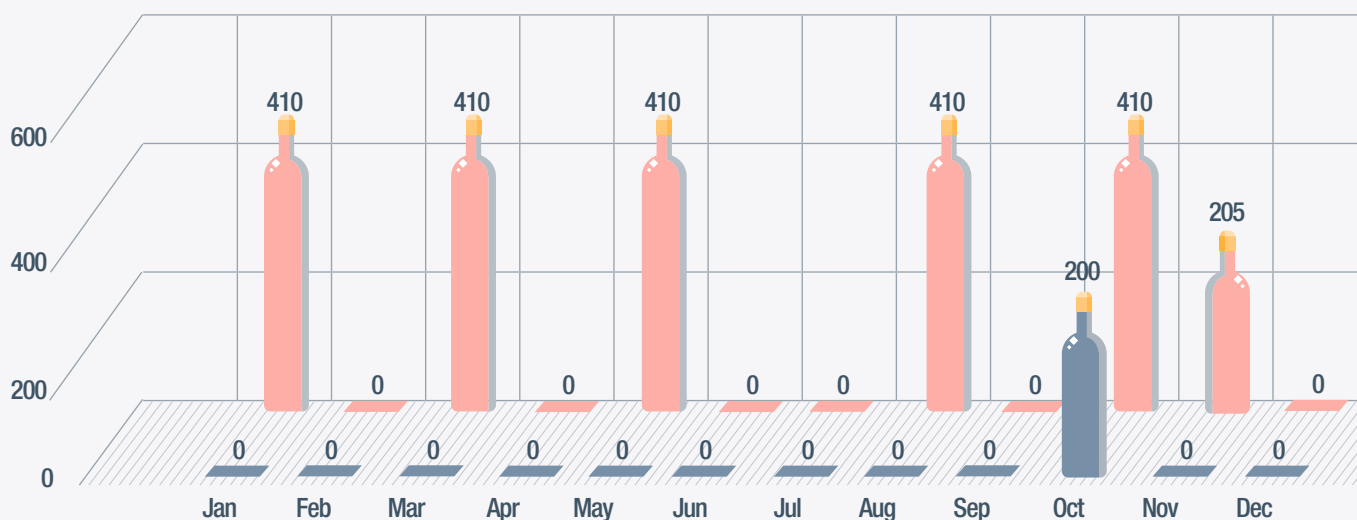
- Ensure contractor is disposing of hazardous waste according to local regulations.
- Ensure contractor is disposing of used containers properly.

Monitoring

- Document quantities, storage time on site and disposal location.
- Obtain records of materials use from maintenance contractor.
- Develop KPI's for hazardous waste.

Cooking Oil

The amount of cooking oil used is not measured consistently but is collected from the CPU and our restaurants in Bahrain by an external company.



Used cooking oil 2015

Type of waste	Location	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total (ltr.)
Liquids (Oil) waste 205 LTR Per	CPU	0	0	0	0	0	0	0	0	0	200	0	0	200
	BAYADER	410	0	410	0	410	0	0	410	410	410	205	0	2665

Food waste

Bahrain—where most of our Alosra supermarkets are located—wastes an average of 400 tons of food per day. This increases to 600 tons during Ramadan. In line with the second pillar of our Sustainability policy, Zero Waste, we will be making food waste a strategic priority in 2016 and actively identify ways to reduce food waste across our operations.

This year we deployed a new system to better manage our inventory and ensure close to expiry items are donated or diverted from the landfill. The highest percentage of our food waste came from meat and fish, closely followed by the bakery at around 30% each. In 2015, we began monitoring the financial value of our food waste.

In 2016, we will look into:

- Identifying innovative ways to eliminate food waste such as donating to charities or other alternative uses, and even diverting items for use in our other divisions.
- Guaranteeing purchase amounts from our food suppliers in advance so they can forecast demand and avoid waste surplus.
- Supporting initiatives, social enterprises, and start-ups addressing food waste.

