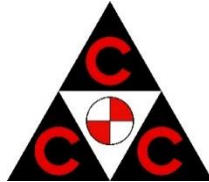




CONSOLIDATED CONTRACTORS COMPANY  
UN GLOBAL COMPACT  
COMMUNICATION ON PROGRESS (COP) 2017



# CONSOLIDATED CONTRACTORS COMPANY



**UNITED NATIONS GLOBAL COMPACT INITIATIVE**

**COMMUNICATION ON PROGRESS**

**2017**





---

## TABLE OF CONTENTS

1. Corporate Profile
2. President's Statement of Continued Support
3. Brief Support Statement
4. Introduction
5. Communication on Progress report
6. News Section - CCC Bulletin
7. Appendixes



## CORPORATE PROFILE

**Consolidated Contractors Company (CCC)** is a leading contracting company formed in 1952 and incorporated under the laws of Lebanon. The managing office is presently located in Athens, Greece.

In more than 60 years of operation, CCC has grown to become a company transcending geographical and cultural borders with a distinctive competence for challenging projects and remote areas. CCC currently operates in 40 countries across 5 continents and it is the largest construction company in Gulf Cooperation Countries and ranks among the top 25 international contractors, building some of the most challenging and complex facilities.

Drawing on its long and successful experience, CCC which has always remained in private ownership with a family culture, can provide a full range of projects services, from Project Development, through detailed Engineering, Procurement and Construction, to Start-Up, Operation and Maintenance pertaining to the following:

- Buildings and Civil Engineering Works
- Oil and Gas, and Water Pipelines
- Oil and Gas, and Petrochemical Plants and Refineries
- Power Plants
- Marine Works
- Offshore Installations
- Maintenance of Mechanical Installations and Underwater Structures



## STATEMENT OF CONTINUED SUPPORT

### Management Commitment to Corporate Social Responsibility and UN Global Compact

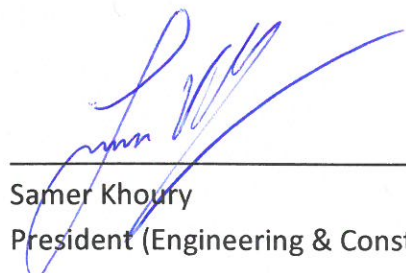
Consolidated Contractors Company, since its inception more than 65 years ago, put Corporate Social Responsibility as one of our Core Principles of operation and it is reflected in all that we do. When the United Nations came with UN Global Compact Initiative, CCC were among the first to join and support it, and we continue to do so.

CCC is a Family Company, we consider all our employees, vendors and suppliers as part of our large CCC Family and that CSR is part of our Family DNA. We expect all those who work with us and for us to adhere to the CSR Policy.

In today's world we realize that for any company to prosper it has to embed CSR Initiatives in all its operations and it must get both the financial returns and the international recognition needed.

Throughout CCC's business process we focus on making a lasting impact, economically, socially and environmentally.

CCC's CSR Policy continues to promote and implement its 'Green Initiatives' focusing on the 3-R's: Recycle, Reuse, Reduce.



---

Samer Khoury  
President (Engineering & Construction)





## **WE SUPPORT**

### **The UN Global Compact's Ten Principles**

#### **Brief support statement**

As part of the requirements of the UN Global Compact's Initiative, submission of an annual Communication on Progress report is needed. CCC has approached this response in relation to the following four key areas – Human Rights, Labor, Environment and Anti-Corruption.

CCC's ongoing commitments display constant focus on core values and principles such as the development and growth of staff on all levels, the sense of belonging and harmony for all manpower, continuous propagation of innovation, sustainable commitments to the environment and anti-corruption ideals as well as the utmost respect of cultural identities on company projects.

This report was created and developed by a select taskforce composed of staff stemming from diverse departments such as human resources, renewable energies and innovative solutions, construction support and development, health and safety and corporate social responsibility.

The objective of this taskforce is to examine and assess the sustainability impact of the company across all facets of its operations. Meetings are held every month in order to conduct discussions and assessments of various parameters in order to constantly filter information that will eventually be utilized to compile the report using the contribution and input on all members of this taskforce.



---

## Introduction

In CCC we closely follow the global discussion and developments in CSR and Sustainability. We realize that UN's Sustainable Development Goals (SDGs) for 2030 expect private businesses to play a major role in combating global issues that were never before associated with their mission. We understand that previous models of demonstrating corporate social responsibility through philanthropy and charity have been unable to disrupt the root causes that made philanthropy and charity necessary in the first place.

We recognize that our responsibility towards society is ultimately demonstrated by the way we go about performing our main business activities. We comprehend that our social license to operate comes from integrating social and environmental considerations into all aspects of business operations, as well as into relationships with stakeholders such as employees, suppliers, clients (in the B2B context we operate), end users of our projects, and local communities.

We appreciate that CSR policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and international norms in Human Rights, Labor Standards, the Environment and Anti-Corruption.

Labor Rights are widely understood as Human Rights, Environmental Degradation and Global Warming have created climate refugees, while the negative footprint of corruption on Human Rights has been substantiated beyond doubt. The injunctions of Global Compact's 10 principles are designed to safeguard respect for fundamental Human Rights from the business world.

The agreement of GC's principles with CCC's core values as established by our founders, which place paramount importance to respecting and supporting Human Rights, greatly facilitate the alignment of our business practices with civil society's demands and defend our strong commitment to be a force for good in our world.



---

## **HUMAN RIGHTS**

### ***UN GC Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights***

Honoring our commitment to respect and support Human Rights starts from investigating our corporate impact on human rights issues. Understanding first what the salient human rights to our industry and the different locations where we operate are, allows us to scrutinize our practices and establish suitable corporate responses. Measuring our performance against our social and environmental performance goals allows us to swiftly act upon constantly improving those metrics and prevent or mitigate potential impacts. The use of the GRI Sustainability Reporting framework at the core level, permits detailed tracking of our performance and its eventual communication to our stakeholders.

ICESCR's (International Covenant on Economic, Social and Cultural Rights) Article 7 "Right to enjoy just and favorable conditions of work" and Article 11 "Right to an Adequate Standard of Living", which incorporates the "Right to Adequate Housing", "Right to Food" and "Right to Water" are salient human rights for CCC. As a company that provides housing, food and water to our workforce we can impact directly, positively or negatively, on the enjoyment of these rights.

Work safety is relevant to two of the most fundamental human rights, ICCPR's (International Covenant on Civil and Political Rights) Article 6 "Right to Life" and ICESCR's Article 12 "Right to Health" in that inadequate standards of occupational health and safety resulting in danger or loss of life to workers or others along our supply chain, may directly harm the right to have one's life protected.

CCC firmly believes that dignified living and working conditions including improved standards of health, safety and welfare are essential to unlocking human potential and indispensable to its mission of raising the quality of life for all our stakeholders. CCC shall ensure that adequate arrangements are in place to safeguard the health, safety and welfare of all employees in its projects and operations.

CCC recognizes that quality welfare facilities are essential to achieving our Target Zero Harm goal and helping our clients build a better and more sustainable world.

CCC shall be in full compliance with all client HSE and Welfare requirements as well as all local regulations and international best practices that aim to protect and preserve the dignity of workers throughout the entire service cycle which includes recruitment, mobilization, living and working conditions.



CCC achievement of “world class” welfare management is demonstrated through several themes and practices:

- CCC ensures the availability of potable water, sanitary facilities (toilets and washrooms) and welfare facilities (rest facilities, protection from sun/rain and changing rooms) throughout the project sites and during all working hours.
- CCC provides the workers with a high standard accommodation, catering and recreational facilities, easing the harshness of living in remote locations. We ensure that all workers have access to proper relaxation and rest which is fundamental in maintaining safety as tiredness or exhaustion have been proven to be major contributors to LTIs.
- CCC goes one step further to offer in-camp entertainment and facilities.
- CCC ensures that all its workers shall be compensated on time for all efforts exerted in the execution of the work and never deprived from any entitlements for benefits or subsidies in full compliance with the Client HSE requirements as well as CCC HR procedures.
- CCC ensures that adequate medical and emergency facilities are operated within the project facilities and that all labor laws governing health and medical treatment for workers are fully enforced on our construction sites.

It is worth mentioning that CCC’s Welfare arrangements and accommodation are of high standard and well regarded by its clients as CCC has implemented the clear guidelines and procedures stipulated in the Corporate Camp Sanitation and Hygiene Manuals as well as in our Welfare Management Plan and Health Management Plan.

The above-mentioned plans define the specifications and procedures of Camp and Welfare in our company. Pertinent standardized procedures that detail our action plans include:

- Camp Hygiene
- Pest Control
- Welfare Specification
- Catering
- Food Safety
- Potable Water
- Camp Medical Facilities
- Indoor Recreation Facilities
- Outdoor Recreation Facilities
- Camp Services



Our relevant manuals also address Food Handling and Preparation:

- Food Hygiene Training
- Duties Of Food Handlers
- Routine Inspection and Reporting
- Cleaning Temperature Control
- Kitchen
- Refrigerators and Cold Stores
- Freezers
- Defrosting
- Cold Buffet Display Unit
- Dry Goods Store
- Mess

### **Medical/Health Culture**

CCC has made great strides in introducing the concept of a “Culture of Health” at its projects and areas of operation.

The HSE Group well realizes that the main approach to excellence is through an empowered workforce that achieves and sustains optimal levels of health and well-being. One of the main tools in achieving this is raising awareness of occupational health hazards by assessing associated risks and promoting actions to improve employees’ general health.

CCC’s “Culture of Health” initiative aims at the creation of a working environment where employee health and safety is valued, supported and promoted through workplace health programs, policies, benefits, and environmental supports. Building a Culture of Health involves all levels of the organization and establishes the workplace health program as a routine part of business operations aligned with overall business goals. A Wellness Lifestyle is a positive lifestyle for achieving wellness. The target is for our employees to be in good enough shape to do what they like without difficulty, to manage stress without being overcome by it, to understand food as a healthy pleasure and not a daily obsession, to maintain physical activity and exercise as an integral part of our week.

To achieve the above goals, CCC has a Health / Medical Policy that might be concisely outlined as follows:

#### **1- Prevention:**

- Weekly Occupational Health and Hygiene Inspections (including catering facilities Food Safety Inspections and Audits).
- Monthly Water Tests.



- 
- 100% of CCC staff must be appropriately vaccinated.
  - 100% of CCC staff must be screened and their “Medical Fitness to Work Certificates” must be up to date.
  - 1% of CCC staff in safety-sensitive positions undergoes random testing for alcohol on a weekly basis.
  - Zero Tolerance alcohol and drugs policy.
  - 100% of CCC staff is trained in first aid.
  - 2% of CCC staff is trained in advanced first aid.
- 2- Health Reporting:
- Zero Occupational illnesses and injuries policy.
  - Zero Infectious Diseases Policy.
  - Health Report is submitted to Top Management on a monthly basis.
- 3- Health Management
- Weekly Medical Equipment Maintenance Checks.
  - 1 Medical Emergency Drill monthly.
- 4- Health Promotion
- Weekly Health Awareness Sessions.

The above is achieved through proper implementation and full compliance with CCC Health / Medical Procedures like: “Medical Fitness to Work, Pre and Post Employment Medical Examinations”; “Influenza Management Procedure”; “HIV/AIDS Management Procedure”; “Human Resources HIV/AIDS Procedure”; “Malaria Management Procedure”; “Medical Case Management Procedure”; “Medical Emergency Evacuation Procedure”; “Management of Sexually Transmitted Diseases (STDs) Procedure”; “First Aid and Medical Facilities Procedure” and others.

### **Wellness Program**

In line with our commitment to CCC Family Culture and our continuous efforts to establish a strong bond with each and every employee, CCC recently announced the “Wellness Program” Initiative. It was launched to explore ideas aiming at improving the welfare of CCC employees, to ensure healthy lives and promote well-being for every one of its employees.

Wellness programs include activities such as company-sponsored exercises, weight-loss competitions, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better, lose weight and improve their overall physical health.

Employees can benefit from wellness programs through lower health insurance premiums, decreased out-of-pocket medical expenditures and an increased sense of well-being.



During 2017 we were honored with important Safety awards that demonstrate our commitment to the wellbeing of our staff. *Please see Appendix 1 – Awards*

#### **HSE Incentive Scheme Program:**

CCC applies an Incentive Scheme and Motivation Plan on all its Operating Projects; this plan will promote the commitments towards HSE Culture and enhance the implementation of HSE Rules and procedures.

The Incentive Scheme incites the project's management to conduct on a monthly basis a generous Incentives and Awards ceremony in order for acknowledging and rewarding good HSE behavior and performance. These incentive schemes shall greatly help in fostering an Incident and Injury Free culture in our construction sites. *Please see Appendix 2 –Welfare Practices.*

#### **Camp Accommodation and Team-Building activities**

We have also included in this report a selection of photographs demonstrating two of our camps in Qatar and UAE which best reflect our intentions towards providing our employees with suitable accommodation, high standards of health and safety services and team- building activities. *Please see Appendix 3 - Mesaieed Camp and HLV Camp.*

#### **UN GC Principle 2: Businesses should make sure that they are not complicit in human rights abuses**

Wanting to address the risk of having our business partners expose us to human rights violations we have developed and started using a “Suppliers and Subcontractors Sustainability Assessment Form”. *Please see Appendix 7 - Supplier Subcontractor Sustainability Assessment*

The scope of the assessment form is appropriately wide, spanning across a wide range of indicators that reflect human rights, accommodation, health and safety, labor practices, environmental management and bribery and corruption.

By introducing an assessment of our suppliers and subcontractors through the newly introduced form, we have increased our confidence in our capacity to avoid being complicit to human rights abuses.



---

## **LABOUR**

### ***UN GC Principle 3 – The support of freedom of association and the recognition of the right to collective bargaining***

CCC continuously strives to maintain an open door policy which encourages open lines of communication and constant access of staff to their superiors at any time, so that they are able to voice their opinions, concerns or complaints. Employees can discuss issues of concern at any time that is convenient for them. This is facilitated through offices located in the camps and suggestion boxes at area offices. Complaints or suggestions are reviewed by project administration and can be escalated to higher management if deemed necessary. No distinction is made between grievances, complaints and suggestions and corrective measures are taken and conveyed to the party/person concerned where needed.

We strive to continuously promote engagement and development of staff as these practices are considered of paramount importance to the holistic approach of a successful business. Taking this into consideration the company advocates open communication between all levels of staff and this is supported through the open channels that are in place.

### ***UN GC Principle 4: The elimination of all forced and compulsory labor***

As a devoted upholder of the United Nations Universal Declaration of Human Rights (UDHR), CCC adheres to the labor laws of each country and provides its staff with the relevant and applicable compensation.

All suppliers used by CCC have provided the company with straightforward and descriptive licenses for their scope of work and supplying of materials and services. We also check that suppliers utilized by the company adhere to federal labor laws of each reciprocal country for avoidance of unbecoming business practices.

### ***UN GC Principle 5: The effective abolition of child labor***

CCC is adamant in the international directives of not employing persons below 18 years old at all projects, areas and offices. This notion has been a core ideal and procedure of the company since its inception.

### ***UN GC Principle 6: The elimination of discrimination in respect of employment and occupation***

At end 2017, the company employed over 119,000 staff from over 85 nationalities around the world, once again reflecting a minute increase of staff compared to the end of the previous year. The manpower

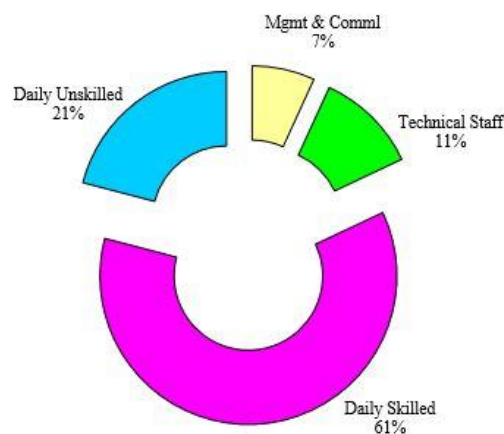




movement observed in the management, daily skilled staff, commercial staff and the daily unskilled staff is not of significant interest as these fluctuations are not as representative as other years have been in the past, where the company had more projects.

The distribution of work force for 2017 is shown below:

### **Distribution**



Similar trends are observed in the male/female ratios in areas of operation where social setups allow for female employment, in a total of 15 countries in Europe, MENA and CIS regions.

2017 was a rather slow year due to the fact that not many new projects were awarded to the company and that had an immediate effect on manpower trends, as the company “recycled” existing staff members in vacancies that opened rather than hire new staff.

The low prices of gas in 2017 impacted the big producers of oil to put on hold their extraction refineries which in turn, indirectly affected CCC by cancelling major contracts throughout the Middle East. This is predicted to change in 2018 which will therefore mean that new projects will be acquired and manpower will recommence its usual movement.



---

## ENVIRONMENT

*UN GC Principle 7: Businesses should support a precautionary approach to environmental challenges.*

### Integrating Sustainability

CCC aims to integrate advanced environmental management when performing our main business activities. With this at mind our scope as a construction company falls under three main categories:

#### A. Project Development

When we operate either as the main property developer or as part of a Public Private Partnership (PPP). In this context, we have the greatest opportunity to maximize environmental management, as we can set relevant targets in the early concept stages. We are empowered to benefit from the principles of sustainable construction by proactively reducing our environmental impacts and decreasing maintenance and operation costs. As an example, we build CCC's Head office in Oman according to the standards of green design and technology and achieved a LEED-2009 certification.

#### B. Design and Build Contract

Under this type of contract we translate the client's requirements into project specifications. We still maintain an opportunity towards preventing environmental degradation at a reasonably low cost by offering smarter design solutions to optimize sustainability.

#### C. Build Contract

In this situation, CCC's involvement as a main contractor begins after the design phase has been settled. At this point, our influence in pursuing solid environmental solutions is limited. Nevertheless, whilst carrying out our construction operations we implement numerous environmentally friendly initiatives aligned with our commitment to sustainability.

### CCC wins MENA Green Building Award

The confirmation for our achievements typically comes from the outside. CCC has participated in many open international Sustainability competitions and has been repeatedly recognized and awarded several prestigious awards.

In 2017, CCC was conferred the award for "Contractor of the Year" at the MENA Green Building Awards *(Please see Appendix 4 - Award Certificate)*. The awards honor organizations for their innovative and outstanding sustainable building practices and were organized by strategic regional organizations.



Specifically, the Emirates Green Building Council (EmiratesGBC) in partnership with JordanGBC and LebanonGBC and supported by WorldGBC.

With record submissions from six nations across the MENA region, the awards highlighted the growing focus of industry stakeholders to promote sustainability through innovation and best practices. CCC received this award for being a contractor whose achievements and priorities align with improving the sustainability of the built environment. Also, in recognition of demonstrating high green standards on project sites and within the company, with adherence to national and international regulations and codes.



***Green Contractor of the Year Award-2017***



*CCC Executives receiving the Award on behalf of CCC*

Once again, CCC is confirming its worldwide leadership in construction this time by setting the example as green contractor. The award comes to seal CCC's commitment towards sustainability, by integrating it with our core business activity: construction.

### ***UN GC Principle 8: Undertake initiatives to promote greater environmental responsibility***

#### **CCC's Sustainability Objectives 2017**

In 2017, with the intention to keep sustainability at high momentum within our organization "CCC's Sustainability Objectives 2017 - One Stop Information Sheet" was developed and shared throughout the organization.

Concentrating on integration, business cases, education, reporting and risk management the sheet embedded a wide range of supporting information. It proved to be very helpful for our busy Project Management teams as a concise resource to the main items of sustainability.

The objectives included consist of 8 points which were identified through lessons learned, recorded KPI's and client interactions as strategic areas for improving the understanding of sustainability within CCC. Our commitment to sustainable development and particularly the responsible management of our environmental impacts is key to CCC's success. Consequently, increasing awareness and making all relevant material easily accessible elevates CCC's sustainability maturity.



CONSOLIDATED CONTRACTORS COMPANY  
UN GLOBAL COMPACT  
COMMUNICATION ON PROGRESS (COP) 2017



## CCC SUSTAINABILITY OBJECTIVES 2017

### "One Stop Information Sheet"

#### INTRODUCTION

Sustainability means living within the resources of the planet without damaging the environment now or in the future. Within a business context, sustainability involves using the assorted assets of the company efficiently, to allow it to continue functioning profitably over the longer term.

CCC Sustainability Induction Video available here: <https://youtu.be/SU-wfQVt-20>

#### 1. SUSTAINABILITY IN OPERATIONS

CCC is committed to using natural resources responsibly and strives to minimize the environmental impact of our operations. We emphasize environmental excellence as being an integral part of our construction and camp operations.

