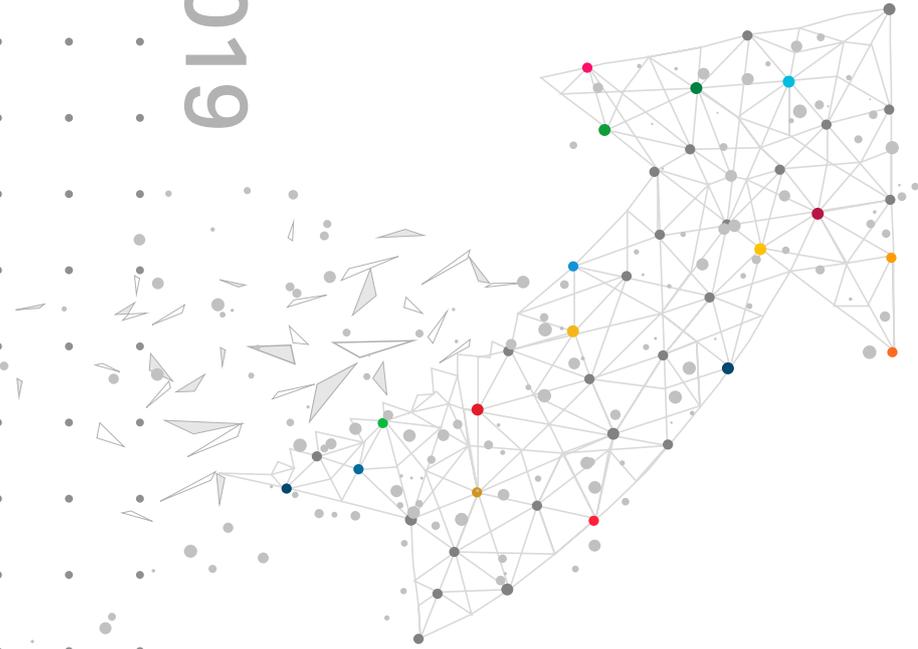


2018 - 2019

# Communication on progress



United Nations  
Global Compact



dar

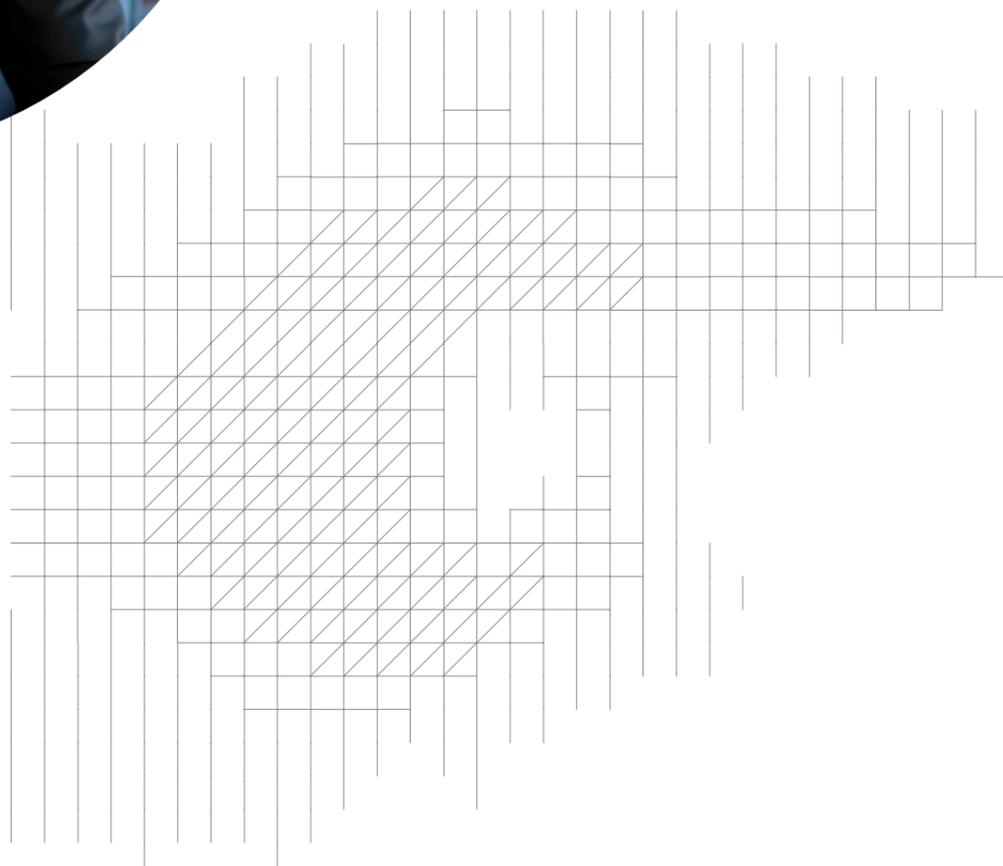
2018 - 2019  
Communication  
**on progress**



**United Nations**  
Global Compact



# STATEMENT FROM DAR CHAIRMAN AND CEO



To our stakeholders,

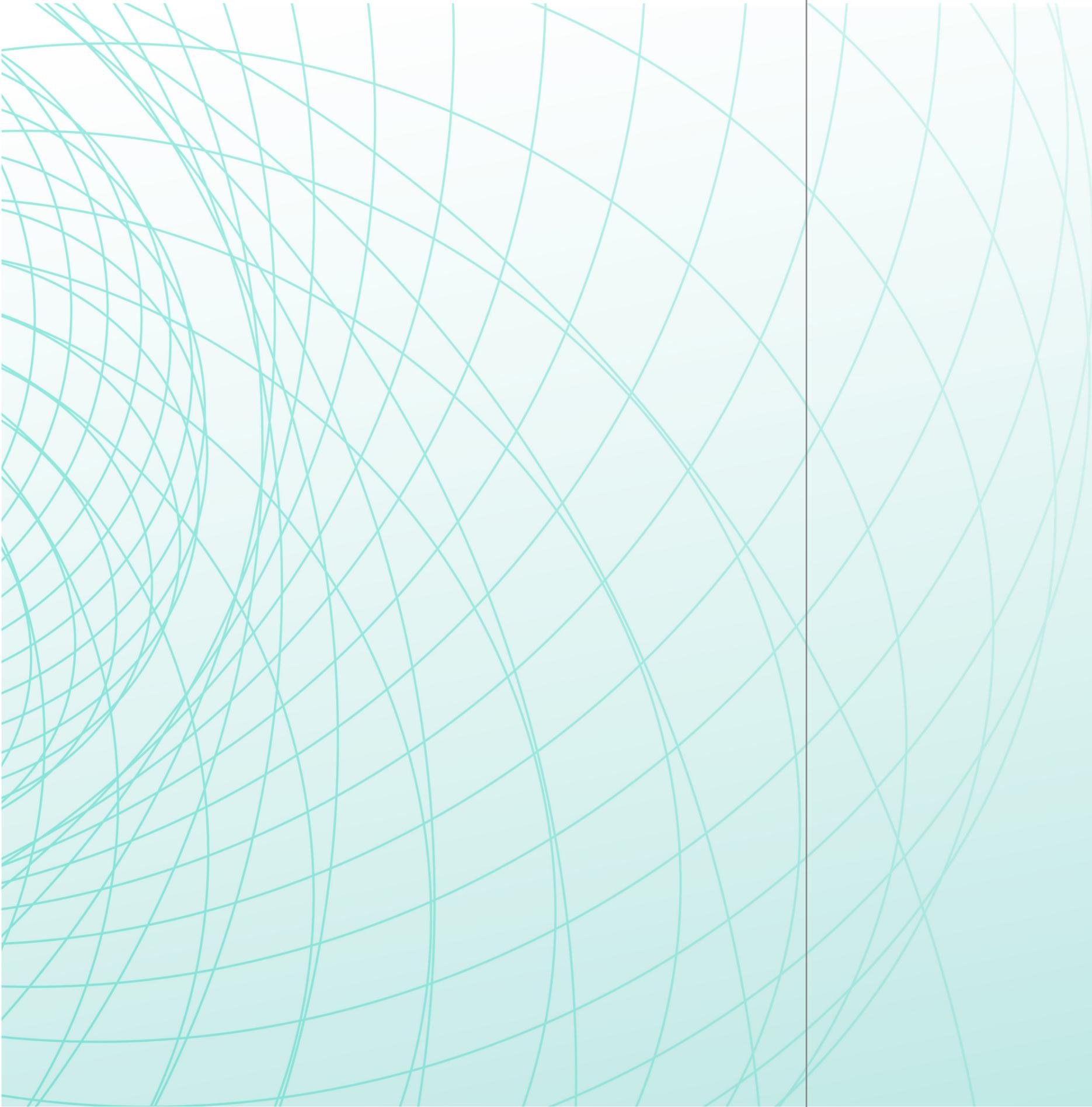
One year after signing the Global Compact, I am pleased to confirm that Dar Al-Handasah (Shair and Partners) reaffirms its support for the Ten Principles of the United Nations Global Compact in the areas of human rights, labor, environment, and anti-corruption. Over the last year, we have continued to improve the integration of the Global Compact and its principles into our business strategy, culture, and day-to-day operations. We do this by strengthening our governance structures, enforcing our anti-bribery and anti-slavery policies and requiring our business partners to do the same, safeguarding and supporting our people, and conducting corporate social responsibility initiatives that meet societal priorities and drive the achievement of the United Nations' Sustainable Development Goals (SDGs).