Fresh Food Wastage statistics (Jan - Dec 2015)

Division	Value(BD '000)	Contribution %
Produce	3	2.38%
Bakery	39	30.95%
Pork	21	16.67%
Delicatessen	23	18.25%
Meat And Fish	40	31.75%
Total Write-Offs	126	100.00%

2015 per kilogram waste recycled per month

Carton/ Papers/ Plastic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Sitra	1670	1280	1580	1650	1410	1360	850	820	660	750	1830	990	14,850
Mina Salman	1630	1470	1540	1440	1560	960	630	1360	1250	1060	1120	1190	15,210
BMMI Tower	0	0	0	0	10	0	0	0	0	50	30	40	130
Bayader	0	0	0	0	410	250	180	130	100	180	240	200	1,690
Alosra Saar	3830	3030	3230	3230	3530	4090	3510	3110	3710	3010	3110	3210	40,600
Alosra Amwaj	2420	2520	2620	2420	2570	2630	2410	2010	2110	1810	1760	1810	27,090
Alosra Riffa Views	1400	1400	1500	1500	1500	1600	1400	1000	1100	1200	1000	1000	15,600
Alosra Juffair	1700	1600	1600	1600	1600	1650	1500	1200	1300	1300	1100	1100	17,250
Total													132,420

Recycling

The IMS department has placed recycling bins in various locations and monitors and measures recycling collection rates.

The total waste for all locations in 2015 was 132,420 KG. We reduced our cartons, papers and plastics by 5,000 KG this year compared with the previous year for Sitra, Mina Salman, Alosra Amwaj, Alosra Saar, Alosra Juffair and Alosra Riffa Views.

Paper Waste

- Documents are transmitted in soft copy as much as possible.
- Back to back printing has been introduced.
- Other papers are reused and recycled.





Fuel efficiency

Total fuel consumption for Bahrain Logistics Services in 2015 was 13,615 litres for 267,203 km, which is a 25% reduction in consumption from 2014 and 39% fewer km.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Fuel (Ltrs) 2014	1355	1268	1489	1769	1758	1754	1661	1809	1697.5	1381	1113	1145	18,198
Fuel (Ltrs) 2015	901	823	1080	1115	1126	1184	1127	1252	1518	1283	1220	986	13,615
Mileage (Km) 2014	36237	32291	52560	36925	33843	34401	34100	36046	34530	35052	35911	39370	441,266
Mileage (Km) 2015	30872	36896	40059	43662	40431	38854	32891	39934	46136	36000	41112	-159644	267,203

Total fuel consumption for Bahrain Logistics Services and the MARS division in 2015 was 20,844 litres for 576,495 km.

BLS & MARS 2015

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Fuel (Ltrs)	1501	1302	1627	1744	1680	1885	1783	2032	2167	1868	1793	1462	20,844
Mileage (Km)	53447	62143	66550	73398	61551	66865	62470	64841	73161	58236	69081	62610	576,495



Food and Agriculture Business Principles

As a company that works in the food sector, we have taken the additional step of embracing the UN Global Compact's voluntary Food and Agriculture Business Principles and will report annually on their progress.

Principle 1: Aim for Food Security, Health & Nutrition

Businesses should support food and agriculture systems that optimize production and minimize waste, to provide nutrition and promote health for all people.

Health & Nutrition

In 2015, GSS launched a nutrition improvement initiative and hired a certified nutritionist to provide menu-planning advice and nutritional training services to GSS chefs, kitchen personnel, and staff. The goal of the GSS program is to reduce the risk of cardiovascular diseases, such as heart attacks and strokes through education on the health consequences of poor eating habits, and by demonstrating that healthy food can still be delicious and appetising. Nutritionist Clara Soriano, has given approximately 4000 hours of training to staff under the in-house project called 'EQUILIBRE La santé vient en mangeant' and she has also spent around 800 hours giving training to GSS customers.