Cost effective and commercially viable solutions have been developed to facilitate the fulfillment of CCC's Sustainability goals.

Listed below are established business cases for further development and transferability to CCC operations:

1. Solar PV Power Plant ([Link to Case Study](#))
2. Solar Water Heating System ([Link to Case Study](#))
3. Various Environmentally-Friendly Initiatives (including certain Life Cycle Cost Analysis) ([Link to Initiatives & LCA](#))

CCC Projects are committed to:

- **Carbon Footprint Reduction**  
Enforce implementation of energy saving practices such as the use of both fuel efficient or alternative fuel vehicles (wherever possible), utilization of mass transit, solar power and heating and many others.
- **Water Conservation**  
Reduce water consumed by CCC's operations worldwide. Enforce using water saving mechanisms on projects and camps, utilizing water metering and reduce outdoor water use.
- **Waste Management**  
Increase construction waste reuse and recycling. Limit the environmental footprint of our camps and promote a culture of sustainable and environmentally friendly living.

CCC's Sustainability Initiatives Checklist provides a detailed list of related practices applicable to CCC projects, camps and Offices. These checklist items bear relevance to environmental and overall corporate responsibility ([Link to Checklist](#)).

#### 2. SUSTAINABILITY IN VALUE CHAINS

We seek better alignment of projects' targets with CCC's goal for greater sustainability in our value chain. Project Management should stimulate more efficient implementation of construction projects and drive change towards sustainable construction activities.

#### 3. IMPACT INTEGRATION

During decision making, the full range of environmental, economic and social effects ought to be examined. CCC projects shall implement a holistic assessment for the design and construction of temporary works, raw-material production, manufacturing, distribution, usage and disposal including all necessary interim transportation steps.

#### 4. LEADERSHIP AND COMMITMENT

Commitment is the first step for the successful implementation of sustainability, increasing and maintaining a high level of commitment and awareness from all site teams is required to successfully achieve our sustainability targets. Project Management is expected to encourage site personnel to discuss, improve and implement sustainable practices.

The CCC project team must be aware of emerging environmental and social trends, and the risks and opportunities they create for our business.

A structured knowledge framework has been developed to increase awareness and drive behavior change among CCC employees. This awareness drive covers: posters (in [Arabic](#), [English](#), [French](#), [Hindi](#), [Kazakh](#), [Russian](#) and [Urdu](#) language), [videos](#) and [tool-box talks](#).

Project Control Managers are expected to ensure that:

- Posters are displayed throughout their relevant areas
- All staff members are presented with the videos and tool box talks
- Discussions are promoted on the topics covered

#### 5. PERFORMANCE REPORTING (SUSTAINABILITY KPI'S)

##### Periodic Reporting

Commitment to monitor performance via the below options:

- Monthly Basis (trend identification and performance measurement) ([Link to Example](#))
- Annual Basis (comprehensive sustainability report) ([Link to Example](#))

##### Corporate Reporting Process

The Central Sustainability Group consolidates the various individual reported KPI's, as a means of continued monitoring, development and improvement. CCC follows the Global Reporting Initiative (GRI) standards.

#### 6. RISK MANAGEMENT

Our main sustainability risk relates to ensuring that sustainability is embedded into our services and achieving our corporate sustainability objectives.

It is very important that project teams understand their contractual responsibilities on a green project in order to control associated risks and ensure a successful project. (This is applicable to a green certified project such as LEED, ESTIDAMA, GSK, etc.)

#### TENDERING

- The estimation team shall thoroughly review conditions ensuring all general and special requirements of the contract and addenda are well-defined. Particularly, specifications and drawings ought to be carefully examined and all green requirements identified along with their cost and time impact.
- A list of all related green requirements with corresponding costs shall be prepared and kept in the project's records for future need.

#### CONSTRUCTION Contracting

- Project contract shall clearly state that CCC is responsible for credits related to construction activities and is not liable for the entirety of green certification. Also, CCC shall not be liable for any costs associated with credit appeal process of any Green credit(s). In design build projects, the team must carefully assess obligations and risks for the design build of the concerned green project and ensure that the contract minimizes the risks associated with green builds.
- The contract team shall negotiate clear contract terms that do not unreasonably hold CCC responsible for the owner's design, energy and efficiency goals.
- Bearing in mind that a project's green rating status is often not achieved until 6 to 18 months after completion, projects are well advised to disassociate payment advances and milestones from certification ratings.

#### Execution

- The project control team should identify the administrative requirements associated with green construction and include them in the project plan to avoid any impact on the project.
- The project team needs to review the specifications and drawings in detail to accurately determine the scope of work, including green construction requirements, and the rating level of the green building certification.
- The project team needs to make sure that applicable green project requirements are incorporated into subcontractor and supply agreements. This will ensure that the party which is the most able to fulfil green project requirements and better control the associated risks is selected.
- Involving subcontractors and suppliers with validated experience and skills in green construction.
- The Project Manager shall make sure that the entire team understands the requirements for each sought credit and that each team member has a clear role and responsibilities towards a successful implementation.

#### 7. SUPPLY-CHAIN AND SUBCONTRACTORS MANAGEMENT (SCREENING)

Project Management ought to consider the environmental, economic, social and reputational impacts associated with supply chain decisions. The Project team is well advised to track subcontractor's compliance with CCC's sustainability standards towards: the environment, labor practices, human rights and anti-corruption ([Link to Assessment](#)).

#### 8. SUSTAINABLE INNOVATION AND COMPETITION

Projects are encouraged to examine new advances in sustainable technology, question them, test them when viable and complete a detailed report on innovation or pilots thereof. Innovation shall be recognized and rewarded.

Specifically, in 2017, CCC will conduct the first annual Sustainability competition to further encourage sustainable behavior. Winning Projects and Camps will receive prizes and recognition to implement sustainability related upgrades and enhancements. The Sustainability Competition will take place in December 2017 and will recognize Projects and Camps that have made proven achievements in: energy use savings, water conservation, waste reduction and increased recycling.

**CCC's Sustainability Objectives 2017 (Please see Appendix 5)**

## Life Cycle Analysis

A solid pledge to environmental responsibility comes from shifting the discourse on Sustainability from being an overhead item to becoming a corporate and economic advantage with proven business cases and a heightened sense of social responsibility.

Introducing and implementing sustainability measures is high on CCC's agenda. The majority of these initiatives are cost effective and commercially viable solutions, aiming to reduce the economic and environmental impact of daily operations. A strong business case for most of the initiatives is supported by Life Cycle Cost Analysis (LCCA) demonstrating proven lifecycle costs and paybacks.

CCC's life-cycle cost analysis cover the below:

- High efficiency HVAC units (**Please see Appendix 6**)
- Solar street light
- Solar tower light
- Solar water heating system
- LED light fitting (new installation and replacement)
- Low-flow aerators
- Electric timers



*UN GC Principle 9: encourage the development and diffusion of environmentally friendly technologies.*

**Off-grid Solar Unit**



We have a long-term plan to invest in renewable energy and battery technologies. Developing off-grid solar-powered accommodation units is just the start.

The off-grid solar powered facility was developed to support power demands at offices and camps such as air-condition units, lights and IT material. Using an existing cabin as a basis we carried out several modifications to transform it into the PV powered cabin we had envisioned.

This initiative yields time and cost savings for construction projects in remote areas. Specifically, a project's mobilization period varies from one to three months depending on the availability of the services at the remote area. At CCC's projects Bausher Wastewater-Madinat Sultan Qaboos and Al Amerat Wastewater in Oman we tried to find a solution to minimize this time by setting up a mobile (off-grid) power unit fit for operation upon installation.

Also, traditionally remote construction areas and sites depend on generators to produce electricity. However, after investigation we realized that between PV modules and generators, the latter would in fact cause higher running costs to perform the same job.

Apart from generating electricity with no associated air pollution emissions the cabin, has been developed with a holistic environmentally friendly approach. The ecological footprint is decreased through the reuse of resources and the use of materials contains low Co2 emissions.

This cabin can completely cover the power needs of CCC's projects in remote areas, especially in the gulf region that is exposed to optimal sunshine nearly all year round. In addition, since it works on renewable





energy it minimizes running expenses because there is no dependence on biofuel or any source of electricity. In conclusion, CCC emphasizes environmental excellence as being an integral part of our construction operations. One of the ways to achieve this is by using environmentally friendly technologies -such as this off-grid solar powered unit- to mitigate our environmental impact.

**Before**



**After**

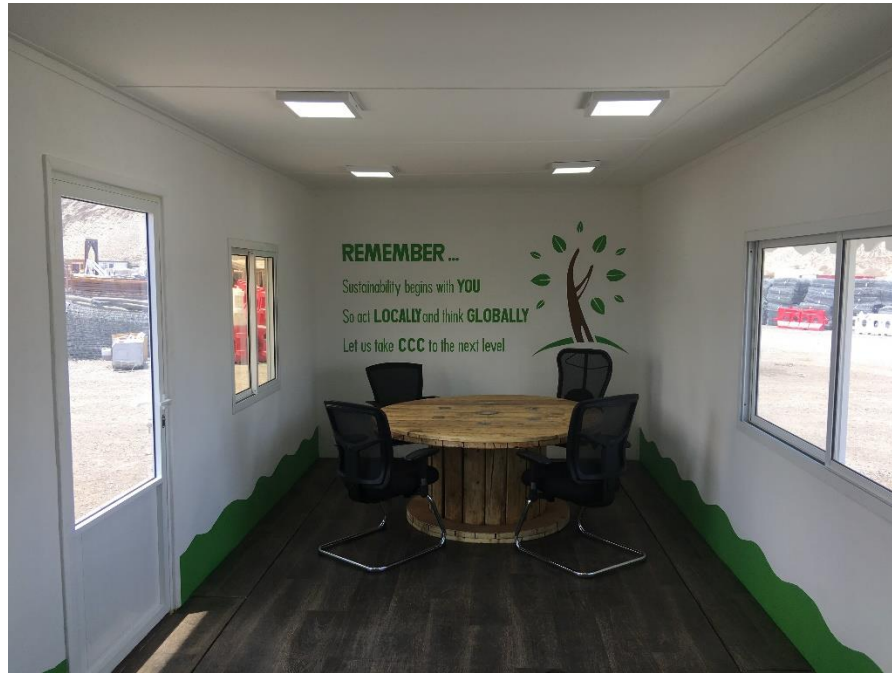


**Before**



**After**





### **Supplier and Subcontractor Sustainability Assessment**

At CCC we recognize that in order to successfully manage sustainability impacts it is necessary to ensure that our suppliers and subcontractors are following suit.

There is a growing need for vendors to recognize their responsibility to safeguard the environment and nurture positive relations with their workers and local communities. As a result, a significant number of organizations are engaging with their supply chain partners to address sustainability related subjects and encourage them to improve their performance.

Clients are consistently evaluating CCC on key themes such as quality, health and safety, resource efficiency and anti-corruption. Therefore, it is only natural for CCC to expect from its suppliers and subcontractors to sufficiently respond to these matters and monitor their performance accordingly.

Recognizing that suppliers and subcontractors are business partners that hold a significant role in the execution of CCC's projects and can also influence public perceptions of our social and environmental responsibility, an assessment tool was developed. Based on established standards (Global Reporting Initiative) and our internal knowledge platform (Fanous), an assessment checklist was formulated collectively involving CCC's Sustainability Taskforce and Community of Practice (CoP) members.

The objective of this assessment form is to help suppliers and subcontractors understand CCC's performance expectations. Specifically, the logic is to ensure that CCC's suppliers and subcontractors comply with all domestic legislation as well as all applicable international regulations and protocols. Additionally, the intention is for supply chain partners to abide by corporate principles and commitments.





***CCC's Supplier and Subcontractor Sustainability Self-Assessment Form (Please see Appendix 7)***

CCC's Suppliers and Subcontractors Sustainability Assessment Form covers the categories below:

- Environment
- Labor Practices
- Human Rights
- Local Community
- Compliance
- Anti-Corruption

Specifically related to environmental impacts the assessment aims to find out how CCC's business partners address the below issues:

Environmental Management	Environmental Management System
	Environmental Policy
	Environmental Awareness Program
Greenhouse Gas and Energy Use	Energy and Fuel conservation programs
	Reporting procedures
Water	Water conservation program
	Reporting procedures
Materials	Procurement of environmentally friendly materials
Green Solutions	Proven experience in using environmentally friendly technologies



---

## ***Anti-Corruption***

### ***UN GC Principle 10 The promotion and adoption of initiatives to counter all forms of corruption, including extortion and bribery***

The following information outlines the development and progress of activities related to the Company's Ethics and Anti-Corruption Program (EACP):

1. EACP was developed and launched as a Quality Management Procedure at the end of 2008. Implementation of the EACP is mandatory to all the areas, projects, employees and related parties who should all adhere to the strict compliance and enforcement of its terms and directives.
2. EACP is based on the Company's "Core Values, Guiding Principles and Code of Practice" which was revised in 2015. In addition, EACP complies with the Company's existing Procedures as detailed in the context of the Program.
3. Bearing on the ongoing global changes applicable to compliance laws and regulations, revisions of EACP were issued in 2014 (Revision 2) and 2016 (Revision 3) to meet the respective changes.
4. In compliance with the requirements of EACP, periodical reviews have to be conducted to ensure the currency of the Program. In December 2016, EY were commissioned to undertake this review which was completed and the report was submitted to Management.
5. In compliance with EACP, ongoing training workshops and face-to-face awareness sessions are regularly conducted to senior staff in positions of authority and those who are exposed to compliance situations. Completion Certificates are issued to each participant, copies of which are filed in their respective personal files with HR Department.
6. From 2014 till today, close to 450 Senior Staff have been trained by the undersigned, being accredited as a Certified Ethics and Anti-Corruption Compliance Trainer.
7. In order to expose the highest possible number of employees to the EACP, in 2014 an Online Ethics and Anti-Corruption e-Learning Program was developed in cooperation with two International Specialist Consultants (Idox Compliance and Pohlmann and Company) that was tailored specially for CCC. It was launched in May 2015 and was sent to about 5,500 employees; close to 5,000 employees have completed the program and received their individual completion certificates, copies of which automatically were sent to their respective personal files with HR Department.
8. Both the Classroom Training Workshops (introductory, advanced and refreshers) and the Online Training Program are ongoing.



---

### **Tone from the Top**

CCC Founders and Senior Management have set the “tone at the top” through a visible and active leadership commitment to zero tolerance for corruption in all its forms. A few of their long term commitments and support are demonstrated by being members and supporters of the following international organizations:

- **United Nations Global Compact**

One of the first 50 members to join the launch of the Compact in 2001.

- **World Economic Forum – Partnering Against Corruption Initiative (PACI)**

Founding members of the Forum since 2004

- **Pearl Initiative in GCC**

Founding members of the Initiative since it was launched in 2011 and board members of the Founding Committee.



## CCC's BULLETIN

### Corporate Social Responsibility



### News Section

January until December 2017





1st Quarter 2017

Issue 121

# bulletin

Quarterly Magazine of Consolidated Contractors Company

Jazan Economic City  
Saudi Arabia





## Contribution to CSR Initiative

CCC Staff are encouraged to come up with ideas and activities related to CCC's CSR Initiatives including **Going Green** and community involvement events. Please send your ideas, initiatives and achievements to "CSR-CCC" email address [csr@ccc.gr](mailto:csr@ccc.gr).

### Greece

#### Visit to Eugenides Digital Planetarium in Athens



The Athens CSR Committee organized an event for CCC families at the Digital Planetarium of the Eugenides Foundation in February. The planetarium is one of the largest and most advanced digital 3D star simulator planetariums in the world. 120 participants had the opportunity to participate in two shows, "Fly me to the Moon" which was for children 5 years and above and "Mysteries of the Unseen World", for children 10 years and above.

#### "Friends of the Child" Nursery



The latest theatrical activities the "Friends of the Child" Nursery participated in (end of 2016):

- A puppet show.
- An experiential activity on Christmas traditions.
- A theatrical game based on the Snow Queen.

#### Sikiarideio In Kind Donation



In January, the Athens CSR Committee organized an in kind donation to the Sikiaridio Foundation, an organization for mentally handicapped children. CCC donated dry food like rice, pasta, sugar, condensed milk as well as cleaning materials.

### UAE

#### APM HH Environmental Award 2016



Automated People Mover Head House Project at the New Abu Dhabi Airport Extension project has been awarded a certificate of appreciation from Abu Dhabi Airport Management (ADAC) for its top performance in the 2016 Environmental Compliance Audit in the 100,000 and above man-hours per month category and for promoting Environmental best practices at site among 16 other contractors in the Midfield Terminal Complex project.



## UAE

## Labour Run - 2016



"Our labourers are our heroes, Run....So They Can Run" was a programme organized by Dubai Athletic Federation as part of Dubai's several other initiatives to invigorate the blue collar workers working in Dubai. Hundreds of workers representing major companies operating in Dubai participated in this labour marathon, involving both men and women. The run started at 7am and participants assembled in the grounds by 6.30am. Workers' enthusiasm to participate in such activities was evident as several workers living in CCC-Jabel Ali Camp woke up early morning, travelled 45 minutes to reach the assembly point on time, though the day of the event (Friday) was their valuable rest day. All participants completed the 5km distance and won completion medals.

## Martyr's Day - Habshan and Hameem Camps

In the year 2006 the UAE declared 30 November as Martyr's Day, to commemorate and recognize the sacrifices and dedication of Emirati martyrs, who have given their lives in the UAE and abroad in the field of civil, military and humanitarian



services: a day to remember and honour those who have given their lives for the country. The authorities requested communities living in UAE to observe a one minute's silence and prayer from 11.30am to 11.31am on 30 November, followed by the hoisting of the UAE flag. UAE camp management and workers enthusiastically participated in the dignified commemorative events by assembling in front of the camp offices at 11.30am and observing silent prayer. The programme was organized by the camp management to demonstrate CCC's loyalty to the national sentiments and respect to the community in which we live.

## USA - Morganti

## Subcontractor Outreach - West Palm Beach, Florida

The South Florida office held a subcontractor outreach event at Broward County Public Schools' Blanche Ely HS. Thanks especially to our team of Jon Lowke and John Smith, and our partner, Cooper Construction Management, the event was a huge success.







We are pleased to acknowledge the participation and continued support of volunteers towards CSR Initiatives in their respective areas during the First Quarter of 2017.

## CORPORATE SOCIAL RESPONSIBILITY

### KUWAIT

#### Karim Al Ashkar



I joined CCC in 2015. Currently I am working in the Field Engineering Department at Clean Fuels Project in Kuwait. I am thrilled to have been selected "CSR Volunteer of the Quarter".

As a Graduate under Development (GUD) I am enthusiastic about spreading the mission of the CCC CSR team. Our main goal for 2016 was to implement the waste water treatment project for Reyah camp where currently all watering activities are done using treated sewage/laundry water. The process was executed using a highly advanced technique known as "electrocoagulation" advised by the CSR team as it is the most energy efficient and environmentally friendly water treatment.

Prior to joining CCC in 2015, I was an active member in one of the top pioneering national hunger relief initiative groups in Lebanon (the Food-blessed Group). Our main goal was to fight food poverty in Lebanon. As hunger-heroes, we used to rescue edible food that would have been thrown away from catering events, restaurants and shops, and redistribute it to those in need. I am looking forward to initiating similar Corporate Social Responsibility activities with my fellow CSR team members and colleagues at CCC.

#### William Moujaes



Corporate Social Responsibility (CSR) is an important value in today's business world. It allows us to display human qualities such as love, respect, care and generosity.

Back in my university days at the American University of Beirut, I was President of Engineers without Borders, an NGO which values CSR deeply. One of our major achievements was installing more than 100 solar panels for Asile Elderly Shelter and Sesobelle (both of which are charities). More than 200 students participated in this event, and long lasting friendships were formed between the participants and the beneficiaries. The sense of pride the participants felt after this event was so great it overweighs any job promotion or alternative success.

At our Lower Fars Heavy Oil Development Project in Kuwait, we are already showing CSR by doing our best to save the environment. To the surprise of the locals and our client, CCC's camp and site offices are heavily planted with trees and grass. To ensure these plants remain green we are watering them using our own waste water. Sewage produced from the camp is being treated and is reused in watering the green areas. By making the desert green, CCC proves that the welfare of the people and the area are a big priority. Who knows maybe one day we can provide some neighbouring farmers our treated waste water and support them in growing their crops.