As part of our commitment to the Compact's principles of public transparency, I am also pleased to present our first annual Communication on Progress, which describes our efforts to implement the Ten Principles and support the SDGs. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Dar Al-Handasah Consultants  
(Shair and Partners)

**Talal K. Shair**

Chairman and CEO



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# Communication on Progress

## Human Rights

As an international design firm, operating under the slogan of 'making progress together,' Dar is committed to serving its clients and host communities through ethical business policies and practices. As such, we recognize and support the Universal Declaration of Human Rights and are committed to complying with both local and international legislation and standards that relate to the protection of human rights. Through our determination never to be complicit in human rights abuses, we at Dar are also attempting to ensure that all those under our control and in our area of influence also share our commitment to ethical business practices.

Dar's approach to protecting human rights for its staff and wider stakeholders follows the spirit of the commitment set out in the Dar Group policy statement, which states:

***Commitment to our people:*** We believe that equipping our people with the knowledge, skills and information they need, empowers them to become critical thinkers and confident innovators. We recognize diversity, competence, and ethical business practices to be sources of strength and foster an environment of mutual respect, teamwork, merit, and integrity.

***Commitment to social responsibility:*** We are in the business of making a difference to people's lives. Central to our social responsibility are the relationships and initiatives we establish with governments, communities, citizens and our employees through equitable employment practices and professional development programs.

For implementation, Dar has a number of policies and procedures in place to address human rights risks and respond to related concerns.

- Dar has a comprehensive HSE (health, safety, and environment) company policy that ensures that all employees and everyone working on the premises of Dar is safe and operating in a clean space with access to all needed facilities (water, washing spaces, restrooms, affordable food, and others).
- All employees of Dar are entitled to benefits (paid leave, top-grade medical insurance, educational support, and others) that meet local labor laws.
- We combat discrimination by hiring and promoting qualified individuals, based only on merit and qualification matching and regardless of gender, ethnicity, religious background, disability, or other similar considerations.
- All employees have constant access to a comprehensive grievance system that is explained to them in the Employee Handbook. Employees can directly report human rights abuses either to their head of department, immediate director, or the human resources team.
- Dar has zero-tolerance policies for sexual harassment and any form of violence. Employees who exhibit threatening behavior towards coworkers are asked to leave the company.

- As noted in Dar's Modern Slavery Transparency statement, we are committed to tackling concerns relevant to human rights considerations, in particular noting that we have a zero-tolerance approach to modern slavery across our organization, as well as in our supply chains.
- We deliver our services through our high quality staff and as such we have robust recruitment practices supported by representatives of our human resources team. Checks include evidence to support our candidates 'right to work' according to local labor legislation. Through such strict oversight and involvement, we limit the risk of being complicit in trafficking or forced labor.
- As part of our contracting processes, we include specific prohibitions on the use of forced, compulsory, or trafficked labor, or anyone held in slavery or servitude, whether adults or children, and we expect our suppliers to hold their own suppliers to the same high standards.
- Dar's employees, especially those in direct contact with site workers from outside the company, are mandated by policy to report any suspicions they have regarding possible trafficking cases or poor working conditions.
- Any violation of Dar's anti-trafficking or anti-slavery principles by an employee or business partner will result in immediate termination of any business relationship with Dar.



We also carefully monitor our own workplace environment for indicators of any issues that may arise with employees. The human resources department, for example, conducts comprehensive exit interviews with every employee who decides to resign from Dar. The purpose of these interviews is to uncover the underlying reasons for voluntary employee turnover, assess workplace climate, and identify ways of improving management and conditions of employment. To do so, the human resources team discusses with the resigning employee any factors or conditions which might be affecting the efficiency, performance, and morale of the remaining employees. The team will also attempt to draw out any comments, complaints, and grievances the employee may have with regards to his or her job, department, and company.

The purpose of all of these activities is always to evaluate and improve working conditions at Dar and maintain the high ethical standards we have placed for ourselves.

# Communication on Progress



## Labor

Dar is a multidisciplinary engineering consultancy that provides clients with a variety of design, architecture, engineering, and project management services. The only way we can do so is by using the capabilities of our highly-educated and highly-qualified staff of engineers, architects, designers, planners, economists, and other professionals. Since the success of our business fundamentally depends on the advanced training and specialized skillsets of our employees, we have stringent human resources policies in place in order to attract and recruit the best and most qualified candidates we can find. Moreover, since consistency is key to the performance of our business, we try our very best to retain our employees by offering competitive compensation packages that meet all local labor law policies and by providing additional benefits including but not limited to high-quality medical insurance, annual raises and bonuses based on performance, extra paid vacation days with more years of experience, educational benefits, and other perks.

As a result of the nature of its work as outlined above, Dar does not have any cases of forced or compulsory labor and no cases of child labor. We do not employ any person below the age of eighteen under any circumstances. Our human resources department conducts numerous checks on potential employees

including, critically, checks for evidence to support their 'right to work.' This close involvement and oversight limits the risk of engaging in child labor or forced or trafficked labor.

Still, we recognize that we as a company are part of a value chain that includes suppliers, contractors, subcontractors, and numerous others. Moreover, we operate in numerous countries around the world, and in some of these countries, there are risks of encountering modern slavery or child labor in different forms. In such contexts, we recognize that we have a responsibility to leverage our influence to combat modern slavery and trafficking. Therefore, we have expressed our commitment to international labor conventions and instruments such as the UK Modern Slavery Act 2015 and the United Nations Global Compact and began implementing policies and procedures, including checks on our business partners, that would ensure that we are never complicit or connected in any way to modern slavery or child labor.



## Anti-Slavery and Human Trafficking Policy

In 2018, Dar introduced its Anti-Slavery and Human Trafficking Policy, through which we expressed our commitment to ensuring that modern slavery is not taking place anywhere in our businesses or in any of our supply chains. The Anti-Slavery and Human Trafficking policy applies to all persons working for Dar or on its behalf, in any capacity, including employees, directors, officers, agency workers, seconded workers, volunteers, interns, agents, contractors, external consultants, third-party representatives, and business partners. One of the opening clauses of this policy explicitly states our company's zero-tolerance approach to modern slavery in all of its forms:

**Modern slavery is a crime in a number of the jurisdictions in which we operate and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labor and human trafficking, all of which have in common the deprivation of a**

**person's liberty by another in order to exploit them for personal or commercial gain. We have a zero-tolerance approach to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains.**

Consistent with our disclosure obligations under the UK Modern Slavery Act 2015, we at Dar are committed to ensuring there is transparency in our business and in our approach to tackling modern slavery throughout our supply chains. The risk of slavery and human trafficking occurring anywhere in our operations or supply chains is unacceptable, and we are committed to implementing robust and appropriate procedural practices designed to combat and eliminate this terrible risk. We expect the same high standards from all of our contractors, suppliers, and other business partners.