Over the past decade, the occurrence of diabetes has dramatically risen in the MENA region due to factors such as rapid economic development, dramatic changes in lifestyle and massive urbanisation leading to physical inactivity and a staggering rise in obesity levels. The MENA region has the highest rates of diabetes in the world. According to the International Diabetes Federation, 70% of type 2 diabetes cases can actually be prevented by a combination of a well-balanced, healthy diet and exercise. To mark World Diabetes Day, the Alosra supermarket team provided a healthy, nutritious breakfast free from refined sugars and gluten, along with goodie bags that had sugar free treats and informative infographics from the International Diabetes Federation.

Food Waste

Bahrain—where most of our Alosra supermarkets are located—wastes an average of 400 tons of food per day. This increases to 600 tons during Ramadan. In line with the second pillar of our Sustainability policy, Zero Waste, we will be making food waste a strategic priority in 2016 and actively identifying ways to reduce food waste across our operations.

This year we deployed a new system to better manage our inventory and ensure close to expiry items are donated or diverted from the landfill.

Food Safety

The primary customer health and safety issue BMMI focuses on is food safety. This is one of the core areas of focus in the IMS Manual, outlining comprehensive procedures and measures. A food safety plan, led by a microbiologist, identifies all potential hazards and food safety inspections take place and a food sample is taken every 6 months along with an annual water analysis. AlHoty Analytical Services Laboratories analyses the level of microbes present. Pre-requisite programs are conducted like sanitisation and pest control, and BMMI ensures all equipment is calibrated and that all responsible staff is trained in food safety and chemical training. Food manufacturing for Alosra may become centralised all in one location i.e. anything packaged by Alosra like chicken, cake, bread etc. for efficiency purposes and quality control.

Principle 2: Be Environmentally Responsible

Businesses should support sustainable intensification of food systems to meet global needs by managing agriculture, livestock, fisheries and forestry responsibly. They should protect and enhance the environment.

BMMI is an ISO 14001 certified company and has not violated any environmental laws and regulations in any of the countries in which it operates, nor has the company been subject to sanctions and/or compliance fines.

Under the IMS department, an environmental aspects register assesses between 50-80 activities impacting the environment, their significance, any legal requirements, and preventative measures to control those aspects by location.

This includes spills, hazardous and non-hazardous waste management, emissions management, natural resource depletion, noise pollutions, and even contractor activities. As well as mitigation measures including training, awareness, monitoring, maintenance and engineering.

Please refer to the Environmental section of this COP for further information.



Principle 3: Ensure Economic Viability & Share Value

Businesses should create, deliver and share value across the entire food and agriculture chain from farmers to consumers.

Think Local is an integral part of our CSR programme that we are replicating in all our areas of operation. To reduce our carbon footprint, we educate and assist local farmers in the latest agricultural techniques in Mali and Ghana. This ensures we have a supply of fruit and vegetables within close proximity to the campsites we service without having to transport them from the city, which is often 10 to 15 hours away. The programme is a great way to make meaningful change in the countries where we operate.

Ghana

In support of our 'Think Local' approach, GSS was awarded a €74,000 financial contribution from the 'Swedish International Development Agency' in 2011, to support the integration of low-income farmers into commercial agricultural supply chains. By building farmers' skills, improving their farming methods and yields through access to micro finance, organic agriculture training, and improved irrigation, providing them with other agricultural inputs and linking them to markets; this inclusive business venture built commercially viable supply chains that benefited around 300 low-income farmers living in the vicinity of mines and oil drilling installations.

Mali

GSS has provided local farmers with seeds for fruits and vegetables to grow around mining areas. This enabled GSS to purchase fresh fruits and vegetables to cater to our clients in remote sites and also allows farmers to sell their produce in the local market. Additionally, we also supplied farmers with motorised pipes to irrigate their fields and increase their annual production. This initiative has helped contribute towards stabilising the local economic system in the long term.

Principle 4: Respect Human Rights, Create Decent Work and Help Communities To Thrive

Businesses should respect the rights of farmers, workers and consumers. They should improve livelihoods, promote and provide equal opportunities.