## Day Trip to Acrocorinth & Lake Doxa



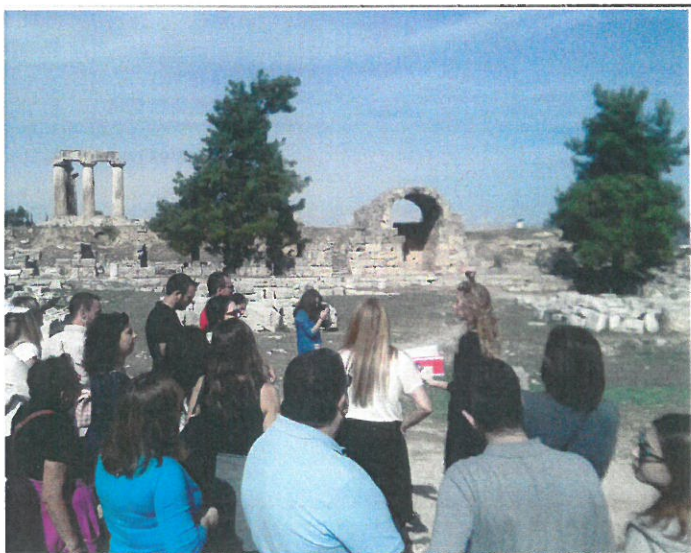
Not far from the bustling city of Athens, Greece, wonderful historical, archaeological and nature attractions await discovery. Aiming at making the most of these opportunities, on Sunday 23 October 2016, Athens Office CSR Committee organized a guided day excursion to the historical Acrocorinth Castle, the archaeological site and museum of Ancient Corinth and Lake Doxa.

The impressive walls of the castle at Acrocorinth successfully resisted the attacks of invading armies for centuries. Resting at almost 600m above sea level, the castle offered us wonderful unobstructed views of the surrounding areas, allowing our eyes to dwell on the horizon, in a way that the city very rarely permits.

The ruins of the market and temple of ancient Corinth together with a gem of a museum located inside the archaeological site challenged us in imagining the metropolis at its peak and broadening our understanding of the reasons why the surviving city reached such heights during antiquity.

Lake Doxa, located in the middle of a wonderful forest of verdant firs, pines and oaks at an elevation of 900m, offered us precious moments of calm.

The mix of beautiful nature with cultural landmarks presented us with a much needed change of scenery while also being thought provoking, forming the ideal backdrop for us to bond in the true spirit of the CCC family ideal.







## Tengiz Camp New Year's Celebration

### CORPORATE SOCIAL RESPONSIBILITY



As part of our CSR activities and with the support of project management, we arranged a New Year's Eve celebration at our Tengiz camp.

The local orchestra provided the music and many types of delicious food were laid on.

The mood of the New Year's Eve celebration brought positivity and happiness to all the employees who were far away from family and friends.

The project management extended their best wishes for the New Year 2017 to all and encouraged them to participate in social activities.





# The Sixth CSR Lebanon Forum



As part of CCC's contribution and commitment to CSR principles and values, a number of CCC staff from the Beirut main office attended the Sixth CSR Lebanon Forum held at the Phoenicia Hotel on 27 October 2016.

During the one-day event, numerous prominent speakers discussed different aspects of CSR initiatives mainly in the financial and international sectors and the resulting social impact and benefits to all parties involved.

The speakers also presented different solutions to solve business sustainability challenges based on actual and proven experiences.

The forum also highlighted the growing leadership role of women in organizations and the need to encourage this positive trend.







## Al Mouj Muscat Marathon

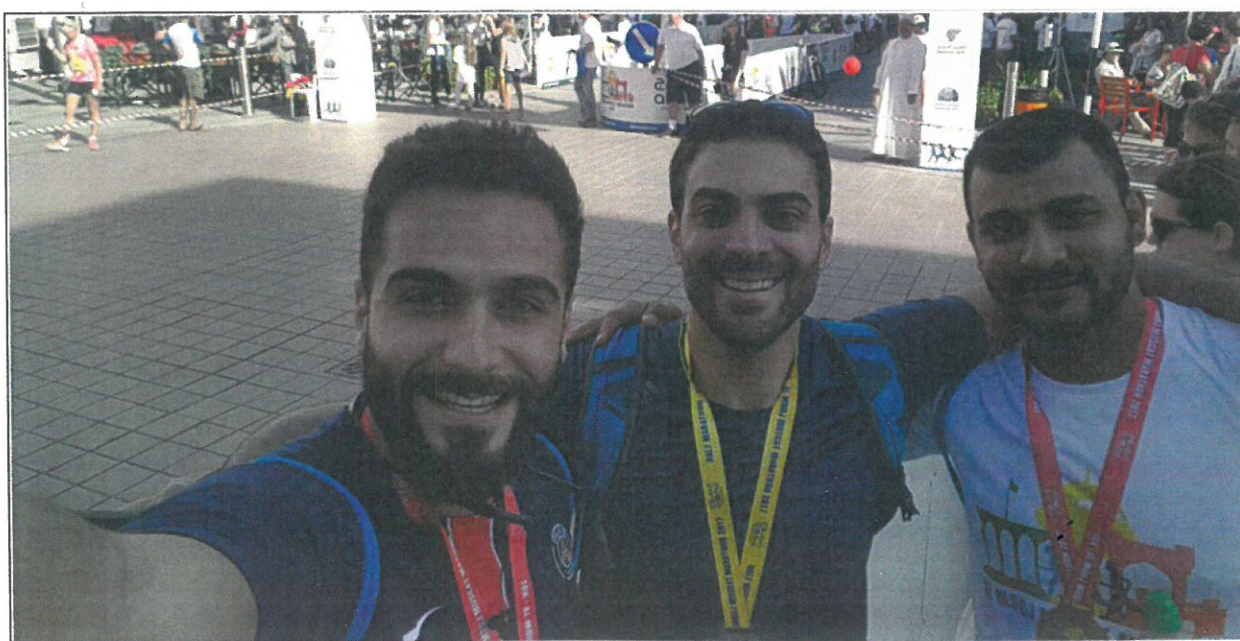
The sunny and cheerful morning of Friday 27 January 2017 was the Muscat date for a fantastic athletic and social event which is the Al Mouj Muscat Marathon. This was the sixth edition of this event, but it was the first time that it was organized in cooperation with Al Mouj Muscat and Oman Sail.

The event was well organized and the atmosphere was very cheerful and friendly. The event consisted of three race categories: a full marathon, a half marathon and a 10km run. 1,333 runners of both genders and different ages registered in the three races categories: 161 in the full marathon, 402 in the half marathon and 770 in the 10km race.

As this event registration starts early and is usually closed by 31 December or earlier, depending on the number of the registered runners, we at CCC started the campaign to

recruit the running team in early November 2016. Only ten requested to register but two of them declined later for medical and/or personal reasons.

The CCC running team consisted of two females and six males and they are:





## Al Mouj Muscat Marathon



- Hanadi Abu Middian
- Hiba Jamal
- Hussein Taha
- Maamoun El Hajj
- Abdel Rahim Kaddoura
- Mohammad Aburajab
- Sameh Daher
- Vassilis Agapitos.

All of them ran the 10km race except Vassilis who ran the half marathon. And most of them were taking place in such a race for the first time, except Hanadi who won the third position in the

Athens 5km race in 2007 and Vassilis who had participated in more than one race in Athens (either the 10km or the half marathon).

Concerning the other team members, most of them play football and basketball and some of them practice running and yoga.

The team members made a great effort to train for the event and used to run almost every day.

Special T-shirts were prepared for the team with the CCC logo on the front and with "CCC Running Team" on the back.

On the day of the race, the team gathered at Al Mouj Muscat for group photos at around 8:30am, except Vassilis who already started his half marathon race at 8:00am.

The 10km race started at 9:00am and it was a fantastic scene watching the 670 runners going through the race route. The first runner to finish the 10km completed the race in 35 minutes and 59 seconds.

After the race each of the team members collected his/her finishing medal, and then we all gathered again to celebrate this occasion and have a group breakfast with their families. It was a very nice atmosphere and every one of the team was pleased with his/her achievement and every one of the team is looking forward to repeating this experience next year with more and better training.







# Sustainability & Environmental Initiatives

## CORPORATE SOCIAL RESPONSIBILITY

*"Future generations will be living in a world that is very different from that to which we are accustomed. It is essential that we prepare ourselves and our children for that new world."*

*H.H. Sheikh Zayed bin Sultan al Nahyan*

CCC is committed to carrying out its activities in an environmentally friendly manner by reducing the environmental burden and improving environmental efficiency wherever possible. We need to consider the longer-term perspective, for our own wellbeing and for generations to come.

At Automated People Movers Head House Project, Abu Dhabi New Airport Extension, with teamwork and management support, we concentrate on promoting sustainable and environmental initiatives that include protecting water resources, promoting sustainable material resources, limiting energy consumption, protecting soil resources and a Reduce-Reuse-Recycle waste strategy. Here are some of the initiatives that would be a lesson learnt and examples to be implemented for CCC projects illustrated with pictures.

- Waste Management Reduce-Reuse-Recycle: Segregating C & D waste and disposing it in designated areas, afterwards sending them to the certified disposal facilities in Abu Dhabi. APM Head House Main Waste Management target is to eliminate or reduce the production of waste wherever possible. When elimination of waste is not possible, recover and recycle the waste material.
- To encourage the use of green certified, rapidly renewable materials and FSC certified wood.
- Extra masonry block tiles and plywood sheets are used to cover cable manholes and concrete openings to safety purposes.
- Used gloves are being re-used to cover the sharp edges of steel scaffolding elements for safety purposes.
- Concrete testing blocks reused for temporary works or decoration on site.
- Construct recycling waste bins for office use (e.g.: to contain aluminum, paper, plastic) made of wood waste.
- Reuse contaminated soil in temporary work structure.
- Drinking water filters are fixed on site and water quality testing is being conducted on a monthly basis to assure the water quality as per the standard limits.
- Provide secondary containment for fuel driven machines to prevent soil contamination.
- High efficiency water fixtures are fixed in the

site offices, to reduce water consumption 5-10%.

- High efficiency AC system and light fixtures (i.e.: LED lights) are fixed in the site offices, to reduce energy consumption targeted 5-10%.
- Provide stickers that promote saving energy "Switch off ... Save Energy".
- Conducting dust control using the dewatering water pumped out from site instead of using new potable water.
- All reinforcement steel is being purchased as cut and bend as per the project requirements. This will reduce the amount of steel scrap that results from manual cutting and bending of standard full length steel bars onsite.
- Collection of water generated from the condensation process of the AC system behind the APM HH office and use it to water and sustain the plants.
- Procuring regional materials, to encourage the selection of materials that will have reduced transport needs and sustain the localized economy (cost of regional materials equal to 20% of total material cost).
- Wood waste made in the shape of a hand in order to promote safety and the environment.
- Removing the contaminated soil by mixing it with fresh concrete used for construction activities.
- Conduct TBT on monthly basis for the engineers, supervisors and labourers regarding FOD, chemical handling, waste management and housekeeping, in order to spread awareness and maintain a good environmental performance on site.

Special thanks go to the CCEP team at the APM Head House Project for making this happen.





2nd Quarter 2017

Issue 122

# bulletin

Quarterly Magazine of Consolidated Contractors Company



## LEEDers of the pack ...

[ Leadership in Energy and Environmental Design ]





## Contribution to CSR Initiative

CCC Staff are encouraged to come up with ideas and activities related to CCC's CSR Initiatives including **Going Green** and community involvement events. Please send your ideas, initiatives and achievements to "CSR-CCC" email address [csr@ccc.gr](mailto:csr@ccc.gr).

## SAUDI ARABIA

### Beach Cleaning Activity at Baysh City



As part of our CSR agenda, around 120 CCC employees from the JRUP Project-EPC 13 gathered at the beach of Baysh City which is monitored and controlled by Saudi Aramco in order to create an environmental awareness event on how to protect the environment while participating in cleaning the beach.

This awareness day was led by Mrs. Abdallah Attari, Abbas Said & Methqal Qallab, CSR representatives with the participation of 120 employees: daily workers and staff from different nationalities including Saudis. It was in cooperation with our client HITACHI and our main contractor Saudi Aramco.

CCC'S awareness event was organized by Abdul Ghani Ghorabi who arranged for the kayak with two divers who cleaned the adjacent seawaters. The 2.5km long beach was totally cleaned within four hours.

### Blood Donation at Khobar Camp

A successful Blood Donation was organized at Khobar Camp. Many thanks and appreciation go



to our colleagues who donated blood, as well as to all those who initiated and participated in the preparations which as usual added value to the success of the campaign.

### Annual Iftar Event



The annual Iftar event organized by KDO was held on 10 June 2017 in Al Khobar, attended by a number of employees located at Khobar locations. All the attendees were happy and expressed their thanks and appreciation to the CCC owners and area management and wished them many happy returns.

### Hepatitis A - a Preventive Campaign in CCC



As part of its CSR programme, JSRU held a Hepatitis A preventive campaign, through awareness training sessions, at the project mess hall for Food Handlers & Housekeeping employees. The sessions were organized and conducted by Modassir K. Ekhlague (the HCCP Coordinator & Food inspector).

### Cooked Food Distribution

As part of RMP's CSR initiatives and in





association with ETTAM (a charity organization in Riyadh) food parcels are prepared from the surplus cooked food at the South Camp mess halls, for the purpose of distributing the parcels to needy people by ETTAM. The packing process is handled in a very professional way and under hygienic conditions.

### USA - MORGANTI

#### AGC Second Annual Safety Excellence Awards Lunch, West Palm Beach, Florida



Several members of our West Palm Beach team recently attended the Second Annual Safety Excellence Awards Lunch sponsored by the Associated General Contractors of America Inc., Florida East Coast Chapter, in West Palm Beach, Florida.

We wish to extend a job well done and congratulations to our MWBE Construction Partner Cooper Construction Management for receiving a Safety Award of Excellence. It is well-deserved, recognizing their continuous attention to detail and high caliber in construction safety protocols. Congratulations to all involved!

#### Learn @ Lunch with TMS Structures, Danbury, Connecticut



TMS Structures came in for Part 2 of our Learn @ Lunch series, showing us their technology and products so we can better serve our clients. TMS offers prefabricated building structures, specializing in wood framed and light gauge steel walls, wood and light gauge steel trusses, structural steel and concrete, and metalwork.

By bringing in manufacturers and distributors to share new products that we can offer a client, we are working toward a better solution and savings.

#### Learn @ Lunch with USA LED Lighting Solutions, Danbury, Connecticut



USA LED Lighting Solutions came in for Part 3 of our Learn @ Lunch series, showing us their technology and products so we can better serve our clients.

#### AIA Houston Chapter Sandcastle Competition, Galveston, Texas



Our Texas team had a blast at Galveston's East Beach at the AIA Houston Chapter 2017 Sandcastle Competition. Teammates included employees from FS Group Architects, Infrastructure Associates, and Isani Consultants.



## CSR Volunteers of the Quarter

We are pleased to acknowledge the participation and continued support of volunteers towards CSR Initiatives in their respective areas during the Second Quarter of 2017.

### GREECE

#### Omar Alfatyhan

Whether you call them refugees, migrants or asylum seekers for us they are just humans seeking safety away from all the madness in the conflict zones.

As I always believe “no one puts their children in the boat of death unless the water is safer than the land”.

Everything started in December 2015 when I and my friend Naim Trabelsi responded to the urgent need for volunteers in Lesbos, Greece. In six days we managed to help countless families in the front-line to survive the freezing weather with shelter, warm clothes and some food. Our life changed since that day and volunteering became our beautiful addiction.

We mainly aim to help vulnerable families with housing projects and with basic needs (food, clothes and toys) and most importantly to give them the feeling of safety they lost since the day they became refugees.

We wouldn't have been able to continue our efforts if it hadn't been for generous donations from our colleagues who helped us from the beginning. Now we have expanded our work to support the refugee crises in Lebanon, and north and west Iraq.



*Refugees Have No Choice: We Do*

#### Omar Faouri

I started my volunteering work back in 2013. I used to visit refugee camps that accommodate unaccompanied children ranging from approximately 8 to 15 years old of age. The visits were coordinated with NGOs operating in Athens and Europe such as IASIS & NOSTOS.

The children were of different backgrounds and origins such as the Middle East, North Africa, West Africa and Afghanistan. The majority of my work was related to translation from Arabic to English and vice versa when Arabic speaking children had to attend weekly meetings with assigned lawyers and psychotherapists. This was very helpful to both; the children themselves and the camp administration who faced a challenge dealing with the language barrier between them and the children. In addition to translation, spending some quality time with children by playing games and engagement in simple conversations helped them overcome their feeling of discomfort due to the new environment they had to adapt to in a very short period of time as well as the language barrier they had with the administration and the other children they shared the camp with.

I also managed to coordinate between CCC's CSR group and one of the NGOs that was operating at the Eleonas refugee camp located in Athens. CSR thankfully donated 200 sleeping bags that were a necessity for the big number of refugees suffering from the shortage in the number of beds in the camp. The CSR members were very helpful and acted promptly and efficiently when informed about the need for such a commodity.

On a personal level, this experience gave me a feeling of purpose and achievement. It also helped influence my peers and colleagues to contribute in fulfilling their humanitarian social responsibilities towards less fortunate people who suffered from the tragedies of war and / or social injustice. I encourage every person to spend some time and effort in attempting to improve the lives of other human beings in this world, not only through fiscal aid, but also by engagement, effort and direct contact with people in need.



*Spending Quality Time with Unaccompanied Refugee Children in Mellon House Refugee Camp*

# Nauryz 2017 Charity Event, Kazakhstan



On the occasion of Nauryz 2017 and in the spirit of Solidarity and Cooperation, CCIC/CCEP Kazakhstan, in line with the CSR initiative, continued its charity programme in different cities and villages.

In Kulsary City the Head of the Labour Department & Social Programme, Serik Hamedulalh together with the Area General Manager of Consolidated Contracting Engineering & Procurement SAL – Offshore CCEP in Kazakhstan. Hisham Kawash, Mohammad Jabr (Project Manager), Amin Mushtaha (Head of PR) and Farukh Ismailov (Head of IR) organized a charity event for disadvantaged people, pensioners and low-income people at the Social Programme Association.

Mr. Kawash alone distributed 100 vouchers (each voucher valued at 10.000 Tenge) to those people in order to help them to purchase the required products.

The CCEP Management wished all the people of Kazakhstan a prosperous future and a life full of happiness. Mr. Kawash said

“It was very important to support and help people who are in very hard life conditions. Even a slight help makes people feel happy.”

Gylsari residents, who received the vouchers, expressed their appreciation to the organizers of the event and in particular to the donations made by CCEP.

The Deputy of Akim, Serik Hamedulalh, and all the disadvantaged families appreciated CCEP Management and their help, especially at that time and during of the celebration of the great Nauryz.





# LFP Basketball Tournament, Kuwait



On 16-17 February CCC LFP basketball team participated in the Red Bull Reign Basketball Tournament organized at the Marina Outdoor Court, Salmiya. As part of our CSR campaign and in a bid to create harmony between the CCC workforce and the local community, four of the best basketball players joined forces and created the team. Konstantinos Alevizopoulos, Bahaa El Dbaisy, Moussa Khairallah

and Anastasios Papavasileiou started training in the LFP camp basketball court weeks before the tournament to ensure that they would be ready to compete against other teams. Moreover, their colleagues joined the training sessions and helped the team with their practice games.

Confidence, team spirit, management and coworkers' support were the secret weapons of our team. During the tournament and despite the 90 minute road trip, 30 passionate fans were present at the Marina Courts to cheer on their players. A great ambiance was created and many neutral fans joined us in cheering the boys. As a reward, the tournament organizers named LFP



Fans the best in the competition as they gained the approval of all attendees. At the end of the tournament CCC LFP had won seven games and lost only four as they ended in the top 10 ranking teams.

A special thank you goes to the CCC LFP management team and especially to Hamzi Nasser El Deen for his continuous team support. In conclusion, our four talented players made us proud and succeeded in their CSR mission. We will definitely look forward to cheering for them in upcoming sports events.



# The Corps Africa Model, Morocco



Corps Africa responds to the basic needs of African communities and offers opportunities for personal and professional development for young people by mobilizing them in order to fight poverty and facilitate community development.

Corps Africa offers ambitious and brilliant young Africans the opportunity to serve their own countries (and possibly other countries) as volunteers, like the Peace Corps model.

Corps Africa believes that development efforts should be focused on the needs of the community. It gives volunteers the opportunity to determine what needs to be done and take the initiative to accomplish it. To do this, we aspire to exploit the idealism of young women and men to achieve it, while giving them the opportunity to experience something new. In addition, Corps Africa aims to help these young volunteers shape their vision of the world and their own future.