## Policy regarding business partners and suppliers

As a professional services business, our supply chain is relatively limited and is predominately focused on skilled professional consultant engagements in support of our client-focused work. Nevertheless, at Dar, we want to work with suppliers and other business partners who share our values regarding modern slavery and human trafficking. We are also eager to make a positive impact by leveraging our collaborative relationships with our business partners to ensure that they too share and work towards our opposition to slavery and human trafficking.

Therefore, before engaging any supplier or other business partner and even before renewing any existing business arrangement with an existing supplier or business partner, we at Dar conduct and document a risk assessment designed to identify if there is a modern slavery risk. Examples of questions we seek to answer include those listed below.

- Does the applicable supplier or business partner operate in a high-risk country or sector?
- Are there any red flags in the types of services that the applicable supplier or business partner provides?
- Based on desktop research, is there any public record of the applicable supplier or business partner breaching applicable standards, or, alternatively, of it making any commitment to the eradication of slavery?

Concerns or questions that arise when carrying out a risk assessment can be conveyed to the relevant Head of Department or Director who will, in turn, consult with the Compliance Officer where necessary to clarify if additional due diligence is needed.

After the risk assessment is conducted and the business partner approved and as part of our contracting processes, we will include specific prohibitions against the use of forced, compulsory, or trafficked labor or of anyone held in slavery or servitude, whether adults or children. We also expect our suppliers to hold their own suppliers to the same high standards when signing their own contracts.



All our new or renewed contracts with suppliers or other business partners, therefore, include the following provisions:

(A) The supplier or business partner:

- must comply with all applicable anti-slavery and human trafficking laws and not use forced, compulsory or trafficked labor, or hold anyone in slavery or servitude, whether adults or children, and include equivalent commitments in its own supplier contracts;
- must comply with the legal obligations and principles outlined in Dar's then published Modern Slavery Transparency Statement; and
- must keep proper books and records available for inspection by Dar, auditors or investigatory authorities and include equivalent commitments in its own supplier contracts.

(B) Dar may immediately terminate the contract if any of the commitments in (A) are violated.

By implementing these requirements, Dar can reduce the likelihood that any of its businesses would be tainted by modern slavery or child labor. We also hope to create a positive ripple effect by requesting that our business partners and their own partners be on board with our anti-slavery efforts.

## Allocation of responsibilities for the Anti-Slavery and Human Trafficking Policy

Dar's Anti-Slavery and Human Trafficking Policy lays the responsibility of preventing, detecting, and reporting modern slavery on every person working for the company or under its control: from its directors to its interns. Every person is required to avoid any activity that might lead to or suggest a breach of this policy.

Moreover, the policy states that any employee who believes or suspects that a breach of the policy has occurred or may occur, or who has any concerns about any issue or suspicion of modern slavery in any parts of Dar's business or any supply chains of any supplier tier must notify his or her Head of Department or Director as soon as possible. The policy also encourages employees to come forward to their Head of Department or Director if they are ever unsure about whether a particular act, the treatment of workers more generally, or their working conditions within any tier of our supply chains constitutes any of the various forms of modern slavery.

The policy also holds management at all levels responsible for ensuring that those who report to them understand and comply with the provisions of the policy and that they are given adequate and regularly training on it and on the issue of modern slavery in supply chains.

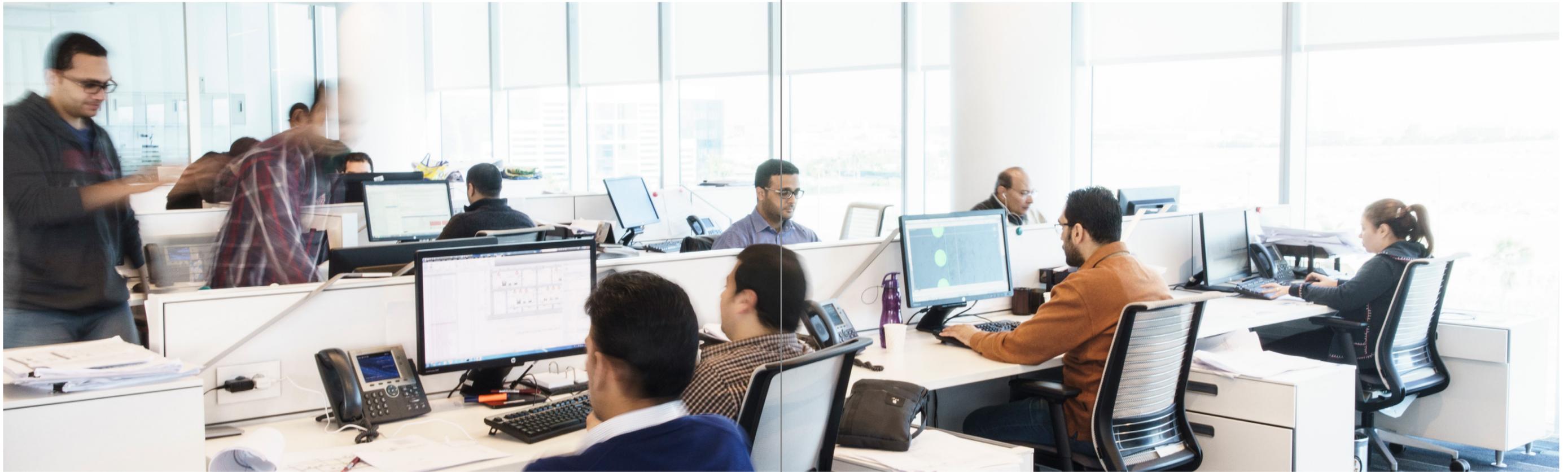
Dar's compliance officers are also responsible. The policy states that where a local Compliance Officer has been appointed for a certain office, he or she holds the primary and day-to-day responsibility for implementing this policy in relation to operations of the applicable office. Where no local Compliance Officer has been appointed, Dar Al-Handasah Chief Compliance Officer will hold the primary day-to-day responsibility. The applicable Compliance Officer is responsible for monitoring the policy's use and effectiveness, dealing with any queries about it, and auditing internal control systems and procedures to ensure they are effective in countering modern slavery in relation to their appointed remit of responsibility.



Finally, the Board of Directors of Dar Al-Handasah Consultants Shair and Partners Holdings Limited (DIFC) has overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that, in turn, all those under Dar's control comply with it.

## The Employee Handbook

Every new Dar employee undergoes the Dar Orientation and Induction Program, which is a program aimed at introducing him or her to the company, to its human resources processes, and to his or her rights and responsibilities. Every employee has access to the Dar Employee Handbook for reference.



## Rights and responsibilities

The Employee Handbook familiarizes employees with all their rights at the company, and Dar consistently applies all government decrees and labor policies in its countries of operation. For example, Lebanese employees up to 64 years of age are eligible for end-of-service indemnity and are eligible for medical insurance and family allowances for as long as they are employed. Meanwhile, employees up to 60 years of age in Egypt are eligible for end-of-service pension plan and medical allowance according to local labor law. All employees are also eligible for fully paid leave days and for paid sick leave days, including a specified number of non-consecutive sick days that the employee may take without presenting any medical certificate.

Employees are also granted paid compassionate leave whenever first-degree deaths occur in their families. Female employees are entitled to paid maternity leave as per local labor laws, and the company also follows local labor policies in other matters such as providing paid nursing breaks. Moreover, all employees are also granted both life insurance and medical insurance, with the latter covering physician fees for examinations, daily expenses in hospitals, all medically-necessary treatments, and other services.

Dar also prioritizes the safety and security of its employees. A security team is always stationed around all Dar buildings and premises and can be called upon immediately by any employee. First aid assistance services are available at all times for all employees: a specially trained team stands by to provide the necessary interventions to support employees suffering from discomfort, illnesses, or injuries until full medical care can be provided, and this team is always one call away. The First Aid team also assists employees who are looking for blood donations, either for themselves or for members of their families, and it does so by disseminating urgent blood appeals by company email to all the other employees of Dar.

Additionally, specially hired cleaning teams visit the offices several times a day in order to ensure that working spaces and restrooms are kept at the optimal level of hygiene. Cold and hot drinking water is always readily available to employees, and the company also distributes coffee or tea or juice, free of charge. Dar also maintains a canteen in which a variety of dishes and sandwiches are served at highly reasonable prices.