Under BMMI's 'Think Local' initiative, Alosra supermarket identified and mentored a small and growing number of local farmers in hydroponic and greenhouse growing techniques and fertiliser use. Almost 15% of Alosra's produce supply is now grown locally, ensuring a mutually beneficial partnership between the store and local producers. In Gabon, GSS sources around a third of its products locally. In Sudan, at least 50 % of total procurement is local—namely 100% of fresh fruits and vegetables, and chicken. Similarly, in Ghana GSS sources all fresh produce from local suppliers.

From initially related to sourcing fresh and local produce in Bahrain, 'Think Local' has rapidly gained stature as an integral part of the Group's regional and global aspirations. Ultimately, it is about creating wellbeing for local communities, but also relating to the zero waste of local talent, truth, and improving transparency. We will continue to leverage our resources to simultaneously advance the conditions of the communities in which we operate whilst driving our triple bottom line.

Sustainable Food & Agriculture

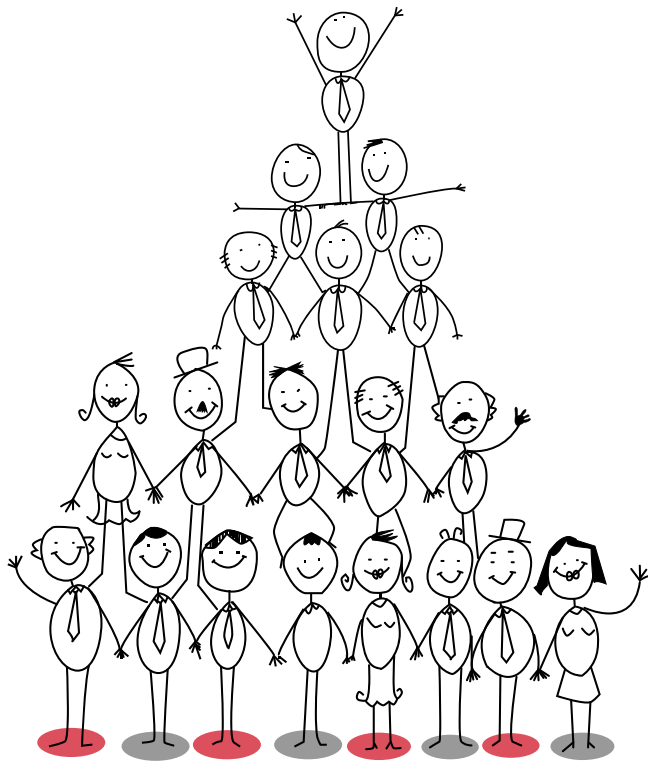
In order to support the 50 Gabonese members of the Association of Vegetable growers of Mandji Island (AMIM), GSS signed a contract with L'AMIM, a local Gabonese association of farmers to help them grow a variety of fruits and vegetables. In this partnership, GSS will procure all of its organic produce from this association, under the framework of the Gabonese Development Institute.

This initiative economically empowers the farmers, and enhances the country's food security through increasing the contribution of the agricultural sector to national GDP. The project is part of the 'Green Gabon' pillar of the national strategic plan 'Emerging Gabon'. The project also reduces emissions and GSS 'food miles' for imported supplies in line with BMMI's overall 'Think Local' initiative. Through another agreement in Onal, GSS procures around 20 tons of local produce annually from 'Les Jardins de Tchengué', a Gabonese women's co-op.

Principle 5: Encourage Good Governance and Accountability

Businesses should behave legally and responsibly by respecting land and natural resource rights, avoiding corruption, being transparent about activities and recognising their impacts.

BMMI's operations have never infringed on land and natural resource rights and our environmental aspects register takes every precaution to identify any risks such as spill run-off that could pollute bodies of water and other natural habitats. Our GSS Gabon location has also supported the country's national development plan Green Gabon.



As a company, we value Honesty—one of our core values—and Truth, one of the three main pillars on which our CSR and Sustainability Policy was formed. Through annual reporting we strive to be more transparent about our sustainability initiatives—including the challenges we face.