Volunteers will be the transmission lines between communities and development partners. Their mission will be to raise awareness of each other's concerns and priorities. This will enable them to acquire skills and experience through working in partnership with international organizations and focusing on development. We recruit young African university students and send them to well-chosen locations with strong training, focused on participatory development and with the necessary resources. We have a clear model and process in place to ensure the success of the programme.



## CCC - CSR

As part of CCC's contribution to Corps Africa and at 70 kilometres from the city of Marrakesh, in addition to our corporate social responsibility for better education, CCC Morocco was one of the main sponsors to donate construction material from available material at CCC stores for the refurbishment and furnishing of two rooms, one for a kindergarden and the second a room for programmes in overcoming illiteracy.

CORPORATE SOCIAL RESPONSIBILITY





# Hospital Upgrade, Errachidia, Morocco



This is a very old hospital located in Errachidia, Morocco. Upon the commencement of Phase 3 of the CCC EMAG Project which included the material supply only of two complete common patient rooms and realizing that the existing rooms are not available to receive of the modern and up-to-date material supply, the CCC Morocco team and under our area CSR activities decided to do the necessary work to upgrade the two rooms including all finishing works and standard MEP work in addition to an adjacent toilet facility which was also upgraded, full finishing activities with toilet accessories.

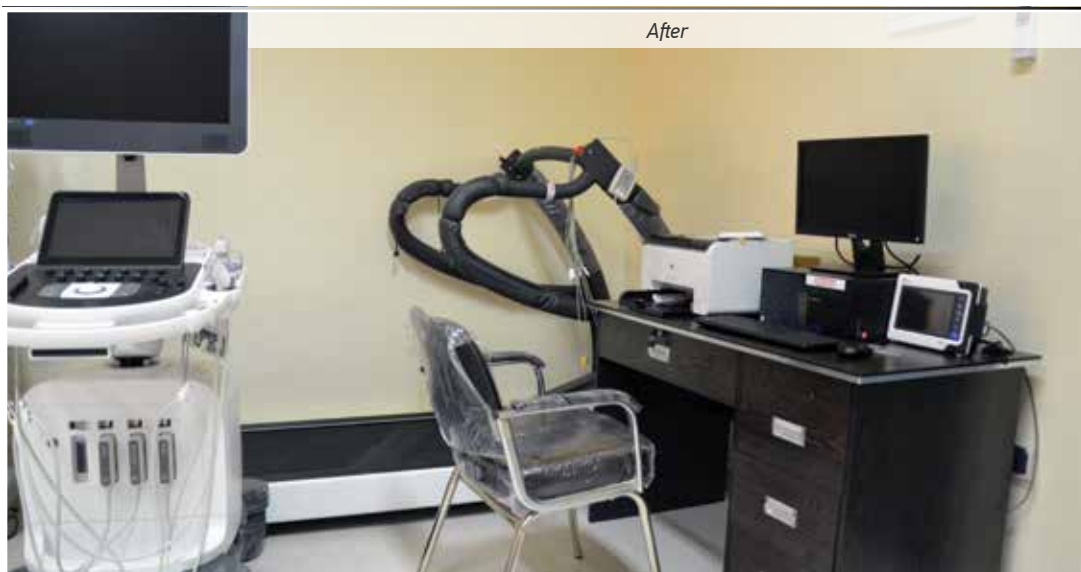
The result was two new rooms renovated at a minimal cost as we managed to use some surplus material available in our stores and staff from our existing workforce.



Before



After



After

## Overcoming Illiteracy in Errachidia, Morocco



As part of our CSR activities, specifically in trying to help provide a better grounding for a better education for all, we raised the subject of overcoming illiteracy in Errachidia, Morocco.

After we felt the interest of our labour force, we recruited two young instructors at the minimum wage who were looking forward to this new type of challenge. We started this programme by giving private lessons after work for several hours in both the Arabic and French languages. Whoever needed education from the CCC sites' staff was welcomed. Groups were formed accordingly.



*Instructors*

This programme was carried out for five months successfully and we had to stop it when the project came to an end. It was a good experience and we might hopefully do it again in future projects.

## Morocco without Plastic Bags

On the 1 July 2016 The Moroccan government started applying the law prohibiting the fabrication, importation, selling and use of all kinds of plastic bags that are used extensively in Morocco since they are not recyclable and do a lot of harm to the environment.

Each bag may live in the environment for up to a hundred years before breaking down. Moroccans use 26 billion plastic bags annually, making the country the second-largest consumer of plastic bags in the world, after the United States. The Moroccan government and nonprofit organizations have repeatedly attempted to raise awareness in Moroccan society of the negative impacts of using plastic bags. Mawarid organization was behind Morocco without Plastic Bags a nationwide awareness campaign that sought to halt the circulation of non-biodegradable plastic bags in Moroccan cities. The campaign promoted the adoption of fair-trade, eco-friendly bags instead.





# CCC Oman Sports Tournament 2017



On 2 April 2017 we launched the 2017 sports tournament. This year, in addition to football, we included other sports in the tournament in order to increase the involvement of the employees in such an event. The new added sports are volleyball, billiards and table tennis.

Two groups formed in the football tournament, each group contained three teams playing in a league system in the first round.

The first and the second teams from each group qualified to the second round. The winners from the second round qualified for the final. The final match was between the White Camp team and

DMIA Project team A. The White Camp team won the final by three goals to nil.

In the volleyball tournament four teams played as a league and the winner was DMIA Project team A.

As for the billiards, 16 players competed in a knock-out game and the winner was Hussain Taha. In the table tennis 12 players competed in a knock-out game and the winner was Joel Silva.

On 18 April 2017 the football match took place, followed by the final ceremony where Mr. Bassam Addada distributed the trophies and medals to all the winners from all the sports.



# Bowling Tournament



At the beginning I wasn't sure that what I declared as "Bowling for Fun" was going to be a successful event, because a week passed after the declaration and no one registered for the event and I thought it would end by canceling the whole idea.

Then I decided to follow a different strategy by personal communication to promote the idea and that the event is all about fun, group and families gathering; even if you do not know how to bowl, come and enjoy yourself because there are other things to do other than the bowling such as billiards, air hockey, PlayStation and baby foot, and even if none of the above appeals, just come and share the fun with us.

The new strategy started to pay off and I began to receive requests to join. The idea was that the registration should be by teams and in the beginning each team was formed by four players. 12 teams were registered, which is the maximum because the bowling club has only 12 lanes. Then

we started to add more players for some of the teams, upon their request to be a maximum of six in each team.

Knowing the size of the event and that I couldn't manage it by myself, four employees volunteered to share the responsibility of managing it with me.

We rented the entire bowling club facility for three hours. On the day and at the time of the event which was Wednesday 26 April 2017 at 7 pm, everything at the bowling club was ready.

The employees and their families started to come and it took us 15 minutes to organize the teams and assign them to the lanes, then they had 10 minutes to warm up by making some bowl shots.

At 7:30 pm the competition began. Each team had to play three games and the teams with the highest scores were the winners! During that time the bowling club hall was filled with the employees and their families and they were enjoying themselves and playing the other games available.

Just before 9 pm all the teams finished their three games and during the time that we were checking the teams' scores, we invited everybody to enjoy the snack buffet we prepared for them.

The results of each team were calculated and the winners were announced. Our Area General Manager, Bassam Addada, who shared the night with us, distributed the trophies and medals to the winners amidst a lot of fun and laughter: everybody was celebrating.

The event night "Bowl for Fun" thus ended and everybody left after they had a very nice night and they all asked me to repeat such nights more frequently.







# Ramadan is the Month of Charity

## CORPORATE SOCIAL RESPONSIBILITY



A few days before the holy month of Ramadan we launched a campaign to collect donations from company employees for charity during the holy month.

The original idea was to encourage the employees be involved in charity activities and to let them feel with the people and families in need. Our target in the beginning was to donate foodstuff for the families in need.

When the donation email was circulated, we started to receive donations from each project and department in Oman. The amount of the donations was beyond our expectations and it was very generous. Total donations amounted to around \$23,000.

With this generous amount in hand, we started to consider widening our donation activities to cover more than the foodstuff to the families in need and we donated the money to the following charity activities:

1. Foodstuff for 220 families in need in Muscat area.
2. Items as requested to the Omani Cancer Association (Dar Al Hanan).
3. Items as requested to the seniors' home.
4. An amount to cover some of the Dar Al Aata Association's needs.
5. An amount to go to the Al Rahma Association for Motherhood and Childhood Care.

### Foodstuff Donation

That was the first activity we undertook and we intended to do it before the start of the holy month of Ramadan in order to be beneficial. We bought the foodstuff and packed it in carton boxes.

In coordination with the Muscat Volunteering team and with a group of volunteer employees we distributed the foodstuff boxes on Thursday 25 May 2017 and that was over a wide area from Riyam to Seifah. To cover that wide area we divided ourselves into two groups. It took us more than four hours for each group to complete their assignment.

### Seniors' Home

For the seniors' home we donated the following items:

- One heavy duty washing machine.
- Eight wheel chairs.
- Five water dispensers.
- Fifteen electric insect killers.

We visited the senior home at Ristaq on Wednesday 14 June 2017 with a group of volunteer employees and there were nine of us: three men and six women.

We met with the seniors, chatted with them and gave them simple gifts of personal items.



### Oman Cancer Association (Dar Al Hana)

Dar Al Hanan is a hosting home for children with cancer who cannot afford to stay in hospital to take the required treatment, and in some cases they host the children's mothers as well.

We donated to Dar Al Hanan, as per their request, special types of bed sheets and covers and an amount of money to cover the cost of special medical equipment.

We visited Dar Al Hanan with a group of volunteer employees on 18 June 2017 to give them the donated material and a cheque for the medical equipment.

For Dar Al Aata and Al Rahma Associations, we just prepared cheques in the amounts we wanted to donate to them to be used in their many charity programmes.

Furthermore, we plan to donate some money to Al Amal School for Deaf Children but that will be at the beginning of the coming academic year.







3rd Quarter 2017

Issue 123

# bulletin

Quarterly Magazine of Consolidated Contractors Company

**NEW AREA MANAGERS**  
Look to the Future





## Contribution to CSR Initiative

CCC Staff are encouraged to come up with ideas and activities related to CCC's CSR Initiatives including **Going Green** and community involvement events. Please send your ideas, initiatives and achievements to "CSR-CCC" email address [csr@ccc.gr](mailto:csr@ccc.gr).

## GREECE

### Donation of Milk to Eleonas Camp



Eleonas is a state run accommodation centre that hosts refugees (mainly families) until they leave Greece. In addition to the government, a good number of volunteers are trying to improve the living conditions of these people. CCC with the intention of supporting the camp donated 1,100 litres of milk.

### Donation to the Greek Multiple Sclerosis Society (GMSS)

The Athens Office CSR Committee organized a donation of food to the Greek Multiple Sclerosis Society (GMSS) in order to support families with members who suffer from multiple sclerosis. GMSS is a non-profit and non-governmental organization dedicated to improving the lives of patients and their families. It supports those who are facing financial problems and also provides psychological support by organizing social gatherings and therapy groups.

### Donation to Frontida

The Athens Office CSR Committee organized a food campaign to support Frontida which is a pan-Hellenic association for the prevention, information and support of people with mental retardation and Downs syndrome. Oil and other necessary food supplies were delivered to them.

## KAZAKHSTAN

### Donation on the Occasion of Adha Eid (Kurpan Aid)

On the occasion of Adha Eid (Kurpan Aid) CCEP Kazakhstan, in line with its CSR programme, continued giving charity in different cities and

villages.

On 2 September 2017 in Kulsary, Kushugul (Near to Tengiz) and Atyrau, the CCEP team visited the disadvantaged families association and orphanages in the presence of the representative of Kulsary Akim, Serik Hamedulah (Head of the Labour Department in Kulsary). The CCEP team distributed 31 fresh lambs for those who could not purchase them.

We wished all people of Kazakhstan a prosperous future and a life full of happiness especially the children at the orphanages.

Mr. Hamedulah and all the disadvantaged families appreciated CCEP management for the help and support, especially at this time of the Adha Eid celebration.

### Establishing English Classroom



CCEP Kazakhstan Area in line with its CSR programme, continued implementing the rules and goals of CCC's culture: on 1 July 2017 we were instructed by our Area General Manager Hisham Kawash to establish classes for English language courses and to invite the best teachers from the local staff in the CCC Area office. The purpose of the English courses is to add one more language for the local staff, improve the communications between the expat and local staff and to build new skills and confidence.

The classes are working at three levels of learning: Introductory, Advanced and Masterclass. The courses are not focusing on a specific area of learning the language but some focus on important and fascinating academic subjects related to business and how to develop skills which are required to the employees for study or work.

The English courses have been proven to increase confidence and develop skills that are needed to improve productivity at work and the possibility of entering higher education.

## SAUDI ARABIA

### Indian Independence Day



As an employees' welfare initiative, BACS management has invited the Indian Embassy Delegate Anil Nautiyal (Vice Chancellor, Cultural Attaché) for the Indian Independence

Day Celebration with our BACS employees on 16 August 2017 at South Camp which was also attended by Jack Hume a PMT member and other management team members. Mr. Nautiyal was overwhelmed by the hospitality shown by the BACS employees and management.

During the event Jack Hume expressed Independence Day greetings to the BACS employees followed by the Vice Chancellor's speech with some interactive session from the camp residents all contributing to an uplifting, happy occasion.

## UAE

### World Planting Day



APM HH project celebrated World Planting Day on 23 March 2017. The project manager, construction manager, engineers and supervisors all participated in the event.

The trees were planted in front of the site offices for several reasons:

- Our site staff were complaining about the dust generated inside their offices.
- Trees absorb CO<sub>2</sub>, removing and storing the carbon while releasing the oxygen back into the air.
- Trees absorb odours and pollutant gases (nitrogen oxides, ammonia, sulfur dioxide and ozone) and filter particulates out of the air by trapping them on their leaves and bark.
- Air quality is improved through the presence of trees, shrubs and turf. Leaves filter the air we breathe by removing dust and other particulates.

- Trees help prevent soil erosion.

### Workers' Welfare

As part of the workers' welfare and happiness programme, two workers were nominated from Dubai Projects Jabel Ali Camp to perform the OMRA pilgrimage in Saudi Arabia, during the holy month of Ramadan. The nominated workers were from a low income group and were exceptional performers in their respective fields. The pilgrimage trip to Saudi Arabia was fully paid for, including the visa fees, travel and accommodation in Mecca and Medina.

Free OMRA trips as gifts to excellent performers from a low income group of workers were introduced during 2016. Since then nine workers have been selected for this gift. This unique welfare and happiness initiative has engendered considerable positive energy among the workers, an indicator to better performance and productivity. We are hopeful of increasing the number of nominees during 2017. OMRA gifts are extended to us by the Islamic Affairs Department of Dubai for the community support and volunteering services rendered by UAE Area CSR Department and free of cost to projects.

## USA

### Laureate Park Barbecue, West Palm Beach, Florida



Morganti held a BBQ for the grand opening of our latest school in Orange County Florida: Laureate Park Elementary School. Jim Inman and Susan Vasquez worked through the night to get everything ready.

It was Jim's 35th Morganti job BBQ!



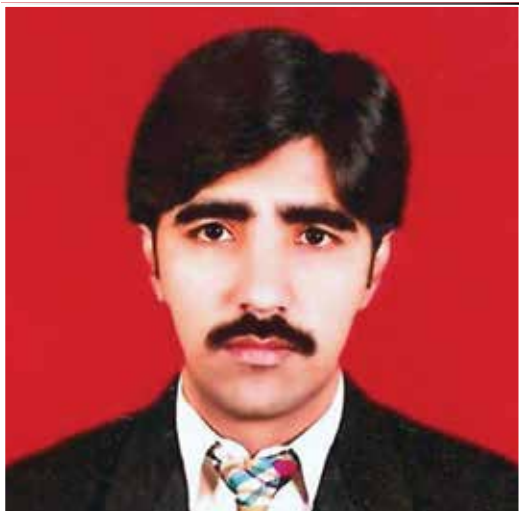


We are pleased to acknowledge the participation and support of volunteers towards CSR Initiatives in their respective areas during the third quarter of 2017.



## DUBAI

**Mohammed Kamran**



**Yehya Wehbe**



The following two employees have dedicatedly volunteered during and after their working hours to start the English Language learning programme "Smart Reading" at Jabel Ali Camp, Dubai.

They have been responsible for personally meeting all aspiring students (workers), explaining the study programme, distributing the course material and have engaged personally in the screening process. They will continue to volunteer for this programme until its successful completion in March 2018.

## Prime Minister Visits CCEP Training Camp Kazakhstan



On 15 September 2017 the Prime Minister of Kazakhstan, Mr. Bakhitzhan Sagintaev, arrived in the Atyrau oblast with his ministers and team.

The Prime Minister, the oblast Akim of Atyrau and many ministers visited the CCEP Training Centre in Atyrau City which prepares professionals for the oil and gas industry and projects after testing and technology of oil and gas production.

The CCEP Training Centre is the first project in Atyrau established six months ago and was opened officially by Mr. Samer Khoury and Akimat of Atyrau Oblast in the presence of many local authorities and the media.

The Prime Minister during his visit talked to the trainees and trainers in class and heard their appreciation for the management of CCEP.

The CCEP training programmes are in accordance with universal standards and meet TCO requirements. There are currently approximately 100 people studying at the training centre and some 115 persons have graduated. After graduation, trainees receive two diplomas, the Kazakh diploma and the international one. Classes are conducted by qualified teachers.

An important aspect of the training, which made the VIP visitors happy to hear, was that the trainees are getting a monthly salary by way of a scholarship during the training. At the same time, the trainees have a good chance of joining our CCEP projects in Tengiz once they complete the required courses.

At the meeting with the trainees the participants discussed the issues of training and retraining of personnel, as well as the formation of skills and qualifications for the future.



# Wellness & A Healthy Life Style in Oman



## CORPORATE SOCIAL RESPONSIBILITY

In line with our President's wellness programme initiative, and to improve the employees' health and life style, we at Oman Area succeeded in negotiating a corporate rate for our employees with one of the best health clubs in the Sultanate.

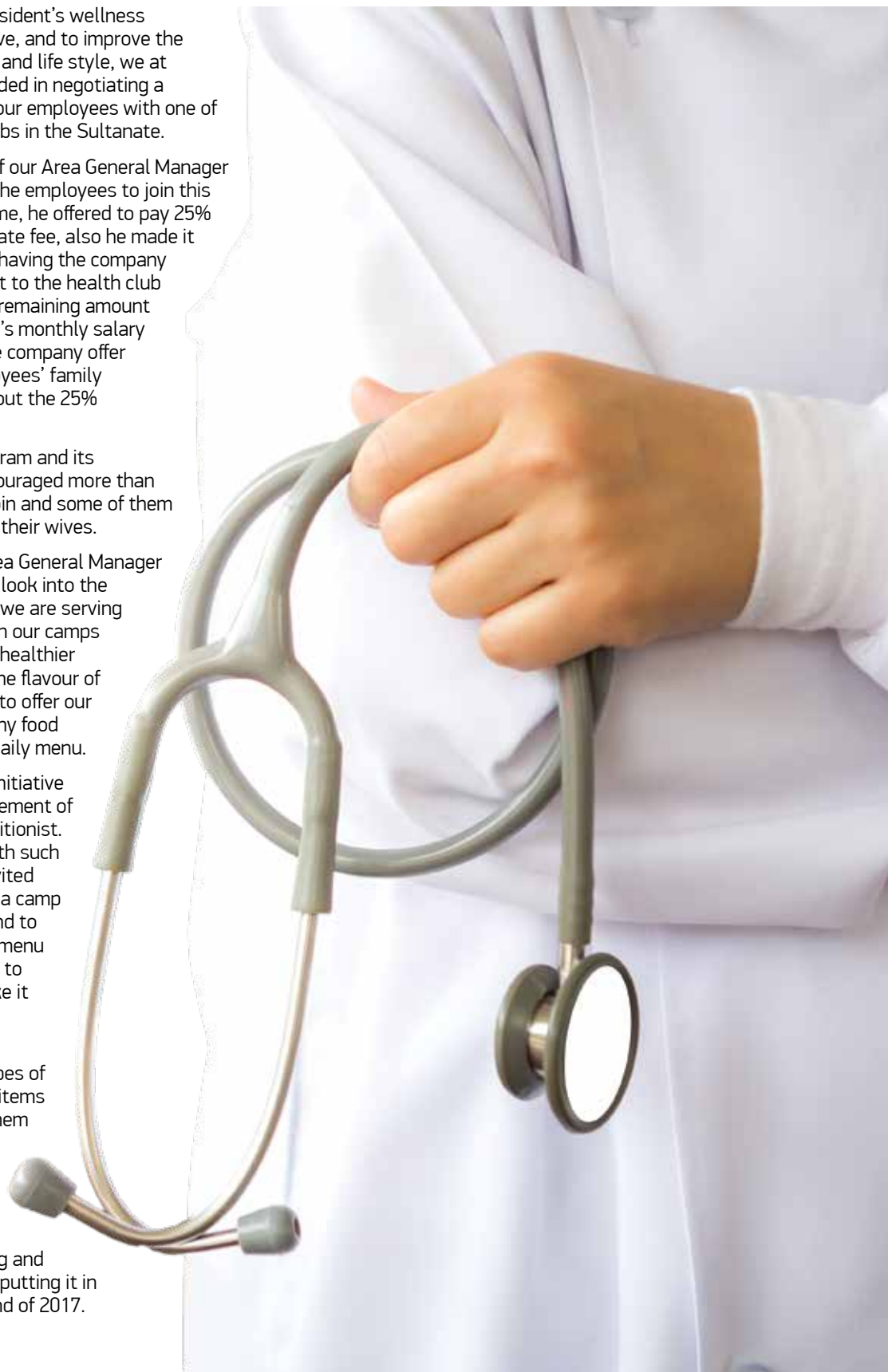
With the support of our Area General Manager and to encourage the employees to join this wellness programme, he offered to pay 25% of the basic corporate fee, also he made it easier for them by having the company pay the full amount to the health club and deducting the remaining amount from the employee's monthly salary in instalments. The company offer includes the employees' family members but without the 25% deduction.