The company also aims to raise awareness and protect its employees against external threats they may face. For example, the company keeps important security circulars issued by governmental bodies easily accessible to Dar employees. To cite one example, in times of unrest in Beirut, the company forwarded a "What to Do in Case of an Explosion" circular prepared by the Lebanese Ministry of Interior and Municipalities Civil Defense Directorate General to all its employees and kept the brochure on the intranet as well.

The company also prepares and publishes its own brochures to promote security awareness among its employees. These have included a "What to Do in Case of an Earthquake" brochure, which was prepared in-house and preserved on the intranet, where it is accessible to all employees.

Elsewhere, Dar's information security team consistently provides Dar employees with advice on personal internet security matters such as avoiding hackers, detecting fraud, and protecting their children from online predators, to cite just a few examples. The team uses multiple channels for disseminating such critical information.

For example, it often sends in-house generated emails with harmless spam links to employees' work accounts and follows that up with an email explaining what had happened and how to recognize the key indicators of real spam emails. By doing so on a regular basis, the team ensures that employees remain vigilant against the threat of spam emails.

Moreover, the team also delivers tip sheets by email and consistently shares specialized articles containing valuable information, publishing them on the intranet where they are easily accessible to all employees. By offering these services, Dar creates a comfortable working environment in which employees can feel safe, secure, and well cared for.

## Combatting discrimination

In accordance with Labor Principle 6 which calls for the elimination of discrimination in respect of employment and occupation, Dar has company practices that combat discrimination in all its forms. For example, we guarantee non-discrimination by using a general salary scale which ensures that all employees and candidates who have similar qualifications and experience are subject to the same benchmarks irrespective of gender, religion, marital status, or any such consideration.

Moreover, Dar's recruitment process is based solely on matching qualifications with the requirements of the vacancy and again occurs regardless of gender, religion, or similar considerations. Dar is also an equal-opportunity employer with respect to disability, and we actively insist on employing qualified people with disabilities.

Operating as it does in multi-cultural and multi-religious communities, Dar fights to ensure that proper respect is paid to all religious employees, and it observes public religious holidays for



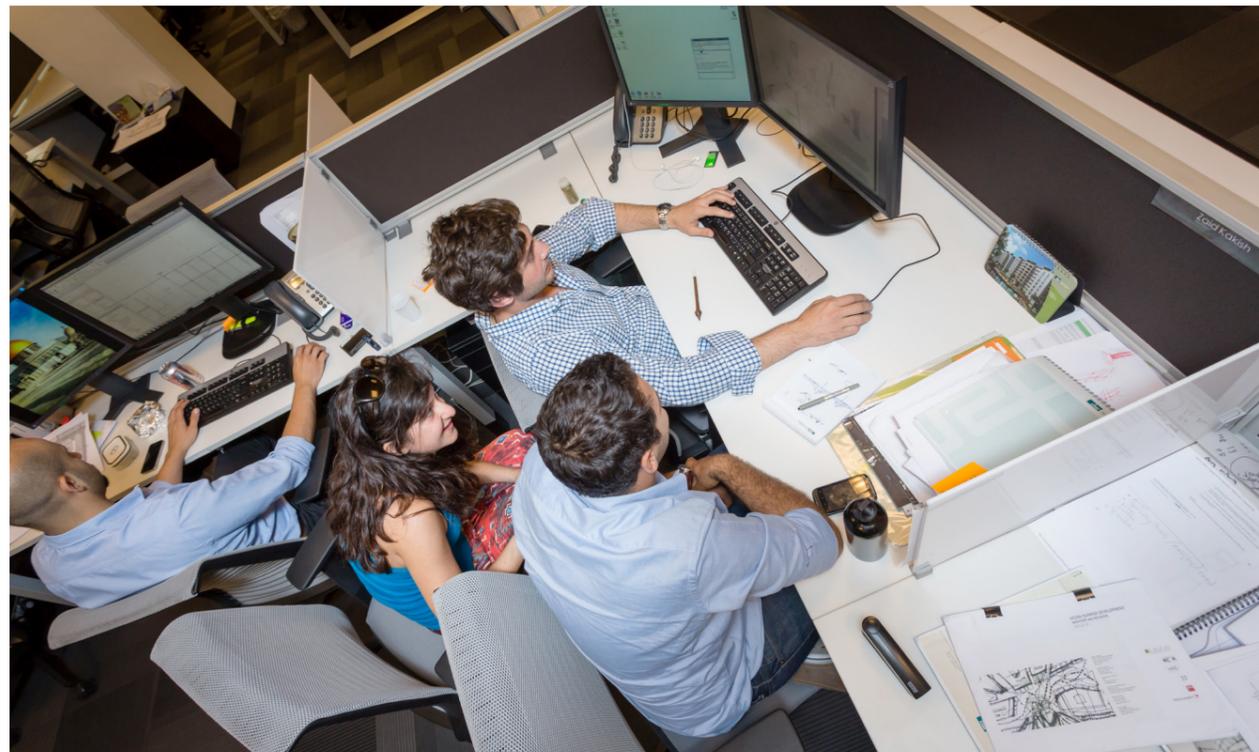
different sects and offers employees an extra optional holiday that can be used to observe a religious event of their choice. Where appropriate, Dar also offers shorter working days for all employees (Muslim and non-Muslim) during the holy month of Ramadan.

With regards to career development, the Employee Handbook clearly outlines the company's grading structure, under which every employee has a grade and a benefit structure in accordance with their position within the company. The grading structure also presents a clear path for promotion, listing the number of years of experience required for promotion with consideration to performance ratings and merit.

The distribution of managerial positions at Dar shows an imbalance between male and female managers at the top level. Still, women at Dar hold positions of great influence. Our one female director serves as the Director of Operations for Amman and, due to their skills and qualifications, several women

head departments and entire design units in highly technical sectors such as architecture, electrical engineering, information technology, mechanical and structural engineering, marine design, resources and environment, technical coordination, and others. Women also serve as project managers on some of the company's most important projects. Though Dar operates in countries with high levels of gender-based discrimination and a relatively recent acceptance of women in the general workplace, we are committed to hiring qualified women and offering them opportunities for promotion to the highest levels. There is significant progress still to be made in this domain, but we hope to move forward steadily on this point in the next few years.

It is also important to note that Dar has zero tolerance for any form of sexual harassment. Employees who experience sexual harassment may report the incident to the human resources department, and employees who have been found guilty of such behavior have had their employment contracts terminated immediately.



## Occupational Health and Safety

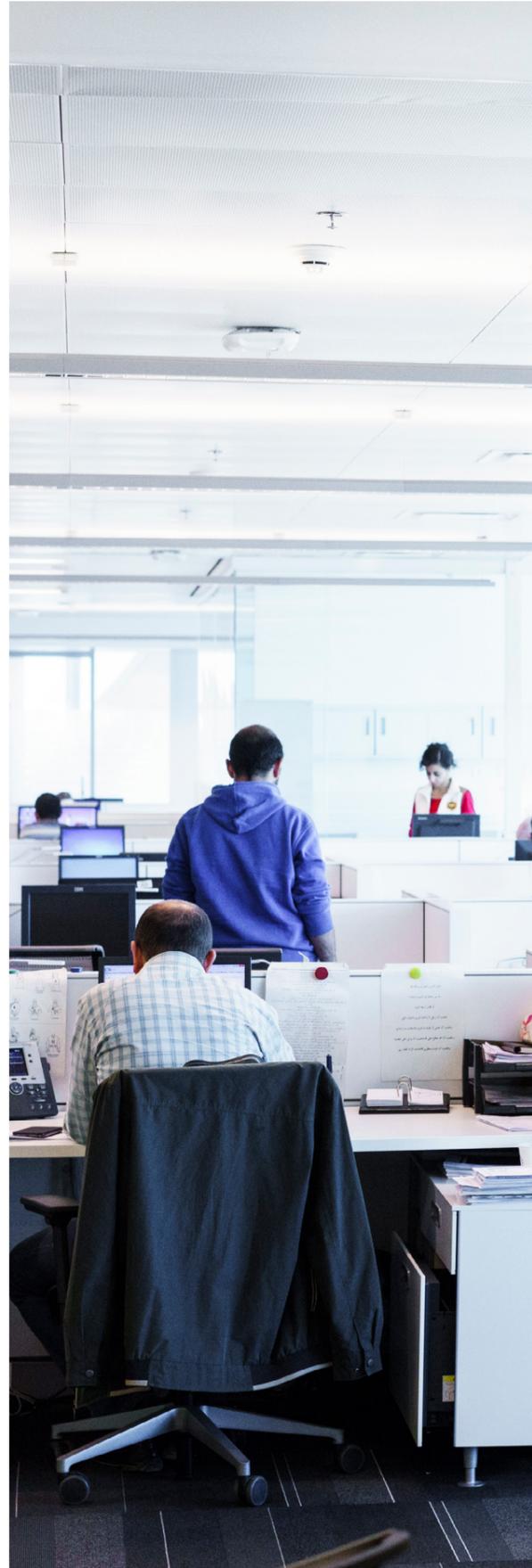
In 2018, Dar Cairo and Dar Amman were awarded the OHSAS 18001 and ISO 14001 certifications. The two certificates are internationally acclaimed as the industry's most trustworthy indicators of occupational health and safety and sustainable environmental management respectively.