Principle 6: Promote Access and Transfer of Knowledge, Skills and Technology

Businesses should promote access to information, knowledge and skills for more sustainable food and agricultural systems.

In addition to knowledge, skills and technology transfer to farmers, Alosra also promotes knowledge of sustainable food and agricultural system to school students through experiential trips stopping along Alosra supermarkets' supply chain.



Both St. Christopher's School Year 4 and British School of Bahrain's preschool students participated in the trips. Pre-schoolers learned about the different fruits and vegetables on offer in Bahrain and whether they are grown on trees or on the ground, whereas the older crowd learned about their temperature storage.

The highlight of the school trips was the visit to the farm, run by our Think Local farmer, Sadiq. Students were able to see fruits and vegetables that are grown on the farm. Teachers emphasised the value of the trips as they teach students, especially pre-schoolers, where their foods come from and how they are maintained. When usually asked where fruits and vegetables come from, pre-schoolers always answer, "the supermarket, silly!" While that is partially true, they now understand the different processes involved in providing them with their produce.

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. BMMI's first corporate value is Honesty. Our ethics consist of our integrity (the quality of being honest), the fact that we operate honestly, legally, transparently, incorruptly and with care towards the communities we operate in, as well as our environment.

Our **Whistleblower Policy**, which is monitored by an independent third-party, enables our employees at all levels to confidentially voice any concerns they may have regarding any wrongdoings in the course of the company's dealings or day-to-day transactions. This covers any acts of misconduct of general, operational, legal, or financial nature, including but not limited to topics covered in the Code of Business Conduct, such as:

- Financial matters such as fraud, theft, circumvention of internal accounting controls, and questionable accounting or auditing matters.
- Misleading or coercing of auditors.
- Violation of the BMMI Code of Business Conduct or any other policies.
- Human Resource matters including harassment, discrimination and workplace violence.
- Workplace health and safety matters.
- Violation of Employment or Labour laws, securities laws, or other Government regulations.
- Misuse of Company "property" including information, funds, supplies or other assets.
- Forgery, alteration or manipulation of documents or computer files.
- Any other type of misconduct.

No Retaliation

BMMI has a zero-tolerance policy for retaliation and assures that any employee who reports possible violations in good faith will not experience abuse, harassment, threats, discrimination or any adverse employment consequences as a result. Employees who are found to have retaliated against an individual who reports a suspected violation will be subject to disciplinary action up to and including termination.

Employees may address their concerns confidentially or anonymously by email, voice mail, regular post mail, or fax.

Compliance

We have had zero incidents of non-compliance in social, economic or environmental performance.

Financial Management

BMMI adheres to the International Financial Reporting Standards (IFRS). Some businesses in Africa adhere to L'Organisation pour l'Harmonisation en Afrique du Droit des Affaires (OHADA) but everything is consolidated and transferred to IFRS. In Bahrain, accounting duties are segregated and different people handle different aspects of the cash cycle, and this will be instituted in other countries. As a publicly listed company, our financials are audited by an independent firm and are disclosed in our Annual Report.

Corporate Governance Statement

In recent years, there has been an increasing global trend and need towards improved corporate governance practices, accountability and responsibility. Corporate governance is about commitment to values and about ethical business conduct. It is about how an organisation is managed. This includes its corporate and other structures, its culture, policies and the manner in which it deals with various stakeholders. Corporate governance is primarily the responsibility of the Board as a group. The Board performs its duties with the support of managerial staff.

Timely and accurate disclosure of information regarding the financial situation, performance, board constitution, and ownership of the company is an important part of corporate governance.

BMMI's philosophy on corporate governance envisages adherence to the highest levels of transparency, accountability and equity, in all areas of its operations and in all interactions with its stakeholders, including shareholders, employees, government and other agencies. The Group is committed to achieving the highest standards of corporate governance. It believes that all operations must be spearheaded towards attaining the final objective of enhancing shareholder value continuously.



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