This wellness program and its tempting offer encouraged more than 60 employees to join and some of them have also enrolled their wives.

Meanwhile, our Area General Manager requested that we look into the quality of the food we are serving to our employees in our camps in order to make it healthier without affecting the flavour of the food served or to offer our employees a healthy food alternative in the daily menu.

This healthy food initiative required the involvement of a professional nutritionist. We got in touch with such a specialist and invited him to visit our Area camp kitchen facilities and to look into our daily menu to find possibilities to improve it and make it healthier.

The nutritionist requested the recipes of some of the menu items in order to study them and submit his suggestions. The subject is still in process and not implemented yet, but we are planning and looking forward to putting it in place before the end of 2017.





# Ramadan Football Tournament, Muscat



After the completion of our internal sports event we selected the best football players in order to form a CCC team to participate in the Ramadan Football Tournament of the company unions in the Muscat area.

The team started its usual training under the supervision of Suliman Al Hatmi as team manager. The tournament this year was tougher and had more teams and groups. In the first round there were four groups, each group consisting of five teams playing in a league system in each group. The first and the second from each group would qualify for the quarter final.

In the first round we played four games; we won three and lost one and we qualified as the second from our group for the quarter final.

In the quarter final we won the game against Sohar Bank in penalty kicks 3 - 2.

In the semi-final we won the game again Bahwan Engineering 4 - 1.

The final game was against Oman Air on Monday 12 June 2017, the game being under the care of His Excellency the Under Secretary of the Ministry of Manpower.

The game started around 10 pm with two halves each of 20 minutes. The score in the first half was 1 - 0 and no matter how hard the Oman Air team tried to equalize they failed as our team was very organized in defense. In the second half we scored the second goal and that was the game result 2 - 0 in our favour.

On 19 June 2017 the Area Management held an Iftar party to honour the winning football team, and on 20 June 2017 the CCC Labour Union threw another Iftar party to honour the winning team as well.





# Blood Donation Campaign in Qatar

## CORPORATE SOCIAL RESPONSIBILITY

As part of the 2017 initiative, the Wellness Programme, CCC CSR Qatar confirmed its continuous dedication to corporate social responsibility by successfully hosting two voluntary blood donation campaigns during May and July.

These campaigns were organized by the CCC Qatar Medical Department in coordination with and under the supervision of the Hamad Medical Corporation, Blood Donation Unit, whose team of medical experts ensured the drives were operated in a safe and professional way. More than 300 CCC employees volunteered to support hospitals and healthcare centres to maintain blood bank stocks and to contribute to the health of the people of Qatar.

Blood donation is a core activity of the CCC Corporate Social Responsibility Programme as it is the most precious gift that anyone can give to another (the "gift of life"): a decision to donate blood can save lives.

CCC Qatar management would like to thank all employees who generously participated in these blood donation campaigns.



# Water Conservation in Jazan, Saudi Arabia



Water is a precious natural resource and it is an important factor for the survival of life on earth. Normally the desert area faces an acute water shortage due to the arid climate and the absence of permanent lakes and rivers. It is necessary to conserve and safeguard water on a sustainable basis by devising and employing environmentally friendly technologies for the benefits of mankind.

Usually in a workers' camp it is a challenging issue to control water consumption on a day-to-day basis. Apart from all possible control measures, an awareness programme through training and displaying informative posters has played a vital role in minimizing water consumption to 210 litres per day per person, which is far less than the approved standard consumption per capita per day.

The following sustainable water conservation practices have recently been implemented at the JSRU/SARU Project:

## Drip Irrigation

This is a type of micro-irrigation that has the potential to save water by delivering water slowly, at low pressure, at or near the root zone. It is often referred to as targeted or precise watering, because drip irrigation allows us to target the precise area that we want to irrigate. This system typically operates between 15-50 psi, and flow rates are measured in gallons/hour (GPH) versus gallons/minute (GPM).



## Reuse of Treated Sewage Water for Dust Control and Irrigation

The treated effluent of a sewage treatment plant is used for dust control at the site and the camp as well as for plant irrigation throughout the camp, thus fulfilling the idea of water reuse.





# Opening of the CCC Jazan Training Centre Saudi Arabia



Consolidated Contractors Company W.L.L Training Centre was opened on 17 July 2017 at the CCC Jazan Projects. Our grand opening event was an incredible success, with CCC's Area General Manager Imad K. Khaled, management, staff and especially our guests Saudi Aramco directors and managers in attendance.

This training centre will grow in the coming months to train around 1,000 employees per month. We have gradually expanded this training as a result of the growth of CCC and as a result of the rising level of complexity of our projects. Specialist subjects will be offered to respond to project needs and to raise employee performance. This training centre utilizes CCC expertise and engages employees in both the delivery of and participation in these seminars and courses facilitated by Sulaiman Al Qahtani, along with the Training Committee. The yearly programmes are based on CCC project needs and the coming year's programme is planned accordingly. We encourage the certification of our employees since it enriches their knowledge, increases their potential performance and innovation. We will always aspire to grow in both quantity and quality in order to keep CCC a top rated company.

The following courses are planned for the upcoming months.

## Health & Safety Training Examples

- Safety Induction.
- Introduction to Health & Safety at Work.
- Construction Safety
- First Aid Skills.
- CPR.
- Health & Safety Management Systems.
- Safety Audit / HSE Audit.
- Fire Safety.
- Accident Investigation.

- SIR.
- Life Support.
- Defensive Driver Training.
- Fire Extinguishers.
- Quantitative Risk Assessment (QRA).
- Job Safety/Hazard Analysis.
- Emergency Preparedness (Fire.)
- Electrical Safety Training (Electrical).
- Safety in Pre-commissioning.
- Scaffolding Safety (Construction).
- Gas Cutting, Welding and Grinding Safety (Construction).

## Management Systems Training Examples

- Time Management.
- Your Role In Quality.
- Communication Skills.
- QIR.

## Vocational

- Welding.
- Pipefitting.
- Electrical.
- Plumbing.
- Shuttering.
- Steel fixing.
- Scaffolding.
- Masonry.

## Environmental Training Examples

- Environmental Awareness.
- Advanced EMS.
- Hazardous Waste Management.
- Environmental Impact Assessment.
- Environmental Auditing.
- Construction Safety.



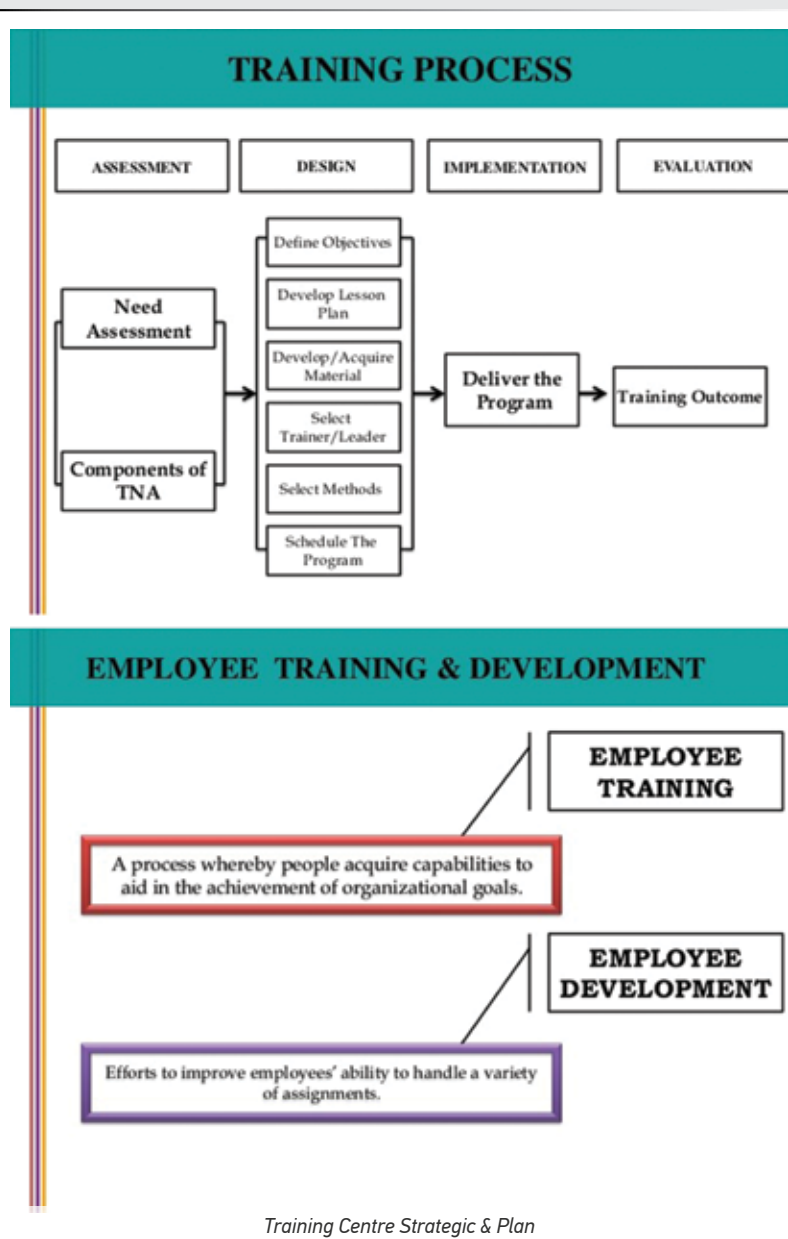
Opening Ceremony Photos

## Opening of the CCC Jazan Training Centre, Saudi Arabia

The approach used at the training centre is incremental i.e. it responds to needs as they arise and at the same time tries to project future needs and prepare employees for these new ventures. Thus, the Technical and Project Management Training Programme has been developed gradually from specialized distinct courses to a comprehensive and specialized programme. CCC continuously develops its Health & Safety, Management Systems, Vocational & Environmental Training.

### Key Facts & Statistics

The graphs illustrate all three projects of CCC employees who attended the Technical Training Programme from nearly 630 in July 2017. The number has increased as more projects in the Jazan area have been requesting training to support their operations and to develop their staff. This growth can also be attributed to the



CORPORATE SOCIAL RESPONSIBILITY



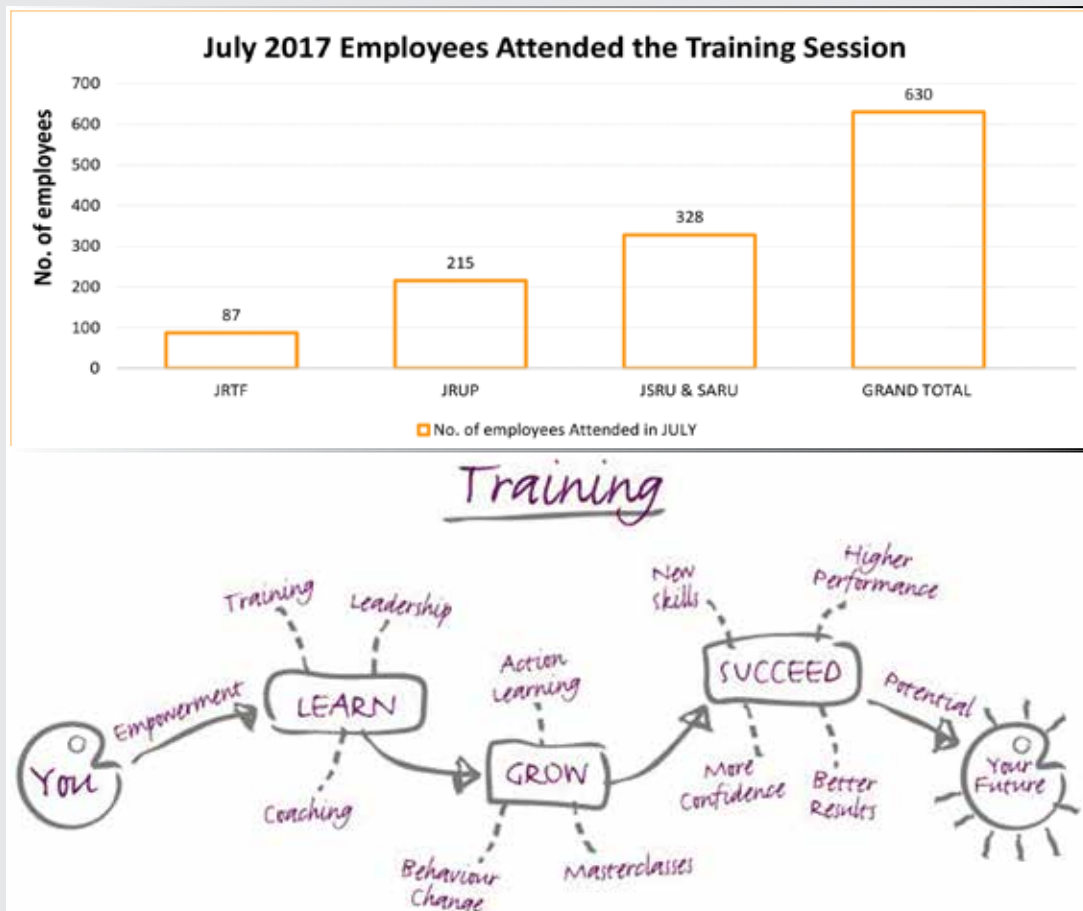
Building of Training Centre



Classrooms Training Course Photos



## Opening of the CCC Jazan Training Centre, Saudi Arabia



increased interest in acquiring new technical skills by CCC employees in upcoming months.

### Philosophy

The goal is to deliver excellence in all training and learning solutions in order to meet and exceed the CCC community's expectations by means of superior content, professional delivery, mutual trust, constant dedication, organizational synergy and the utmost quality service.

### Vision

To develop the employees to achieve unlimited success in their professional/personal lives and grow our clients bottom line through professional skill development.

### Mission

Delivering skills and developing a diverse workforce for the sustainable future to the employee, to become the first choice/solution for organizations/individuals who are looking to develop soft skills (communications, leadership, management, human relations, self confidence,

attitude control, public speaking, presentations, team building and customer service) that achieve measurable, visible and reliable results by providing the most comprehensive professional and personal growth training.

### Our Values

Health, safety, environment and quality are the values which must come first in everything we do at the Training Centre. We will conduct the training at all times with integrity, transparency, strong ethical values and a commitment to serve. We believe that the most important asset of this company is its employees. Trust, respect, fairness and dignity will be how we treat each other within the spirit of working together.

- Experiential learning.
- Creation and dissemination of new knowledge and practice.
- Continuous learning.
- Organizational excellence and quality.
- Integrity.
- Respect.

# Internship Programme for Zayed University Students



*Students are presented with certificates*

As part of the UAE Area CSR Programme and in pursuit of our ongoing memorandum of understanding with Zayed University, three female UAE national students from the College of Natural & Health Sciences were included in the internship programme under the auspices of the HSE Group, UAE.

The three students who have completed the internship of seven weeks gained necessary skills and expertise needed to enter the work field upon completion of their graduation. They were given the opportunity to achieve real-life work experience in an international company, develop necessary skills needed for every job through proper coaching and correlate the theoretical environmental and sustainability

knowledge gained in the University to practical training and real life operations.

The program was planned, scheduled and successfully completed under HSE Group. Students were awarded their internship certificates at completion of their internship programme.

The internship programme relates to UN SDGS, goals 4 and 17.



*Students together with trainers from the HSE Group*



## English Classes for Workers



As part of our happiness and positivity initiative for workers, we have started an educational programme to teach the uneducated blue collar workers how to write, read and speak the English language. The programme is conducted jointly with the SmartLife Foundation, Dubai and supported by the Community Development Authority of Dubai. Educating blue collar workers is also part of the Year of Reading & Year of Giving initiatives declared by the UAE Prime Minister and Ruler of Dubai.

This is a one year programme with exams after six months and a graduation ceremony attended by members from Government departments, embassies and others.

Workers living in Jabel Ali camp have been identified for this programme. A survey among the workers was conducted by CSR volunteers to determine workers learning tendencies and the

educational background of each aspiring worker. A students' screening process and selection formalities followed thereafter.

All workers have shown great interest in learning and the overwhelming response was astonishing. However, due to the limit of teachers and classroom facilities available, 110 workers of various Asian nationalities were enrolled for the first batch and classes were launched on 15 September 2017.

This programme helps improve on-site communications between workers and their supervisors: it will also help the workers to achieve higher goals in life, be more positive and ambitious.

The programme is in compliance with UN SDGS Goal 4.



*Launching of English Language Classes for Workers*

# Alleviating Hunger in the UAE



The aim of this project was to provide Iftar Meals for 3,000 needy people during the last ten days of Ramadan, the social issue involved being the alleviation of hunger and combating malnutrition. The relevant UN SDGs are Goals 1 and 2.

We were fortunate to have been partnered in this project with Global Food Banking Network (GFN), a global non-profit organization that works towards a hunger-free future in more than 30 countries and Dar Al Ber Society, a 37 year old regional charity organization established in Dubai under the Ministry of Social Affairs.

The project was carried out during the last ten days of the Holy Month of Ramadan, which is a demanding period for needy people who require more energy to combat physical exhaustion and sustain spiritual resoluteness. The meals were served in keeping with all the hygienic and nutritional requirements of the authorities. The dedication of our camp and catering employees to meet daily cooking and preparatory target was appreciable and the volunteering efforts of those involved in packing, loading and delivery of the packed food to the designated area was a reflection of their devotedness.

The input cost of this project involved monetary, time and in-kind support. The initiative leveraged additional contributions from associating organizations benefiting a larger number of target beneficiaries.

The project manifests a local perspective with a global outlook and conforms to UNSDGS. It has generated much positive PR and substantial positive impact among the community.





# Ethics & Anti-Corruption Idox Compliance

## Interview



Idox Compliance, the company that developed and are hosting our Ethics & Anti-Corruption Online Training Program, had carried out this case study interview with me regarding the program, its development and implementation.

Leading Engineering & Construction Corporation Introduces E-Learning to Address Compliance in High-Risk Countries

The following is an interview conducted by Carsten Gerz, Senior Account Manager at Idox Compliance and is reproduced from their on-line magazine:

### At a glance

- **Client:** Consolidated Contractors Company (CCC)
- **Target group:** 6,000 whitecollar employees with a relevant risk profile
- **Solution:** implementation of e-learning to raise awareness of compliance risks and to provide information about CCC's ethical and anticorruption guidelines.

Consolidated Contractors Group S.A.L (CCC) is the largest engineering and construction company in the Middle East. CCC embraces the ambitions and welfare of over 150,000 employees composed of over eighty nationalities in almost every country of the Middle East, Africa, Europe (including Russia), CIS countries, the Caribbean, Australia and Papua New Guinea. At the end of 2012, CCC's total revenues were in excess of US \$5 billion.

In an interview, Tony Awad, Corporate Ethics Compliance Officer at CCC, describes how e-learning helped to address the organisation's increasing compliance requirements.

### Idox Compliance: What were the main reasons for rolling out this online training program?

**Tony Awad:** There are increasing compliance requirements from our clients, partners and stakeholders. We had to address this and set up a training program to familiarise our workforce with the company's ethics and anti-corruption guidelines. We decided to launch an e-learning program to reach as many employees as possible within a reasonable timeframe and in an efficient way.