Dar's HSE unit is continuing to pursue certifications for the company's other design offices, and we are currently in the process of achieving further certification for our design centers, building on our existing certifications, and implementing further enhancements to our systems to achieve ISO 45001. Such an achievement will complement Dar's Project Management and Construction arm, which has already achieved ISO 45001 accreditation.

In the same vein, Dar issued a revised version of its Company Office HSE Procedures in 2019. The document clearly outlines numerous safety-related company procedures including, but not limited to, the company's emergency evacuation requirements procedure, the medical emergency response plan, the HSE travel/transport procedure, accident/incident reporting requirements, DSE risk assessment procedure, task risk assessment procedure, office audit procedure, health and safety guidelines, and emergency environmental response procedures.

The procedures are highly detailed and comprehensive. For example, the emergency evacuation requirements procedure includes technical details on the fire detection and management systems, the escape routes, the building layout, emergency numbers, and emergency response teams related to the different design centers. The company medical emergency response plan also lays out the procedures following a medical emergency and outlines the internal and external resources that each center has access to (on-site first aid team and clinic or local hospitals and emergency numbers).

By setting such procedures and by training those responsible for implementing them, Dar enhances the safety and well-being of its employees.



## Grievance mechanism

Recognizing that all employees are entitled to receive answers to questions or clarification of concerns from their immediate director, the Employee Handbook also outlines the grievance mechanisms and employee resolution procedures that employees can use if their requests are not handled satisfactorily or on an informal basis.

Under the terms of this procedure, the employee attempts to resolve the issue or concern verbally by an appointment with their immediate director. If the issue is not resolved within seven days, the employee can submit a written request to use the Employee Resolution Procedure, together with a written document outlining specific problems, to his or her immediate director. If no resolution is

reached within seven calendar days, the employee can forward the same information to the human resources department. At each level of the meeting, the employee and the immediate director will both be included. The human resources team will submit the final decision to the employee within seven calendar days of their meeting with the employee. A problem resolution procedure may be stopped at any stage with the written consent of all parties concerned.

This grievance mechanism is outlined in the Employee Handbook so all employees are aware of their rights and are aware of how to initiate such a procedure.

# Communication on Progress



## Environment

Dar is a regional leader in sustainability, pioneering high performance design in the region and supporting international targets for environmental sustainability. We do this by offering designs that reduce energy demands and promote renewable energy, conserving potable water to assist in relieving high water stress levels measured in the region, procuring sustainable regional materials to reduce transportation emissions, and setting the proper infrastructure to sustainably manage and operate buildings.

Our commitment to the environment, however, begins at home, with stringent policies and procedures that ensure we are doing our best to limit our footprint and preserve our environment.

### Environmental Policy

Dar has a written policy on environmental issues, outlined in the Company Office HSE Procedures. The company's specialized environmental procedure establishes its goal of developing a comprehensive and effective environmental management system for each of its design centers: Amman, Beirut, Cairo, London, and Pune.



As a tangible outcome of Dar's efforts to implement the environmental guidelines in this policy, the company's design centers in Amman and Cairo have both undergone external audits of environmental performance and earned ISO 14001 certification, one of the industry's most trustworthy indicators of sustainable environmental management.

Specific goals in the area of the environment for the upcoming year are to pursue similar certification for the other design centers namely Beirut, Pune, and London.

Under the terms of the company's environmental policy, each Dar office must undertake an impacts and aspects assessment and prepare an environmental plan to detail the necessary actions with the aim of:

- Reducing discharges to the atmosphere, water, and ground;
- Reducing the impacts of the remaining discharges;
- Complying with local legislation or with a suitable technical framework such as those provided by the World Bank or the World Health Organization (if local legislation does not exist or if it is not deemed comprehensive enough); and
- Undertaking comprehensive auditing of all activities.

## Raising Awareness

One of the principal stipulations of Dar's environmental policy is raising awareness. The policy recognizes that while the company's office locations can take action to minimize their environmental footprints, complete benefit can only be derived if the entire workforce participates fully in any initiative or change. Therefore, each location is required to develop a comprehensive program of environmental campaigns designed to raise awareness among employees and support Dar's environmental initiatives.

These awareness campaigns include setting up HSE noticeboards or tabs on the company's internal website Insidar for the dissemination of general health, safety, and environmental matters. Other campaigns are more office-specific. For example, the Beirut office plans awareness events and activities like Earth Hour, hiking trips, and apple giveaways designed to support local farmers.

## Initiatives and programs to reduce consumption of resources

### Water

Dar's company office environmental procedure also dictates that offices should develop a method to monitor and reduce water usage to the minimum taking into account the need to maintain proper hygiene and comply with local legislative requirements.

Methods of reducing water usage at Dar include:

- Measuring domestic/potable water consumed on a monthly basis through water bills;
- Installing meters for each building;
- Actively searching for water leaks; and
- Reviewing sanitary provisions and identifying means to reduce water usage.

Following these steps, Dar was able to achieve a 46% reduction in indoor potable water consumption as compared to business-as-usual cases derived from the Energy Policy Act of 1992 with 30% acquired from recycling, treating, and reusing available on-site generated non-potable water. Dar also achieved more than 70% reduction in outdoor water demand by selecting native and adaptive species with low water demand along with an efficient irrigation system. Moreover, our headquarters' irrigation relies on 100% non-potable water acquired by extracting river water that would then receive only very minor treatment to remove debris and other large floating



or suspended objects. The importance of this achievement is highlighted by its contribution to limiting water scarcity even as it approaches alarming levels in the region.

### Electricity

A significant part of Dar's commitment to environmental sustainability is its ability to reduce its own footprint as compared to international standards for typical office applications in the relevant climate. To achieve this goal, company procedure dictates that each office should endeavor to promote the use of green power generation where appropriate and should develop a method to monitor and reduce energy usage to the minimum. Dar Cairo, for example, uses a building monitoring system that automatically turns off lights after working hours if no motion is detected. Offices and employees are also encouraged to use some of the following guidelines to reduce their energy usage.

- Turn off unnecessary lights and other electrical equipment.
- Set computers to go to the lowest energy settings when in standby mode.
- Limit usage of facilities during off hours.
- Use stairs and minimize the use of elevators, especially to reach the first floors of buildings.
- Ensure that standard emergency electrical equipment is properly maintained.
- Purchase low energy consumption equipment.
- Control the HVAC system.
- Report leaking taps, broken windows, cracks and leaks, overheated rooms, and any other situation that wastes heat or energy.

Dar also tries to identify alternatives to reduce its environmental impacts through trying to minimize the number of trips, prioritizing videoconferencing, focusing on low emission cars, trying to reduce the number of unnecessary journeys, and encouraging carpooling. For the latter, Dar maintains a dedicated space on Insidar, the company's internal website, where interested employees can share their information and carpool together.