### What were the main objectives you were looking to achieve and do you feel that you achieved them?

The project is still ongoing but we have already achieved a completion rate of 90% which is excellent given the fact that this is the first online program ever launched within the organisation and compliance is new to most people.

### Who is the target audience of this program?

Approximately 150,000 people are working for CCC, but most of them are working on construction sites where they are not being exposed to compliance risk and/or do not have regular access to the internet. Finally, we were reaching out to 6,000 white-collar employees who have a relevant risk profile. As such we used a risk-based approach.

*"Many people have their individual certificate printed out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations."*

*Tony Awad, Corporate Ethics Compliance Officer*

### What are the key program features and benefits for the learner?

The program is very user-friendly and attractive for the learner. It does not bore people. The information is presented in a very clear way and it serves its main purpose, i.e. to raise people's awareness of potential compliance risks and how they can behave responsibly.

### What were the challenges when developing and distributing the program?

What solutions did you find? In terms of content development, the challenge was to cover as much as possible but in a concise way. We had to find a good balance, select important cases, etc. Then we had to make sure that it would be understood and accessible for employees across all levels of seniority and IT literacy, whilst also being sensitive to the reality that the target group consisted of people from diverse cultural backgrounds. We were able to find a common language and find the right level of complexity.

### What are the reactions of management and the employees after having completed the online training?

We received very good feedback at all levels; there weren't any negative comments. Our employees have not typically been involved with e-learning and whilst there was scepticism and reluctance in the beginning, this quickly disappeared when they realised that it was straightforward and helpful to their daily business. They appreciate the e-learning concept. The rest was internal promotion. Many people have their individual certificate printed

## Ethics & Anti-Corruption Idox Compliance: Interview

out and displayed in their office, clearly showing they are very proud of it. Management was also very impressed; we exceeded their expectations.

**What was your experience of working with Idox Compliance and Pohlmann & Co? What do you especially value about this cooperation?**

The cooperation and communication with both Pohlmann & Co and Idox Compliance went very smoothly. The communication with all team members was very good. Thomas Lüthi of Pohlmann & Co. is very knowledgeable and a great help to develop bespoke and appropriate content. And whatever I asked Idox Compliance for, I got it. Since compliance at CCC is still a one-man business (me) and although there was excellent technical support in-house, it was even more important to have reliable partners!

**What are the key learning points you have taken from this project? What advice would you give other companies that are planning similar online compliance training programs?**

You have to base your training on a solid compliance program. Your employees need to be aware of the group's guidelines, relevant laws and regulations to raise their awareness

of compliance risks and to help them make confident and informed decisions. The company needs to find a way to promote the compliance concept to their workforce in a positive way, which needs to start from the top!

**What compliance training and communication initiatives are you planning in the near future and why?**

Compliance is not a one-off effort. We are looking further into online refresher programs next year and will continue delivering classroom training to our business. Besides training and communication, which remains an important part of our program, we continue to improve our risk assessment and due diligence standards. Clients are more and more demanding in that respect. We will also look to set up an in-house global compliance organisation.



**Disclaimer:**

This certificate has exclusively been issued for the above mentioned CCC employee. It retains its validity only for the case that the automatically generated user data and the person actually completing the training are identical and the user data has not been abused.





4th Quarter 2017

Issue 124

# bulletin

Quarterly Magazine of Consolidated Contractors Company



## Winds of Change





## Contribution to CSR Initiative

CCC Staff are encouraged to come up with ideas and activities related to CCC's CSR Initiatives including **Going Green** and community involvement events. Please send your ideas, initiatives and achievements to "CSR-CCC" email address [csr@ccc.net](mailto:csr@ccc.net).

### GREECE

#### Christmas Factory



The Athens CSR Committee organized for CCC employees and their children a visit to the Christmas Factory in Athens. The children were able to meet Santa in his house, to explore the sweet and toy factory and enjoy carousel rides. The big attractions of the year were the ice-skating rink and the Magic School where the families had the chance to be entertained for a whole day.

#### Greek and Arabic Classes

Continuing the Athens CSR Committee's efforts to promote inter-cultural relations between communities, Greek and Arabic language classes are consistently organized for CCC employees and their families and are now running for the seventh year in a row.

#### Race for the Cure

The Hellenic Association of Women with Breast Cancer "Alma Zois" in collaboration with the Susan G. Komen for the Cure Association organized the ninth Greek Race for the Cure on Sunday, 1 October. A vast assembly of more



than 36,000 men, women and children of all ages gathered this year, driven by the message for prevention and early diagnosis of breast cancer. CCC was there once again. We are proud to be among the very few organizations that have been supporting this continuously since 2008. Our enthusiastic participants ran or walked two beautiful routes to support the women currently struggling to overcome the disease, to celebrate the survivors but also to honour those that are no longer with us.

### KAZAKHSTAN

#### New Year's Party for Children



The CCEP Atyrau Camp organized a New Year's party for the children of CCEP employees (implemented by the Atyrau IT Team).

All CCEP employees' children as well as parents and guests were invited on 25 December 2017. The programme included games, dancing and gifts (special New Year's packages) for all the children. They were also served with cake and drinks and a special programme with Santa Claus and his animators was put on for them.

Special wishes were extended by Yousef El Rifai, Mohammad Saadat and Tlek Nigmatov.

At the end of the programme all children received gifts from Santa Claus. The children and their parents were very happy and enjoyed the party.

### SAUDI ARABIA

#### Community Cleanup Campaign







Environmental sustainability helps prevent global warming and climate change. One example for sustainability is simply through cleaning. Cleanliness in the environment contributes a lot to maintaining clean and green surroundings.

On 22 November 2017, as part of CCC's Corporate Social Responsibility efforts, the JRUP EPC13 Project initiated an environmental awareness campaign in the form of a community cleanup drive along the corniche road and seaside at Baysh City, Jazan. This campaign was led by Abdallah Attari, Methqal Alqallab and Ameen Al-Aid in cooperation with our client Hitachi and Saudi Aramco with 160 volunteers comprising JRUP employees, workers and staff of different nationalities, including local staff.

### JRUP EPC13 - Blood Donation Drive at Al-Darb Blood Bank



In continuation of our CSR agenda, we would like to thank the JRUP Camp staff who responded to the call and took the time to donate blood during the CCC Blood Drive. The event took place in celebration of the 87th anniversary of the Saudi Arabian National Day. You never know when blood will be needed and this is why having a ready blood supply is so vital for our community.

Blood donations are needed every day and we need to encourage all CCC employees to continue or start donating blood for future eventualities.

Derham Asser, Dr. Hisham Atieh and Methqal Alqallab led the event by bringing awareness to our community with the of 40 Camp team member blood donors. The event was held under

the patronage of the Governor of Al-Darb on 27 September 2017 at Al-Darb Blood Bank. The occasion was reported by the local media.

## UAE

### Recycled Garden



The recycled garden initiative was established on 12 December 2017 by Dana Mahboobeh.

She came up with a creative way of reusing the waste generated by the Al Zahia City Center Project located in Sharjah by providing an area for social and recreational activities where the employees can enjoy the nice weather and take a break from work stress.

This initiative fulfills an environmental, economic, social and health purpose. A brief description of the initiative is as follows:

- The chairs were made from chemical drums.
- The waste bin was made from chemical drums.
- The washing basin was made from chemical drums (wastewater being reused for watering the plants).
- The table was made from a cable tray.
- The planters were made from tyres.

Much appreciation goes to PMV staff for their support and time for making this initiative come to life.

# Volunteers of the Quarter



As we all know, volunteers are the heart of any community. We are so fortunate to have so many individuals who take time out of their busy schedules, to help their neighbours and their community. As a small token of our appreciation, at least once per quarter volunteers are recognized as Volunteers of the Quarter.

For this quarter two CCC Oman employees, **Wafa Salaam Obaid Al-Qadhi** and **Aisha Maskari** are nominated.



## OMAN

**Aisha Maskari**



**Wafa Salaam Obaid Al-Qadhi**



**Aisha** joined CCC Oman in 2005 and is working in the Logistics Department, while **Wafa** joined CCC Oman in 2008 and is working in the Public Relations Department. They have something in common: their willingness to serve and improve their community, besides their love for charity work.

They started in 2014 with the idea of having a Labour Union for CCC Omani workers and they worked hard, as volunteers, to achieve this target as they succeeded to register the union in 2015 with 400 members in one year.

Both Wafa and Aisha are in the CCC Oman Labour Union administration and both have been recognized and honoured by the General Federation of Oman Trade Unions.

During this year 2017, Aisha and Wafa have been very active especially before and during the holy month of Ramadan. They initiated the donation campaign from the company employees: initially it was just for providing support for the families in need by giving them the required food basics for the month of Ramadan, in which they succeeded to support 200 families.

As the employees' donations were beyond expectations and were more than required for the families' support, Wafa and Aisha started to think to expand their charity work to another direction and they managed to give support for the following:

- Submit support to the Oman Cancer Association (Dar Al Hanan).
- Submit support to the seniors' home at Rustaq.
- Donation to the Oman Association for the Hearing Impaired.

Wafa and Aisha even managed to extend their volunteer activities to include arranging sports events for the CCC Oman female employees. They also arranged the celebration for the company female employees on the occasion of Oman Women's Day on 17 October.

On 31 October both Aisha and Wafa were the first to participate in the Oman Cancer Association 14th Walkathon.



# School Renovations in Almaza, Cairo



Not far from the location of Majid El Futtain City Center Almaza Development Project (CCA) lies an extremely underprivileged and highly populated area of 4.5km<sup>2</sup>. There are two local very poorly maintained government schools which rely mainly on donations and local non-governmental organizations (NGOs) to keep their doors open for the children of that area.

The CCA Project Joint Venture (consisting of CCC, Hassan Allam Construction & CCC/Hassan Allam Technologies) along with the client (Majid El Futtain) pooled efforts to improve educational conditions for the children as part of our CSR contribution to the local community.

With the support and follow up of the Egyptian NGO Maaref, the project team visited the schools a few times to assess the required renovations and contributions that could be made to make the school a better place for the children, the teachers and the parents.

The CCA team selected the El Moataz Bi Allah Elementary School due to the high degree of deterioration and the need for immediate support. The contributions made were as follows:

- The payment of school fees for 450 children who were unable to pay (being orphans or of divorced parents).
- The supply of new school desks that can accommodate 600 students.
- The replacement of 100 damaged aluminum windows ensuring that all school windows are fully functional before the start of the winter season.
- The installation of lighting fixtures for all the school classrooms and public areas.





# The Greek Charity “Friends of the Child”

## CORPORATE SOCIAL RESPONSIBILITY

*The following is the transcript of a recent questions and answers session with Yianna Panagiotidou, President of the Association “Friends of the Child”.*

### What is the “Friends of the Child” Association?

The charitable association “Friends of the Child” was founded in 1987 in Athens with the aim of protecting and supporting children from families that face severe problems (financial, social or health related) so that they can grow up with dignity and create a more promising future - for themselves and for society. Over the past 30 years, we have been able to offer valuable help to more than 13,600 children and 5,692 families, giving them the opportunity to face the future with optimism. Through multifaceted support (psychological, moral and material), families are supported and empowered to better cope with their needs, especially regarding their responsibility towards the proper development and education of their children.

“Friends of the Child” is a non-profit organization that operates without state subsidies. Our programmes are implemented by highly specialized staff with experience, long-term focus and great sensitivity for children and their needs, the ultimate goal being to provide the conditions that will allow them to attain a better future. We make every effort to ensure that our association should represent a home, a family, a great warm hug.

### Please tell us something about the nursery operated by the “Friends of the Child” association.

There are not enough words to stress the value of proper childhood education that begins at an early age. Therefore, the “Friends of the Child” Association created a place where children can learn to love learning and receive the care they have been deprived of. These children are experiencing serious developmental difficulties



because they come from a family environment with serious financial and social problems.

At the nursery children have the opportunity to spend several hours of the day in an organized, safe and calm environment doing creative activities, under the guidance of specialized teachers who use specific methods and a variety of educational activities tailored to the children’s needs and limitations. We provide speech therapy, music therapy and psycho-pedagogical programmes focused on emotional and cognitive difficulties. In addition, we offer breakfast, lunch and an afternoon snack to cover in full the children’s daily dietary needs. Also, daily personal care is ensured with bathing and clean clothes. We closely monitor the children’s physical and mental development with regular pediatric follow-ups, vaccinations, and dental check-ups. Additionally, we aim to offer a variety of recreational programmes to positively affect children’s cognitive skills. Finally, a psychologist supports our work by empowering





## The Greek Charity “Friends of the Child”



parents and educating them in managing serious issues affecting their children’s development.

It is noteworthy that since 2007, our nursery has provided substantial support to more than 320 children.

### How has CCC’s contribution made a difference?

CCC has been supporting the “Friends of the Child” nursery since 2013. Initially the support began with the provision of food supplies and household items necessary for the daily preparation of the children’s meals, a substantial contribution that enabled us to help children with serious nutritional needs.

As of 2015 CCC has been backing the nursery’s educational and recreational programme which



includes visits to theatres and museums as well as outdoor activities. In addition, the transportation to and from the nursery is also covered to facilitate each activity. The objective of the educational and recreational programme is to strengthen the children’s mental and emotional capacities. Delivering stimuli through these diverse programmes offers them the chance to enrich their imagination and contributes to their normal development. Such experiences are important for the children, who would otherwise have little or no opportunity to engage in such activities due to their problematic family environment.

### What are the Association’s future plans?

The children cared for by the “Friends of the Child” Association usually grow up without a well-defined family background. Their parents are financially and mentally devastated and often neglect their upbringing and care. Effectively the children grow up without proper parental supervision and as a result they do not manage to make use of their full potential minimizing their chances of personal development and social inclusion. The children usually experience family neglect, drop out of school prematurely and are likely to be socially isolated and marginalized as youngsters and teenagers.

In order to prevent this development, our association’s aspiration is to extend the significant work conducted at our nursery for children who complete their term there. For this reason we are planning to create a youth centre where we will carry on offering youngsters the necessary resources for their cognitive, emotional and physical development. Through this centre we will provide children guidance with their schooling and offer them additional educational benefits such as remedial courses, speech and/or occupational therapy, special education, a library and so on. At the same time, we will support parents and children with counseling to ensure that the children’s education is not impacted by major family problems. The objective is for children to complete their school years and be in a position to claim the future they deserve.

The underlying purpose is to embrace children during the critical tender ages and prevent them from being trapped in harmful conditions that will accompany them throughout their life.

# Omani Women's Day



Oman's women's day is celebrated annually on 17 October.

The last forty years or so have seen the role of women in the workplace go through leaps and bounds as perceptions change for the better.

Women in Oman are no longer held to household confinement but are now presented with greater freedoms to choose their own destiny.

Women can now pursue careers in top administrative positions. In fact, the women of Oman have experienced a tremendous amount of growth in practically all sectors of society. However, this was not always the case. Pre-1970, women in Oman were historically excluded from society in the sense that their main role was to support their husband and bear his children.

In the year 2000, an estimated 17% of women made up the Omani workforce. In 2011, that percentage increased to 30%. However, this is not to disparage any Omani women who choose to work at home. Choice is the important factor in this scenario. That is, having the choice to do so or not.

Omani Women's Day is observed with many grand events and award ceremonies that give praise and highlight the great achievements of Oman's women.

Omani Women's Day celebrates the achievements of the nation's women whilst also acknowledging the obstacles and challenges that have been thrown their way over the years. The day also serves as a reminder of the nation's progression as a whole.

Since CCC's first projects in Oman in 1971 the company has always been aware of its role in developing Omani society, including giving Omani women the opportunity to work in the company, wherever possible. Currently, CCC Oman employs 33 Omani women in various departments and projects.



This year, CCC Oman in cooperation with the CCC Labour Union celebrated this day by making an entertainment and sports event for the Omani women working in the company at one of the prestigious women clubs in Muscat. During that event they enjoyed the sports event and they were honoured for their continuous achievement in the company. The event was under the care of Tayba Al Huseiniah from the General Federation of Oman Trade Unions.





# Oman Cancer Association 14th Annual Walkathon



When it comes to our health, prevention is much better than cure. Several diseases and injuries are preventable and can be managed much better if identified earlier on.

It is common for people only to go to the doctor when they are feeling unwell. A regular check-up with your doctor helps to assess your overall health and to identify your risk factors for disease. By knowing what's normal for you early on, you'll be able to detect any serious changes later.

An estimated two-thirds of all cancers are preventable. Information and education are key to cancer prevention, early detection and to sound decision making about treatment options.

Normally when we hear the "C" word "cancer", it is something that we do not like to talk about as it affects the lives of so many people; however, it is so important that we do talk and raise awareness. If we do not talk about it, how are we going to fight cancer?

The proportion of cancers caused by inherited faulty genes is small. Experts estimate that only about two or three in every hundred cancer cases are linked to inherited gene faults. It is estimated that four out of ten cancers can be prevented by making simple lifestyle changes.

Early diagnosis relies on people being aware of their risk for any type of cancer and communicating with their doctor about different screening options and how often the required tests should be done.

Accordingly, due to our belief in the importance of the awareness to prevent cancer and in line with our President's wellness initiative to improve employees' health, a group of employees from CCC Oman participated in the

Oman Cancer Association (OCA) 14th Annual Walkathon.

The gathering for the event started in the early afternoon on Tuesday 31 October 2017 at the event location, Al Qurum Natural Park.

Inside the Park everything was ready to start this wonderful day. Participants were from different nationalities, men, women and children forming groups and representing different institutes and companies.

Volunteers were everywhere organizing the event and guiding the participants, while others were forming awareness groups to educate the participants about breast cancer and cancer in general, even the mobile mammogram unite was at the location ready for any lady who wanted to know about this test as an early warning for any possible breast cancer.

All participants gathered at the stage to listen to speeches from the organizers, where they thanked everybody for joining them in this walkathon and what it means to support the Oman Cancer Association (OCA) and their ambitious programmes.

After the speeches the walkathon began and we went around the lake and back to the stage where everybody enjoyed some performances of cultural dances and singing and at the end there was a raffle draw.

As for the CCC Oman team, they enjoyed the event and they were looking forward to repeating it next year with a bigger team and more involvement in the event.



# Football Tournament at the ATD Project



The CSR Committee at Dualization of Adam-Thumrait Project (ATD Oman) recently organized a football tournament for the project's employees with the full support of the project management. The main aim of the event was to create and motivate a competitive and sporting spirit as well as to boost the morale of the employees at the ATD Project.

The tournament started on 4 November 2017 and included the participation of six teams. It was a very exciting, challenging and amazing tournament.

The two teams that made it to the final game and played on 15 November 2017 were "Almot'a" and "The Eagles". The match was very interesting, tense and full of excitement and fun. Afterwards, the project management presented the champions and runners-up with trophies and medals as follows:

- Champions: ALMOT'A
  - Runners-Up: THE EAGLES
  - 3rd Place: AMIGOS
  - Best Player: Nasser Abdullah Al Hashmi
  - Top Goal Scorer: Fahad Abdullah Al Hashmi
  - Top Fair Player: Mazin Said Rashid Al Kalbani.
- (The Top Fair Player Award or Medal is given to players as recognition of exemplary behaviour that promotes the spirit of fair play.)

Finally, we thank all personnel who contributed to the success of the tournament as well as the CCC ATD project management for providing the facilities including the trophies and medals. We also would like to congratulate the winning teams and all those who participated and played in this tournament, and all our team members for their support.





# Jazan Region Football Tournament



As a part of 2017 Wellness Initiative we recently organized an inter-project football tournament at the camp football ground.

A total of ten teams participated from different CCC projects in Jazan region (JRUF, JRUP, JSRU and SARU). After a month-long series of league matches, the final match was played between JSRU and JRUP. Both teams put up a good fight, the matching ending in a draw with a penalty goal deciding the outcome of the match: JSRU won the trophy 3-2. The event finished with flying colours thanks to the great support of management and the organizing committee.

A huge number of camp residents witnessed and enjoyed the magnificent moment. During a thanksgiving address, the organizing committee expressed appreciation for all the cooperation and support of management which made this event successful.



As management representatives, camp manager Khoder Hodroj and Engineer Ziad Abu Sharar attended the event and handed over trophies to the winning team, the runner-up team, the best player of the match and the best player of the tournament and gave medals to both team members and the tournament organizing committee.

During the award ceremony, the camp manager showed his appreciation for the efforts of the tournament organizers and repeated his commitment to promote wellness activities in the workers' camp and stated that such activities will be always supported.





## Appendix 1 – Awards





الهيئة العامة للطيران المدني  
General Authority of Civil Aviation



مجموعة بن لادن السعودية  
SAUDI BINLADIN GROUP



قطاع العمارة وإنشاء المباني  
مشروع المطار الملك عبدالعزيز الدولي بجدة  
New King Abdul-Aziz International Airport  
إدارة السلامة والصحة المهنية HSE DEPARTMENT

# *Certificate of Achievement*

Is awarded to

*Consolidated Contractors Co.*

*On significant achievement of*

**30 MILLION SAFE MAN-HOURS WITHOUT LOST TIME INJURY (2011-2016)**

**During Construction of New King Abdul Aziz International Airport  
Development Project.**

**This certificate is presented on the 1st day of March 2017.**

*New King Abdul Aziz International Airport Development Project  
Jeddah, Kingdom of Saudi Arabia*

Engr. Hani Kassem  
Project Director

  
Engr. Yousef Al Ghamdi  
SBG-HSE Manager



قطر تستحق الأفضل  
Qatar Deserves The Best

## (SAFE) CONTRACTOR AWARD

To

### CCC - Teyseer Contracting Co JV

In recognition of the implementation of a construction safety initiative under the  
LR&DP (SAFE) Standard.

Roads and Infrastructure in Bani Hajer North Phase 2, Package 7

Public Works Authority Local Roads & Drainage Programme.

April 2017

**Saoud Al Tamimi**

Manager of Road Projects Department  
Ashghal – Public Works Authority

**Dr. Mohamed Nazier**

PMC – Programme Director  
Parsons Brinckerhoff



# Certificate of Participation

presented to



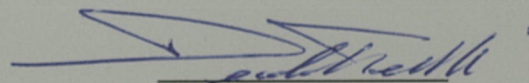
Consolidated Contractors Company

In recognition for participation in the

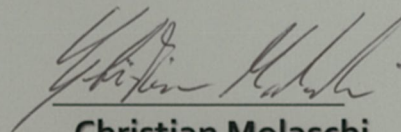
**'2017 HSES SUBCONTRACTOR FORUM'**

This certificate is awarded on the 14<sup>th</sup> of November 2017

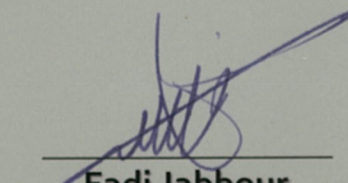
Snamprogetti Saudi Arabia Co. Ltd. and Snamprogetti Engineering & Contracting Co. Ltd thank you for your active participation, continuous commitment for HSE excellence and for the determination to acquire the skills and competencies necessary for HSE to contribute towards the success of Saipem Projects



**Daniele Quintarelli**  
Chief Executive Officer  
Snamprogetti Saudi Arabia Co. Ltd.



**Christian Molaschi**  
General Manager  
Snamprogetti Engineering and Contracting  
Co. Ltd.



**Fadi Jabbour**  
Country HSE&S Manager  
Snamprogetti Saudi Arabia Co. Ltd.





المؤسسة العامة القطرية للكهرباء والماء  
Qatar General Electricity & Water Corporation

# Certificate of Accomplishment

**This certificate has been issued to**  
Consolidated Contractors Group / Teyseer Contracting Company JV - CTJ



In recognition of achieving 20 Million Man Hours without Lost Time Injury

From the Technical Affairs Directorate-Water Projects Department

During the Construction of the Water Mega Reservoir Project

PRPS 5 (Package C) GTC 626C/2014, Al Thumama - Qatar

Mohammed Salem Al Mansoori  
Manager - Water Projects Department  
October 2017



# CERTIFICATE OF RECOGNITION

## Health and Safety Achievement

This is to acknowledge

**Consolidated Contractor Group / Teyseer Contracting Company - JV**

For achieving 10 Million Man-hours without a Lost Time Injury on the Water  
Mega Reservoir Project, PRPS 5, Al Thumama, Qatar

**March 2017**

Jack Overkamp

Country Managing Director

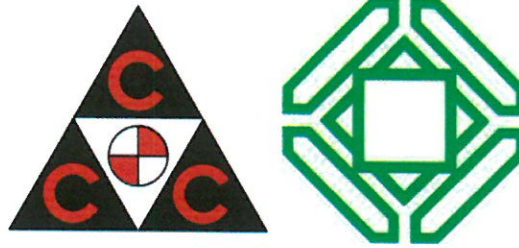
**T R A C K TO 0**



المؤسسة العامة القطرية للكهرباء والماء  
Qatar General Electricity & Water Corporation

# Certificate of Accomplishment

**This certificate has been issued to**  
Consolidated Contractors Group / Teyseer Contracting Company JV - CTJ



In recognition of achieving 10 Million Man Hours without Lost Time Injury

From the Technical Affairs Directorate-Water Projects Department  
During the Construction of the Water Mega Reservoir Project  
PRPS 5 (Package C) GTC 626C/2014, Al Thumama - Qatar

**Mohammed Salem Al Mansoori**  
Manager - Water Projects Department  
February 2017



# شهادة شكر وتقدير Appreciation and Recognition Certificate

February 2017

Abu Dhabi Airports Management extends their  
sincere thanks and appreciation to

تتقدم إدارة مطارات أبوظبي بخالص الشكر والتقدير إلى

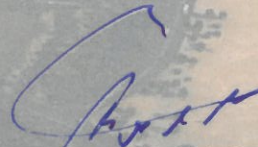
## Consolidated Contractors Company

The recognition of your contribution in  
achieving 2 Million Man-Hours without Lost  
Time Injury.


تقديراً لجهودكم المبذول في تحقيق 2 مليون ساعة عمل دون  
وقوع أية إصابات تهدر وقت المشروع.



Nader Al Khatib  
VP – MTC Infrastructure



Abdulla Al Dharif  
Head of HSE & Security



Sulaiman Al Siksek  
Chief Programs Officer



شهادة شكر وتقدير

# Appreciation and Recognition Certificate

February 2017

Abu Dhabi Airports Management extends their heartfelt congratulations to

تتقدم إدارة مطارات أبوظبي بخالص الشكر والتقدير إلى

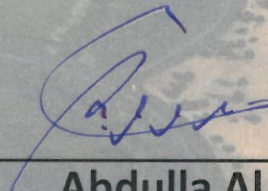
## Consolidated Contractors Company

For being the top performer of the Safety League in the 100,000 and above man-hours per month category

تقديرًا لجهودكم المبذولة في تحقيق أعلى مركز في ممارسات السلامة للعمل على مدار أكثر من 100,000 ساعة عمل وفقاً للتصنيف الشهري.



Nader Al Khatib  
VP – MTC Infrastructure



Abdulla Al Dharif  
Head of HSE & Security



Sulaiman Al Siksek  
Chief Programs Officer





## Appendix 2 – Welfare Practices

# CCC INCENTIVE SCHEME

## HSE Incentive Scheme Program:

### ➤ Purpose

- ✓ To encourage employees' safety participation
- ✓ To develop proactive safety culture

### ➤ Awards

#### Safety winner

- Each month one supervisor from each discipline
- Award of certificate and prize

#### The criteria for choosing

- The number and quality of tool box talks
- Setting a good example by wearing their PPE
- Having a good safety attitude and encouraging their workers to work in a safe manner.

#### Safest worker

- Award of certificate and prize.
- Bulletin for monthly HSE awardee

#### The criteria for choosing

- At all times wearing their PPE.
- The number of attendance in tool box talks.
- Encourage their fellow workers to wear their PPE and to carry out their work safely.

#### Accident free milestone award to subcontractor

- Pre-determined HSE target according to work volume.
- Award ceremony and issue of certificate.



# CCC INCENTIVE SCHEME



## - Project Awards Ceremonies

Motivation is the driving force behind a person needed to achieve their goals. At CCC we motivate our staff with the provision of cash incentives, Gifts and Certificates of Recognition. The picture of those awarded cash sums and Certificates is taken in poignant places to encourage all employees to work safely.



# CCC INCENTIVE SCHEME

## - Project Awards Ceremonies





# CCC INCENTIVE SCHEME

## - Project Awards Ceremonies



# CCC INCENTIVE SCHEME

## - Project Celebrations & Activities (Miles Stone Achievement)

On the occasion of Millions Man hours LTI free, Project Management arranged an musical program at the camp for all employees





# CCC INCENTIVE SCHEME

## - Project Celebrations & Activities (Miles Stone Achievement)



# CCC CAMPS INITIATIVES & ACTIVITIES

**To ensure that CCC camps are complying with public health requirements and that personnel housed therein are provided with safe, secured and clean living facilities, the camp administration, project management and HSE are working together to improve the living situations inside the camp by doing initiatives and activities.**

**Here are some of the initiatives and activities that were done in the camps:**





# CCC CAMPS INITIATIVES & ACTIVITIES

## “Green Camps”



# CCC CAMPS INITIATIVES & ACTIVITIES





# CCC CAMPS INITIATIVES & ACTIVITIES



## CCC CAMPS INITIATIVES & ACTIVITIES

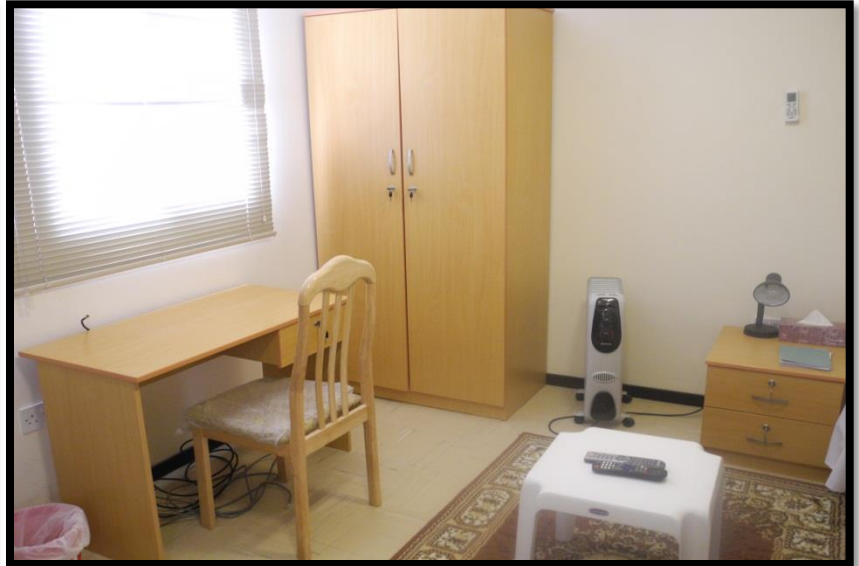
**Another initiative from the camp is providing fence under the cabins to ensure that animals will not use the space as breeding grounds.**





# CCC CAMPS INITIATIVES & ACTIVITIES

## “Camp Accommodations”



# CCC CAMPS INITIATIVES & ACTIVITIES

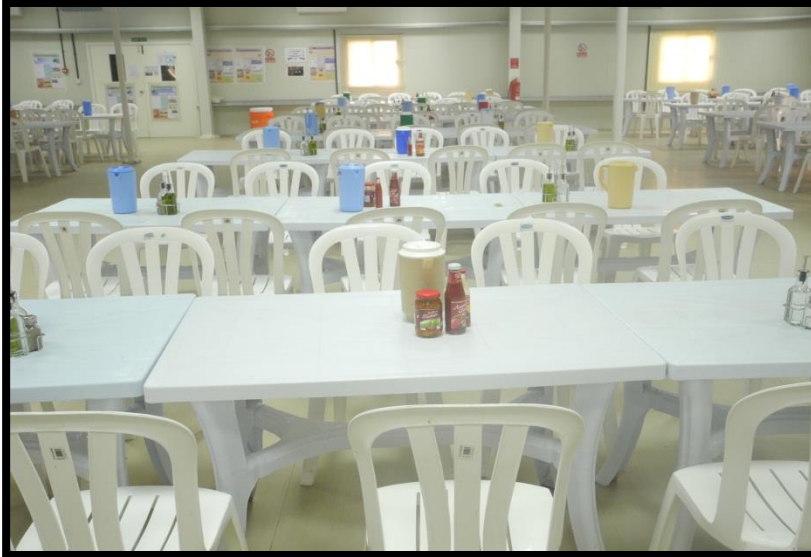
## **“Kitchens & Food Preparations”**





# CCC CAMPS INITIATIVES & ACTIVITIES

## “Mess Halls”



# CCC CAMPS INITIATIVES & ACTIVITIES

## “Camps Laundry”





# CCC CAMPS INITIATIVES & ACTIVITIES

## “ATMs & Canteens”



# CCC CAMPS INITIATIVES & ACTIVITIES

## “Camps Gyms & Recreations”





# CCC CAMPS INITIATIVES & ACTIVITIES

## “Camps Playgrounds ”



# CCC CAMPS INITIATIVES & ACTIVITIES

To encourage team work and sportsmanship, games were held during Sports Day.





# CCC CAMPS INITIATIVES & ACTIVITIES





## **Appendix 3 – Mesaieed Camp and HLV Camp**



# **HAMEEM LIVING VILLAGE**

**CONSOLIDATED CONTRACTORS COMPANY**

**ABU DHABI-UAE**



## CERTIFICATES



### CERTIFICATE

Management system as per  
**ISO 9001 : 2015**

In accordance with TÜV NORD CERT procedures, it is hereby certified that:

**Advanced Catering Company LLC**  
Plot H1C3-4, Sector 4, Hameem Living Village  
113239, Abu Dhabi  
United Arab Emirates



applies a management system in line with the above standard for the following scope:

**Provision of catering and facilities management services (including cleaning, laundry, restaurant management and labor accommodation management)**

Certificate Registration No. 44 105 18580015  
Audit Report No. 5800 7462

Valid from 2018-04-01  
Valid until 2021-03-31



Certification Body  
at TÜV NORD CERT GmbH

Abu Dhabi, 2018-04-01

This certification was conducted in accordance with the TÜV NORD CERT auditing and certification procedures and is subject to regular surveillance audits.

TÜV NORD CERT GmbH

Langemannstraße 20

45141 Essen

www.tuv-nord-cert.com



### CERTIFICATE

Food safety management systems as per  
**EN ISO 22000 : 2005**  
Requirements for any organization in the food chain

In accordance with TÜV NORD CERT procedures, it is hereby certified that:

**Advanced Catering Company LLC**  
Plot H1C3-4, Sector 4, Hameem Living Village  
113239, Abu Dhabi  
United Arab Emirates



applies a management system in line with the above standard for the following scope:

**Procurement, storage, preparation, cooking and serving of food and beverages**

Certificate Registration No. 44 281 16580015  
Audit Report No. 5800 7461

Valid from 2018-04-01  
Valid until 2021-03-31



Certification Body  
at TÜV NORD CERT GmbH

Abu Dhabi, 2018-04-01

This certification was conducted in accordance with the TÜV NORD CERT auditing and certification procedures and is subject to regular surveillance audits.

TÜV NORD CERT GmbH

Langemannstraße 20

45141 Essen

www.tuv-nord-cert.com





## CERTIFICATES



### CERTIFICATE

**HACCP (Hazard Analysis Critical Control Points)**  
**Management system as per Codex Alimentarius Commission**  
 Recommended International Code of Practice - General principles of  
 Food Hygiene CAC/RCP 1-1969, rev. 4 (2003)

In accordance with TÜV Middle East procedures, it is hereby certified that

**Advanced Catering Company LLC**  
 Plot H1C3-4, Sector 4, Hameem Living Village  
 113239, Abu Dhabi  
 United Arab Emirates



applies a management system in line with the above standard for the following scope

**Procurement , storage, preparation, cooking and serving of food and beverages**

Certificate Registration No. DAC 01 00697  
Audit Report No. 1000 2804

Valid from 01-04-2018  
Valid until 31-03-2021

  
 Certification Body

Dubai, 01-04-2018

This certification was conducted in accordance with the TÜV Middle East auditing and certification procedures and is subject to regular surveillance audits.

TÜV Middle East No. 202, Dubai Real Estate Center, Al Mina Road, Satwa, P. O. Box 78123, Dubai, UAE [www.tuvme.com](http://www.tuvme.com)



DAC  
شركة دايك  
للإدارة والتدقيق  
CE-011-M5/2

## APPRECIATION CERTIFICATES

Hameem Living Village was awarded three out of four categories during award ceremony for the “**Safety in Heat Program Competition**” organized by “**Abu Dhabi Occupational Safety and Health (OSHAD)**” in collaboration with Zonescorp & Musanada.





## APPRECIATION CERTIFICATES



## APPRECIATION CERTIFICATES





## **VILLAGE FACILITIES & SERVICES**

- Security (24 hours/7 Days) –supported with CCTV and cameras
- Recreation Facilities
  - ❖ Indoor Gym
  - ❖ Out door Gym
  - ❖ TV Rooms & indoor games (billiard, Ping Pong...)
  - ❖ Basket ball playground
  - ❖ Volley ball playground
  - ❖ Green Areas
- WIFI
- Medical Services (Clinic)
- Housekeeping Services
- Central Kitchen
- Firefighting System
- Laundry Services
- Catering Services

## GREEN AREAS









## SECURITY (24 hours/7 Days)

- ☐ Approved 3<sup>rd</sup> party Security Guards are available to prevent unauthorized entry to the village
- ☐ To prevent materials that are not allowed inside the village such as alcohol, drugs...







**HAMEEM LIVING VILLAGE**  
**CONSOLIDATED CONTRACTORS COMPANY**  
**ADVANCED CATERING COMPANY**



## **ACCESS CONTROL SYSTEM**





# HAMEEM LIVING VILLAGE

## CONSOLIDATED CONTRACTORS COMPANY

### ADVANCED CATERING COMPANY



## CCTV ROOM





## SMOKING AREAS

Smoking is allowed only outdoors designated area, to ensure healthy and safety environment to all village employees & residents.

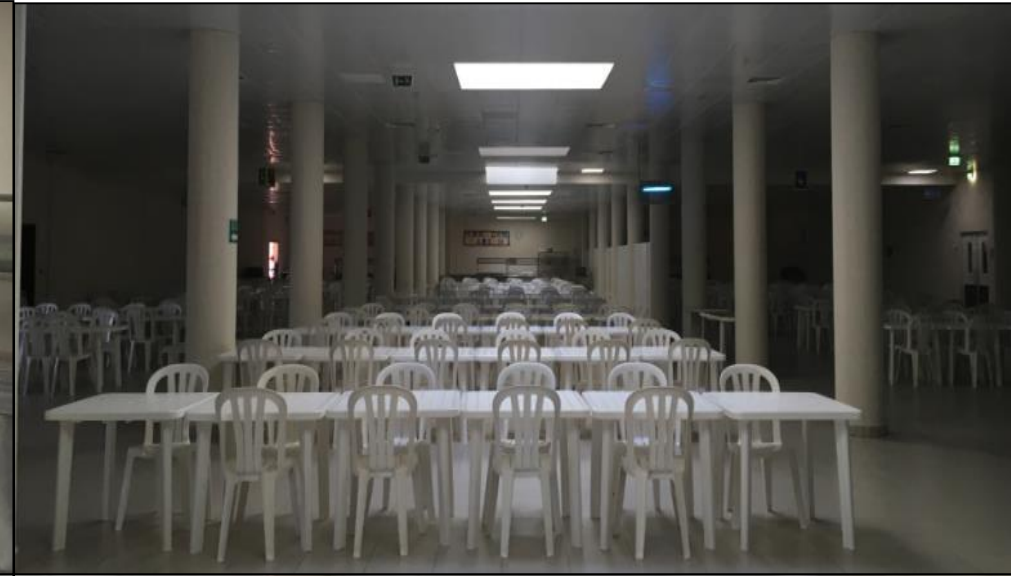


## KITCHEN





## DINNING Halls ( 1 for Senior Staff, & 1 for workers)



**SUPERMARKET:** operated by 3<sup>rd</sup> party available inside the village







**HAMEEM LIVING VILLAGE**  
**CONSOLIDATED CONTRACTORS COMPANY**  
**ADVANCED CATERING COMPANY**



# RECREATION FACILITIES

## Outdoors Gym







# HAMEEM LIVING VILLAGE

## CONSOLIDATED CONTRACTORS COMPANY

### ADVANCED CATERING COMPANY



## RECREATION FACILITIES





## **RECREATION FACILITIES**

**Recreation facilities for employees with TV arrangement**



## PLAY GROUNDS





## ATM AND CHARGING PHONE MACHINE





**HAMEEM LIVING VILLAGE**  
**CONSOLIDATED CONTRACTORS COMPANY**  
**ADVANCED CATERING COMPANY**



**CLINIC**





## Clinic & First Aid Room



## Laundry





## MOSQUE







## Free medical screening during Labour Day





## Workers Awareness Day, presented by Abu Dhabi police









## VOLLEYBALL





## BILLIARDS



## TABLE TENNIS





## RAMADAN MONTH DECORATION

VILLAGE DECORATION FOR HOLY MONTH OF RAMADAN - 2018

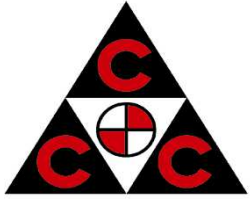




# Flag Day







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**



**WIRELESS INTERNET / Wi-Fi OPEN AREAS**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**

**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**

**INTERNET CAFÉ (STAFF & WORKERS)**



**RECREATIONS**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**

**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**

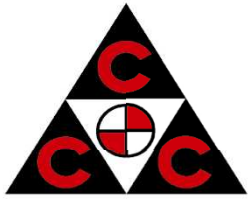
**GYM**



**MESSING FACILITIES**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**

**MOSQUES & PRAYING ROOMS**



**FIRST-AID UNIT**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**

**FIRE FIGHTING CREW**



**MULTI PURPOSE PLAYGROUNDS**



**LAUNDRY SERVICES**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**

**STORES**



**ACTIVITIES**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**  
**MESAIEED CAMP**







CONSOLIDATED CONTRACTORS GROUP S.A.L.