Moreover, the company attempts to use environmentally-friendly technologies and materials whenever possible. For example, company policy states that wherever refrigerants are used, equipment must be selected on the basis of low energy usage. Refrigerants must have low global warming potential (GWP) and low ozone depletion potential (ODP), and no chlorine-based refrigerants banned under the Montreal Protocol can be used. When equipment containing refrigerants is to be disposed, the process must be closely monitored and recycling undertaken whenever possible and practicable.

By following the procedures and steps outlined above, we were able to reduce annual energy consumption at our offices to at least 30% and up to 40% below CBECS and CIBSE reference energy standards for conditioned buildings and approximately 38% below the ASHRAE energy standard for high performance buildings other than low-rise residential buildings, under its latest version. We have also installed solar panels for generating on-site renewable energy that constitutes around 2% of our annual operating energy cost. Through such initiatives and others, we will continue our attempts to reduce our energy and water usage.

## Reducing and recycling waste materials

Dar's environmental procedures also lay out the necessity of a comprehensive waste management procedure for each of the design centers. Dar contracts companies to remove waste from its offices, and any contractor undertaking waste management or removal services on behalf of Dar must be properly licensed according to local legislation. When licensed contractors are not available, the office must ensure that the waste contractor is competent and takes reasonable steps to ensure that waste is disposed of in the best environmentally friendly manner available. The goal is to reduce and segregate waste, comply with local legislation, and undertake comprehensive auditing of all waste management activities.

Each office in the design centers of Beirut, Cairo, and Amman has several waste collection points. Each employee has a bin for general waste (food wrappers, used pens, and similar). Bins for paper and recyclables are placed on each floor at strategic points, and one hazardous bin is also based at a strategic point on each floor. The IT department is responsible for waste resulting from laptops and computers, and waste generated in the medical clinic is treated as hazardous waste.

Waste is then removed from the office to a licensed area for further processing by a licensed waste contractor. The waste contractor will issue regular reports detailing the types of waste collected and approximate weight of each waste stream. The intent is to recycle as much waste as possible and reduce the amount sent to landfills. Moreover, company policy dictates that all waste management contractors should be audited in order to verify their compliance with local regulations and that all waste is tracked to its final destination by the administration with technical input from the HSE unit.

The HSE manager undertakes an annual review to ensure the proper implementation of this procedure. The administration also keeps waste management related records and reports them to the HSE department for analysis and management review.

For safety reasons, all offices must ensure that proper, clean, and well-maintained storage areas are provided for occasions when any food or toxic, hazardous, medical, and sanitary waste is stored on site prior to disposal.

The company also introduced other initiatives to segregate and recycle waste. Dar Beirut, for example, introduced specific bins at the entrance to each Dar-affiliated building and parking in order to collect batteries and dispose of them in an environmentally-friendly manner.

Dar Beirut also partnered with FabricAID, a non-governmental organization that collects, sorts, and redistributes used clothes to disadvantaged communities at micro-prices (\$0.3-\$2 per item). Its goal is to deliver good quality clothing into the hands of people who need them, while reducing fabric waste. Specific containers were set up outside company buildings to collect any items that employees no longer use. In August 2019, 95 kilograms of clothes were collected from Dar Beirut by FabricAID, and the partnership is an ongoing one.

## Development and diffusion of environmentally friendly technologies

As a design and engineering consultancy, Dar is deeply involved in various projects employing renewable energy solutions, including photovoltaic systems, wind energy, and hydropower. We also incorporate renewable energy into various project types including educational facilities, corporate headquarters, airports, buildings, and others. Since 2018, Dar provided its consultancy services for hydropower projects in Angola and three photovoltaic plants, with a combined annual yield of over 45,000 MWh, in Jordan. We also defined an on-site renewable energy strategy for the upcoming Al Maktoum International Airport, which is projected to become one of the largest airports in the world. For more details on these and other related projects, please check Dar's contributions towards Sustainable Development Goal 7 Affordable and Clean Energy in section 6 of this report.

Moreover, Dar is heavily invested in activities that could improve the energy efficiency of the designs we offer our clients. In the last reporting



period, for example, we have continued developing our capabilities in green buildings. As of 2018, Dar employs over 475 certified green building professionals. Our teams are also highly experienced in designing high-performance, green buildings. We have a proven track record in providing designs that allow buildings to meet the certification requirements of green building rating systems such as LEED, BREEAM, Estidama PRS, and GSAS. Our designs can reach up to LEED Platinum and GSAS 5-star standards. In 2018, Dar received the final LEED certification on its 21<sup>st</sup> new LEED-certified construction project and final GSAS certification to its 34<sup>th</sup> new construction project.



In 2018, and at a company level, Dar sponsored and participated in multiple events for green buildings and sustainability awareness (organized by the World Green Building Council or local green building councils). These were mainly events held in Lebanon, Jordan, India, and Cairo that tackled matters of advancing sustainability towards Net Zero targets.

In the Kingdom of Saudi Arabia, the team has also published several articles in local newspapers to promote the concept of sustainable design and support the Kingdom's Vision 2030.

In 2018, Dar also contributed to the academic field and its team participated in ASHRAE conferences on energy efficiency and published several papers on topics such as design optimization for maintaining occupants' outdoor thermal comfort, hygrothermal engineering analysis of walls and roofs in hot and humid climates, and prediction and control of noise and vibration within a sport facility.

Elsewhere, Dar is an active member of the US Green Building Council (USGBC) and the UK Green Building Council (UKGBC), and the company is also an official Global Sustainability Assessment Scheme (GSAS) Service Provider.



Whenever possible, Dar also aims to contribute to shaping policies that support the diffusion of green building technologies. For example, Dar Cairo has been heavily involved in the Egyptian Green Building Council (EGGBC) and in the development of the Egyptian TARSHEED rating system.

Outside of its professional endeavors in renewable energy, Dar also supports the development of environmentally friendly technologies by offering both sponsorship and technical expertise. To cite an illustrative example, in August 2019, Dar Beirut sponsored and supported the design and construction of a solar boat, operating solely on renewable energy.

The boat, designed and operated by a team of students and Dar engineers, was entered into the Official Extreme Energy Solar Boat Competition hosted by the Lebanese Ministry of Energy and Water. It placed second.

## Dealing with Environmental Incidents

By company policy, each office must produce an environmental aspects and impacts register. The HSE manager is responsible for developing the register for each location; for authorizing, updating, and safeguarding the procedure; and for coordinating any necessary actions.