(OFFSHORE) (CCC) - QATAR

MESAIEED CAMP







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**







**CONSOLIDATED CONTRACTORS GROUP S.A.L.**  
**(OFFSHORE) (CCC) - QATAR**

**MESAIEED CAMP**







## Appendix 4 - Award Certificate



2017 MENA Green Building

**AWARDS**

This is to certify that

**Consolidated Contractors Company (CCC)**

was awarded

**Green Contractor of the Year**

مجلس الامارات للابنية الخضراء  
Emirates Green Building Council

May 17<sup>th</sup> 2017

Saeed Al Abbar | Chairperson





---

## **Appendix 5 - CCC's Sustainability Objectives 2017**

# CCC SUSTAINABILITY OBJECTIVES 2017

## “One Stop Information Sheet”

### INTRODUCTION

Sustainability means living within the resources of the planet without damaging the environment now or in the future. Within a business context, sustainability involves using the assorted assets of the company efficiently, to allow it to continue functioning profitably over the longer term.

CCC Sustainability Induction Video available here: <https://youtu.be/5U-wFQVI-2Q>

### 1. SUSTAINABILITY IN OPERATIONS

CCC is committed to using natural resources responsibly and strives to minimize the environmental impact of our operations. We emphasize environmental excellence as being an integral part of our construction and camp operations.

Cost effective and commercially viable solutions have been developed to facilitate the fulfillment of CCC’s Sustainability goals.

Listed below are established business cases for further development and transferability to CCC operations:

1. Solar PV Power Plant ([Link to Case Study](#))
2. Solar Water Heating System ([Link to Case Study](#))
3. Various Environmentally-friendly Initiatives (including certain Life Cycle Cost Analysis) ([Link to Initiatives & LCA](#))

CCC Projects are committed to:

- **Carbon Footprint Reduction**  
Enforce implementation of energy saving practices such as the use of both fuel efficient or alternative fuel vehicles (whenever possible), utilization of mass transit, solar power and heating and many others.
- **Water Conservation**  
Reduce water consumed by CCC’s operations worldwide. Enforce using water saving mechanisms on projects and camps, utilizing water metering and reduce outdoor water use.
- **Waste Management**  
Increase construction waste reuse and recycling. Limit the environmental footprint of our camps and promote a culture of sustainable and environmentally friendly living.

CCC’s Sustainability Initiatives Checklist provides a detailed list of related practices applicable to CCC projects, camps and Offices. These checklist items bear relevance to environmental and overall corporate responsibility ([Link to Checklist](#)).

### 2. SUSTAINABILITY IN VALUE CHAINS

We seek better alignment of projects’ targets with CCC’s goal for greater sustainability in our value chain. Project Management should stimulate more efficient implementation of construction projects and drive change towards sustainable construction activities.

### 3. IMPACT INTEGRATION

During decision making, the full range of environmental, economic and social effects ought to be examined. CCC projects shall implement a holistic assessment for the design and construction of temporary works, raw-material production, manufacturing, distribution, usage and disposal including all necessary interim transportation steps.

### 4. LEADERSHIP AND COMMITMENT

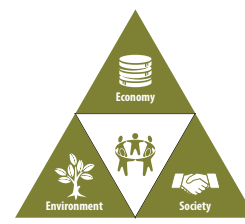
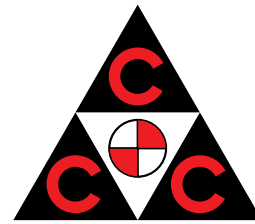
Commitment is the first step for the successful implementation of sustainability. Increasing and maintaining a high level of commitment and awareness from all site teams is required to successfully achieve our sustainability targets. Project Management is expected to encourage site personnel to discuss, improve and implement sustainable practices.

The CCC project team must be aware of emerging environmental and social trends, and the risks and opportunities they create for our business.

A structured knowledge framework has been developed to increase awareness and drive behavior change among CCC employees. This awareness drive covers: posters (in [Arabic](#), [English](#), [French](#), [Hindi](#), [Kazakh](#), [Russian](#) and [Urdu](#) language), [videos](#) and [tool-box talks](#).

Project Control Managers are expected to ensure that:

- Posters are displayed throughout their relevant areas
- All staff members are presented with the videos and tool box talks
- Discussions are promoted on the topics covered



### 5. PERFORMANCE REPORTING (SUSTAINABILITY KPI’s)

#### Periodic Reporting

Commitment to monitor performance via the below options:

- Monthly Basis (trend identification and performance measurement) ([Link to Example](#))
- Annual Basis (comprehensive sustainability report) ([Link to Example](#))

#### Corporate Reporting Process

The Central Sustainability Group consolidates the various individual reported KPI’s, as a means of continued monitoring, development and improvement. CCC follows the Global Reporting Initiative (GRI) standards.

### 6. RISK MANAGEMENT

Our main sustainability risk relates to ensuring that sustainability is embedded into our services and achieving our corporate sustainability objectives.

It is very important that project teams understand their contractual responsibilities on a green project in order to control associated risks and ensure a successful project. (This is applicable to a green certified project such as LEED, ESTIDAMA, GSAS, etc.)

#### TENDERING

- The estimation team shall thoroughly review conditions ensuring all general and special requirements of the contract and addenda are well-defined. Particularly, specifications and drawings ought to be carefully examined and all green requirements identified along with their cost and time impact.
- A list of all related green requirements with corresponding costs shall be prepared and kept in the project’s records for future need.

#### CONSTRUCTION

##### *Contracting*

- Project contract shall clearly state that CCC is responsible for credits related to construction activities and is not liable for the entirety of green certification. Also, CCC shall not be liable for any costs associated with credit appeal process of any Green credit(s). In design-build projects, the team must carefully assess obligations and risks for the design-build of the concerned green project and ensure that the contract minimizes the risks associated with green builds.
- The contract team shall negotiate clear contract terms that do not unreasonably hold CCC responsible for the owner’s design, energy and efficiency goals.
- Bearing in mind that a projects’ green rating status is often not achieved until 6 to 18 months after completion, projects are well advised to disassociate payment advances and milestones from certification ratings.

##### *Execution*

- The project control team should identify the administrative requirements associated with green construction and include them in the project plan to avoid any impact on the project.
- The project team needs to review the specifications and drawings in detail to accurately determine the scope of work, including green construction requirements, and the rating level of the green building certification.
- The project team needs to make sure that applicable green project requirements are incorporated into subcontractor and supply agreements. This will ensure that the party which is the most able to fulfil green project requirements and better control the associated risks is selected.
- Recruiting subcontractors and suppliers with validated experience and skills in green construction.
- The Project Manager shall make sure that the entire team understands the requirements for each sought credit and that each team member has a clear role and responsibilities towards a successful implementation.

### 7. SUPPLY-CHAIN AND SUBCONTRACTORS MANAGEMENT (SCREENING)

Project Management ought to consider the environmental, economic, social and reputational impacts associated with supply chain decisions. The Project team is well advised to track subcontractor’s compliance with CCC’s sustainability standards towards: the environment, labor practices, human rights and anti-corruption ([Link to Assessment](#)).

### 8. SUSTAINABLE INNOVATION AND COMPETITION

Projects are encouraged to examine new advances in sustainable technology, question them, test them when viable and complete a detailed report on innovation or pilots thereof. Innovation shall be recognized and rewarded.

Specifically, in 2017, CCC will conduct the first annual Sustainability competition to further encourage sustainable behavior. Winning Projects and Camps will receive prizes and recognition to implement sustainability-related upgrades and enhancements. The Sustainability Competition will take place in December 2017 and will recognize Projects and Camps that have made proven achievements in: energy use savings, water conservation, waste reduction and increased recycling.



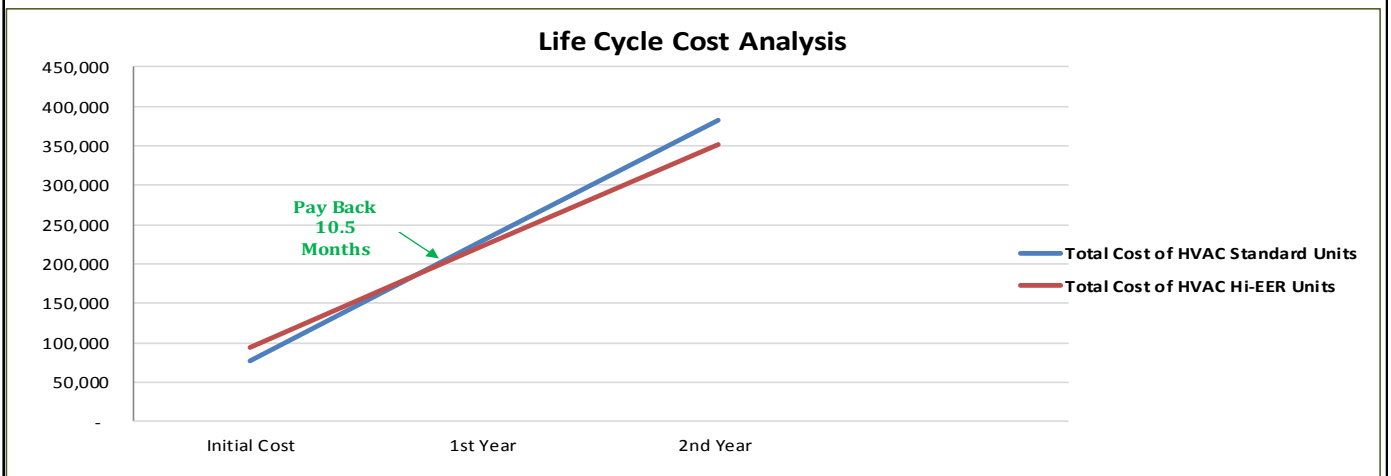
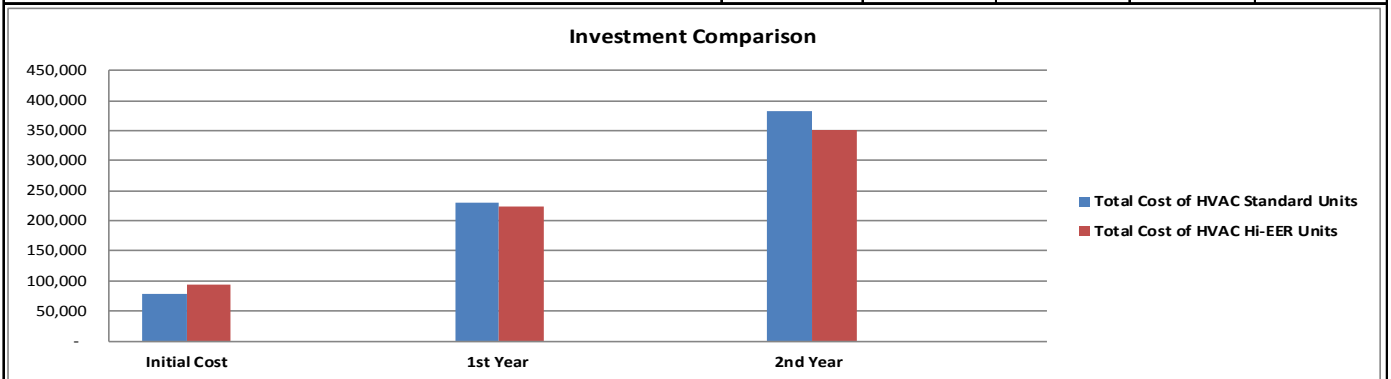


## Appendix 6 - High efficiency HVAC units



**Consolidated Contractors Company**  
**CAMP LAYOUT AND DESIGN MANUAL**  
**CM-CSQM-013 Rev.2**

Electricity Tariff AED/Kw*	0.8	<b>LIFE CYCLE COST ANALYSIS FOR INSTALLING HIGH-EFFICIENT HVAC UNITS PLUS ENERGY CONSUMPTION @ APM HEAD HOUSE PHASE 1 - TEMPORARY SITE FACILITIES</b>			
Cost of HVAC Standard Units is AED (Mitsubishi)	2223				
Cost of HVAC Hi-EER Units is AED** (General)	2717				
Total HVAC Units at Office	35				
Total Daily Energy Use (Std) Kw***	610.5				
Total Daily Energy Use (Hi EER) Kw***	514.8				
Consumption Cost per month (Std) AED	12698.4				
Consumption Cost per month (Hi EER) AED	10707.8				
Monthly Saving due to use of High Efficient A/C (AED)	1990.6	<b>Pay Back after 10.5 months</b>			
<b>Summary</b>	<b>Initial Cost</b>		<b>1st Year</b>		<b>2nd Year</b>
Total Cost of HVAC Standard Units	77,800		230,181		382,562
Total Cost of HVAC Hi-EER Units	95,100		223,594		352,088
<b>CUMULATIVE SAVING 'AED'</b>			<b>6,587</b>		<b>30,473</b>



**Assumptions:**

- \*) Cost of producing Electricity from generator is 0.8 (Aed/kWh)
- \*\*) Hi EER means High Energy Efficiency Ratio
- \*\*) Total daily energy based on 10 hours/day
  - Mitsubishi Standard HVAC: power Input is 1.85 Kw/hr  
Total daily energy use Kw = 35 Units \* 1.85 kw/hr \* 10 Hrs/day = 610.5 Kw/day
  - General Hi-EER HVAC: power Input is 1.56 Kw/hr  
Total daily energy use Kw = 35 Units \* 1.56 kw/hr \* 10 Hrs/day = 514.8 Kw/day

<b>Conclusion:</b>				
Project period	Saving in AED	Saving in tCo2	Feasibility	
<b>15 Months</b>	<b>8858</b>	<b>62.8</b>	<b>Yes</b>	No
Project director / Manager Approval:				





---

## **Appendix 7 - CCC's Supplier and Subcontractor Sustainability Self-Assessment Form**

For CCC Use Only	
Allocated Budget US\$	

Project/Area (Name & Number):	
Subcontractor/Supplier:	
Scope Of Work:	
Agreement Status: (Prequalification, Tendering, Contract Signed etc...)	
Assessment By: (Name & Title)	
Assessment Date:	
Signature:	

**Notes to user:**

1. Assessment Form shall be completed following careful review of Subcontractors/Suppliers Input & Supportive Documents/Evidence.
2. Supportive evidence to be attached to this form.
3. N/A (Not Applicable)
4. Score:
  - 5 = Yes, in place.
  - 2 = inadequate or not in place; will be in place by Date xxx (insert date in 'comments and evidence section). Suppliers/ Subcontractors to provide an action plan on all items rated as 2 to CCC Procurement Management Team along with this survey.
  - 0 = not in place, no plans to implement.



Category	Indicator	Description	Assessment			Comments & Evidence	Score	CCC Comments
			Yes	No	N/A			
1. Company Management	1.1 General	Does the company have a management person responsible for Sustainability? If Yes, please provide name & e-mail.						
		Does the company publish a Sustainability Report / Corporate Social Responsibility (CSR) Report? If yes, please provide web link or copy of the report.						
2. ENVIRONMENT	2.1 Environmental Management	Does the company have a defined Environmental Management System, including (Recycling, Waste, and Hazardous Materials Management)?						
		Does the company have a written Environmental Policy with objectives that identify the environmental impacts of the business?						
		Is there a training program for employees regarding Environmental Awareness?						
	2.2 GHG & Energy Usage	Does the company have programs to conserve Energy & Fuel?						
		Does the company have Energy, Fuel & Greenhouse Gas Emissions Reporting Programs in place?						
	2.3 Water	Does the company have programs to conserve water and reuse/recycle water?						
		Does the company have water consumption reporting programs in place?						
	2.4 Materials	Does the company have Procurement Plans identifying the use of Green Products (recyclable, reusable, non-toxic, bio-degradable, and post-consumer recycled materials) and locally manufactured products?						
	2.5 Waste	Does the company have research and awareness about identifying Green Products (recyclable, reusable, non-toxic, bio-degradable and post-consumer recycled materials)?						
	2.6 Green Solutions	Does the company have a proven experience in using and implementing green solutions in sites & camps (examples in either: renewable energy, energy efficiency, water conservation or waste management)?						

		Indicator	Description	Assessment			Comments & Evidence	Rating	CCC
				Yes	No	N/A			Comments
3. SOCIAL	3.1 Labor Practices	3.1.1 Employment practices	Do you abide with the legal requirements of local quota hire, medical insurance and benefits regulations?						
		3.1.2 Health and Safety	Does the company have a certified Health and Safety Policy in place, that addresses fire protection, first-aid, relevant training and recording work related accidents?						
		3.1.3 Wages and compensation	Does the company have a system in place that ensures that employees understand their employment conditions, including the terms of their payments prior to entering into employment?						
			Does the company provide employees with regular written information (e.g. Pay slips) showing how their pay is calculated, including basic, overtime, other benefits/bonuses and deductions?						
			Does the company demonstrate compliance with national laws on the payments it makes to its employees for standard time, overtime, and employment benefits?						
		3.1.4 Disciplinary Practices	Does the company have a written Code of Conduct for its employees, which it also enforces?						
			Does the company have a procedure in place to ensure employees are free from physical or verbal abuse, or other harassment or threats, or any other forms of intimidation?						
			Do workers have a mechanism to express grievances?						
		3.1.5 Working Hours	Does the company have a guideline to comply with national laws on the working hours of its employees?						
			Does the company have records to demonstrate compliance with national laws on the overtime hours of its employees?						
		3.1.6 Training and Education	Does the company have Training Programs for employees and records it?						
		3.1.7 Company Provided Accommodation	Does the company provide all employees with a safe and healthy living environment in company provided accommodation?						
			Do all employees who reside in dormitories have access to clean toilet facilities, running water, safe drinking water, sanitary cooking facilities, and adequate private showers?						
			Does the company provide appropriate health and safety information and equipment to employees who live in the accommodation facility?						



Category	Indicator	Description	Assessment			Comments & Evidence	Rating	CCC Comments
			Yes	No	N/A			
3. SOCIAL	3.2 Human Rights	3.2.1 Child Labor Does the company have a written Child Labor Policy stating that it will not employ workers below the legal minimum age for employment? The policy should comply with the national laws and conforms with the UN Convention on the Rights of the Child, ILO Convention No 182, on the Worst Forms of Child Labor and ILO Convention No 138, on the Minimum Age of Admission to Employment and Work.						
		Does Management verify the age of workers and establish minimum age restrictions for relevant work categories, paying particular attention to hazardous work?						
		Does the company regularly monitor its business to ensure that no child labor is used?						
	3.2.2 Discrimination	Does the company have a written procedure stating that its employees are treated free from all negative discrimination?						
	3.2.3 Training	Does the company have a training program addressing awareness on aspects of Human Rights - Core Values?						
	3.3 Society	3.3.1 Local Communities Evidence for Community Investments & Engagement Programs (scholarships, sponsorships, donations, philanthropy, and habitat projection & restoration etc.)						
		Evidence of hiring locally based supply chain (suppliers & subcontractors)						
		3.3.2 Individual Conduct (Bribery & Corruption) Does the company have a written policy stating that it will not tolerate bribery and corruption and will not accept improper offers of payments to or from its employees or agents?						
		Does the company have a system in place that ensures its employees understand its policy against bribery and corruption?						
		3.3.3 Compliance Has your company ever been cited for non-compliance (Fines & Sanctions) of an environmental, safety or ethical issue (within the last three years)? If yes, please describe.  (5 points for clean record, 0 points otherwise)						