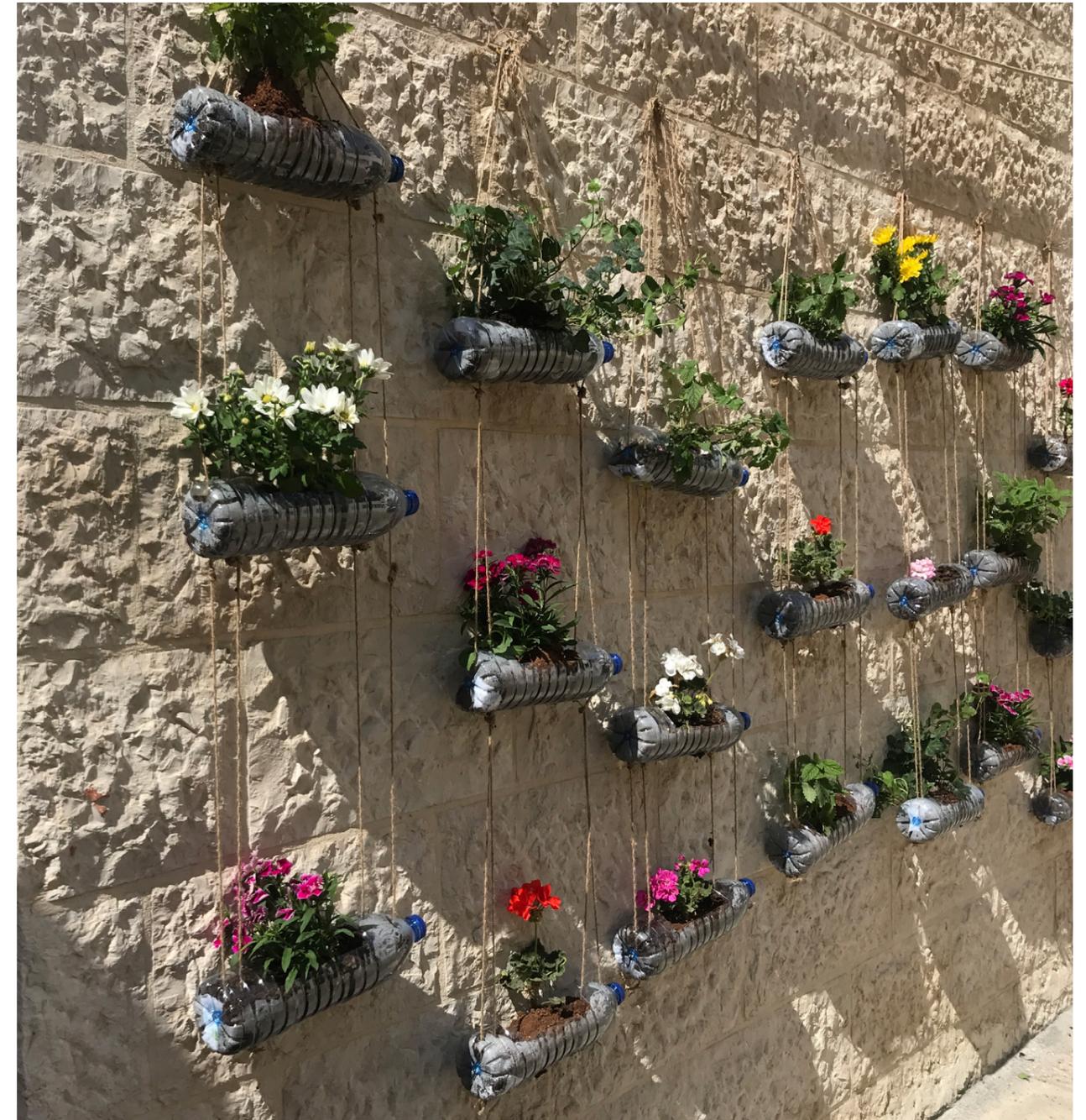
The process of developing this register is identifying and specifying local environmental legislation or rules; identifying all direct or indirect environmental aspects and their potential positive or negative impacts (air pollution, noise nuisance, indirect impacts, and others); evaluating each impact and estimating frequency of occurrence and severity; and compiling the register.

The risks are then evaluated through a company risk assessment matrix and characterized as "low risk," "medium risk," or "high risk."

The policy also sets out company emergency environmental response procedures for environmental incidents with significant impacts. The head of the administration department is responsible for the procedure and for nominating the emergency coordinator, who takes charge of and coordinates all activities during any emergency situation.

The policy sets up a procedure for immediate incident reporting and mechanisms for assessing and responding to incidents and for evacuating the offices if necessary. These comprehensive procedures are set in place even though it must be noted that Dar offices do not store large quantities of toxic chemicals, that significant releases are not expected, and that it is unlikely that any environmental incident would occur that would require evacuation of an office. Indeed, Dar has experienced no investigations, legal cases, rulings, fines, and other relevant events related to the environmental principles in the last reporting period.

Finally, as part of its corporate social responsibility, Dar is heavily involved in environmental initiatives. For more information, please check section 7 of this report.



## ISO 14001 certifications for Dar's design centers in Amman and Cairo

# Communication on Progress

## Anti-Bribery and Corruption

### A comprehensive anti-bribery and corruption commitment for Dar and its partners

In any form and anywhere around the world, bribery and corruption cause poverty and suffering, inhibit economic growth, and damage businesses. At Dar, we are committed to adhering to the highest standards of ethical behavior in the conduct of our businesses across the globe. We aim to foster long-term relationships with our clients and communities, relationships that are founded just as much in trust, honesty, integrity, and ethical business practices as they are in technical excellence and the pride we have in our work.

To establish this objective, Dar abides by all the applicable laws and regulations in each of our countries of operation. Moreover, Dar has its own publicly stated formal policy of zero tolerance for any form of bribery or corruption, enforced through a stringent and comprehensive Anti-Bribery and Corruption Policy which applies to all individuals working for or on behalf of Dar (whether through permanent, fixed, or temporary employment) including all of the company's directors, officers, and senior management professionals. Our Anti-Bribery and Corruption Policy also extends beyond the company's own employees and applies equally to all associated persons including all suppliers, service providers, agents, affiliates, representatives, contractors, joint venture partners, consultants, brokers, and any other persons providing services for, or on behalf of, the company. Our policy is also based on the full



understanding that if Dar fails to prevent bribery, it can face irreparable damage including an unlimited fee, debarment from tendering for contracts, and damage to its reputation.

In a message introducing the Anti-Bribery and Corruption Policy, Dar Chairman Talal Shair stated that "the Board of Dar Al-Handasah Consultants Shair and Partners Ltd (DIFC) has approved a Compliance and Anti-Bribery and Corruption Policy Statement and is introducing this Anti-Bribery and Corruption Policy, not only to ensure that Dar Al-Handasah complies with the anti-corruption laws and conventions applicable to its worldwide operations, but to continue to be a leader in best business practices." The same commitment was reiterated in an anti-bribery and corruption policy statement which announced that Dar is "committed to complying with laws and regulations designed to combat bribery and corruption" in all areas of operation.

### Detailed policies for high-risk areas of corruption

Dar operates in numerous countries around the world. Some of these countries have high rates of corruption and bribery, while others have local practices and customs surrounding gift exchanges which may potentially blur the lines of bribery. To navigate such pitfalls, Dar enforces an absolute prohibition on giving or receiving gifts, hospitality, or travel benefits and on paying expenses were doing so might, or might be perceived to, improperly influence a business decision, for example during a contract/tender process. Any form of gifts, hospitality, travel, or other advantage offered and received is subject to an assessment on its acceptability and appropriateness, regardless of the amount or value. Under the policy, interactions with public officials are subject to heightened attention and stricter conditions. Facilitation payments, of any amount and to any recipient who is not legitimately entitled to receive them, are prohibited. Dar also prohibits offering or making any kind of political contribution either with the company's funds or on its behalf. Furthermore, Dar has human resources policies in place to ensure that all hiring decisions are made on the merits and qualifications of the candidate and that no internships, offers of employment, and sponsorships of visas are offered or provided with the purpose of gaining an improper business advantage.

In addition to assessing whether there are any 'red flags' associated with the proposed gift, the company also sets strict thresholds on any gifts, hospitality, and travel benefits offered to non-public officials; exceeding such thresholds requires investigation and, if found appropriate, approval by the management and the Compliance Officer. Any gifts, hospitality, and travel benefits – regardless of value – must be stringently investigated and approved by management and the Compliance Officer before being presented to public officials.

## Detailed policy on anti-corruption regarding business partners

As mentioned previously, Dar's Anti-Bribery and Corruption Policy extends beyond company employees and applies to all persons or parties associated with Dar, including joint venture partners, consultants, suppliers, and any other persons providing services for, or on behalf of, the company. In order to combat the spread of corruption and anti-bribery and to maintain its high business ethics and best practices, Dar mandates that risk assessment and, where appropriate, due diligence be carried out when engaging any third parties or even renewing an existing business relationship.

Responsibility for carrying out the risk assessment and due diligence remains with the team leading the engagement of the applicable third party, and that team is identifiable by reference to the Dar Director who is ultimately responsible for approving the engagement. For concerns or queries regarding the proposed engagement, the applicable Director or Head of Department may liaise directly with the Compliance Officer or the DIFC Board of Directors, as appropriate.

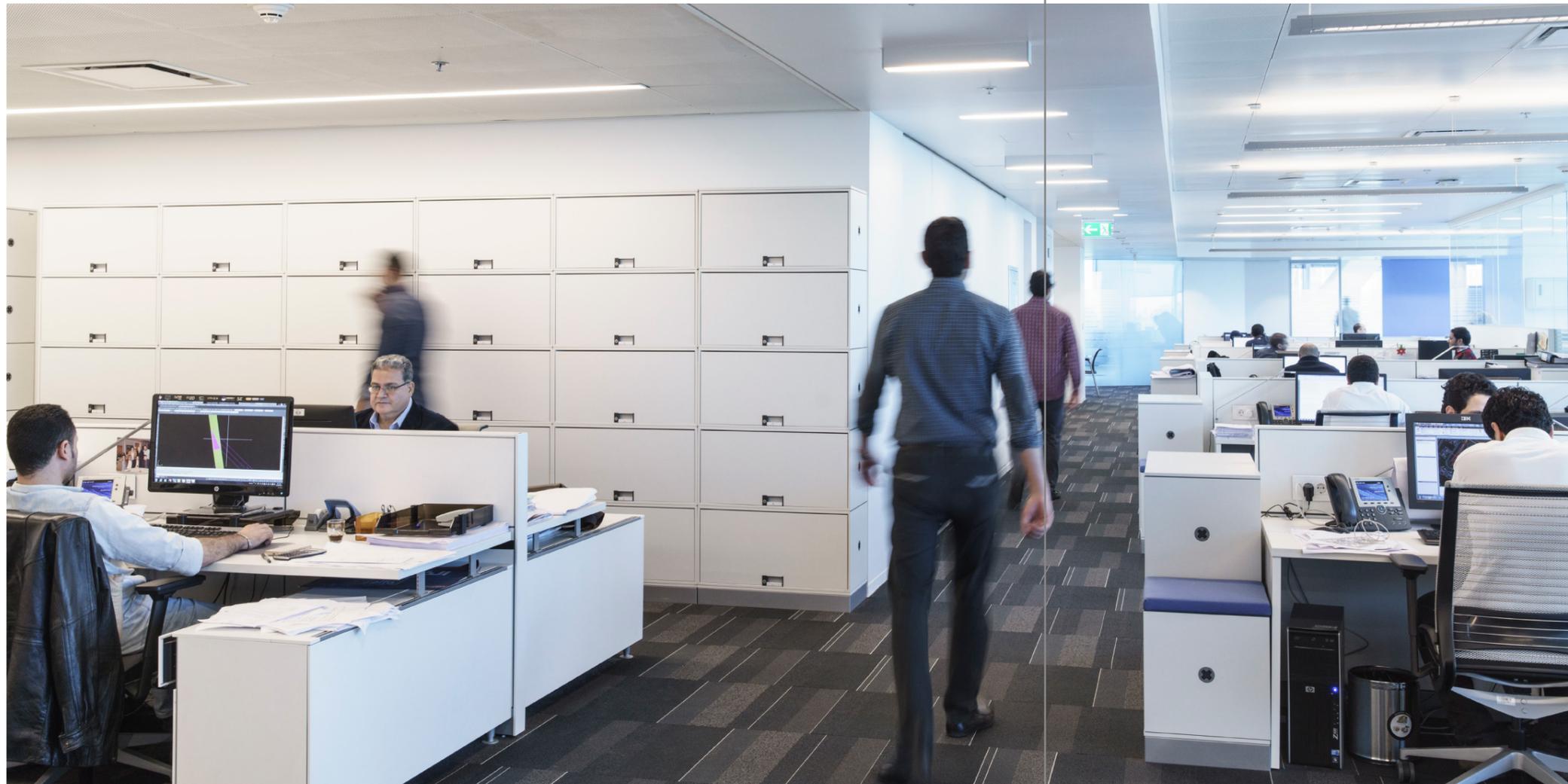
Potential risks include but are not limited to jurisdiction risk (proposed services will be performed in countries which are perceived as having a high risk of bribery), a transaction risk (the proposed service is likely to involve, among others, promotional expenditure, travel allowances, several contractors, and cash payments or comprise obtaining government licenses and permits or public procurement), and personal relations.

Following the due diligence, Dar requires all associated persons to provide a certificate confirming that they have read and accepted Dar's Anti-Bribery and Corruption Policy. Alternatively, Dar's Compliance Officer must determine that the associated person has an anti-bribery and corruption policy that is aligned with Dar's.

Moreover, the company's policy mandates that agreements with associated persons contain appropriate anti-bribery and corruption provisions. By policy, Dar's standard terms and conditions for purchases and services must contain anti-bribery and anti-corruption provisions. Furthermore, these provisions cannot be removed or amended without the approval of the Compliance Officer.

All other contracts with associated persons must include provisions stating that the associated persons must not pay or receive any bribes and must comply with the requirements of the anti-corruption laws applicable to Dar's business operations. Associated persons must also agree to comply with and act in a manner consistent with Dar's Anti-Bribery and Corruption Policy and to keep proper books and records available for inspection not only by Dar but also by auditors or investigatory authorities.

Finally, associated persons must agree that any violation of Dar's Anti-Bribery and Corruption Policy will be ground for the immediate termination of their business relationship with Dar.



## Implementation:

**Dar has undertaken numerous concrete actions designed to implement anti-corruption policies, reduce anti-corruption risks, and respond to incidents.**

### Detailed policy on anti-corruption regarding business partners

Every single Dar employee is required to undertake an Anti-Bribery and Corruption course. For accessibility, the course is available in English, Arabic, French, and Portuguese to cater to all Dar employees around the world. The course teaches employees how to recognize different forms of bribery, and it explains bribery offences, penalties, and consequences for individuals and companies. It uses case studies and elaborate fictional scenarios to demonstrate the various ways in which offenses can be committed and to familiarize employees with the repercussions.

The detailed modules first introduce employees to bribery law and enforcement, the consequences of bribery, various offences and related penalties, and real-life cases prosecuted worldwide.

The course also explains how bribes are offered and received: it covers how bribery works in practice, tackles gifts and hospitality, and explains why “no intent to bribe” is not a valid defense and why vigilance against bribery is always required. A dedicated module relates specifically to the bribery of public officials.

The final module of the course examines the corporate offence of failing to prevent bribery explaining who can be found guilty (organizations and individuals) and outlining the steps organizations should take to protect themselves against bribery charges (including the adequate procedures defense).

Anti-bribery and anti-corruption training is also provided to all personnel immediately following the opening of any new Dar office.



All employees are required to certify annually that they have read and understood the Anti-Bribery and Corruption Policy, which also provides clear guidance on bribery. For one, it presents the company’s comprehensive definition of what constitutes a bribe: a definition that ranges from making cash or facilitation payments and employing public officials or their relatives to offering vouchers, free products/ services, large discounts, or other cash equivalents. Where appropriate, training is also offered to third parties providing services to Dar. Senior management and the compliance team are also available to provide guidance where and when required. Management at all levels are also responsible for ensuring that those reporting to them understand and comply with the Anti-Bribery and Corruption Policy, and that they are given adequate and regular training on it.

### Communications (whistleblowing) channels and follow-up mechanisms for reporting concerns or seeking advice

Dar recognizes the critical role employees play in helping their company maintain the highest standards of honesty, openness, and accountability. As mentioned previously, all Dar employees are trained to recognize bribery, and employees will usually be the first to know when someone connected with a transaction is doing something illegal or improper.

Company policy requires employees to report any suspected or observed violations of anti-bribery and anti-corruption laws, set by either the Anti-Bribery and Corruption Policy or by any other Dar policy. The policy also guarantees that no employee will suffer any demotion, penalty, or other adverse consequences for reporting incidents in good faith or refusing to engage in bribery, even if such a refusal results in Dar losing business. Moreover, the policy stipulates that any attempts to deter individuals from raising concerns or any subsequent retaliation against individuals who speak up will be treated as a serious disciplinary offence.

To encourage employees with knowledge of wrongdoing to come forward and draw attention to such matters, Dar’s

Anti-Bribery and Corruption Policy establishes communication (whistleblowing) channels through which employees can report concerns and seek advice.

Employees can make formal reports at any time either orally or in writing to the Compliance Officer, their Head of Department, or the Director to whom they report, depending on their preferences and on the nature of their concern including the seriousness of the malpractice and who they think is involved.

Employees are encouraged to report concerns and are not expected to have absolute proof of any misconduct or malpractice, though they will need to be able to explain the reasons for their concerns.

Dar guarantees that no employee will be penalized for drawing attention to illegal or improper actions and that, whenever possible, all reported information will be handled internally with the utmost confidentiality. The company also commits to doing everything possible to keep the identity of the reporter secret, if he or she wishes to remain anonymous.

After a report is submitted, preliminary enquiries are made to determine whether a full investigation is necessary. If such an investigation is necessary then, depending on the nature of the misconduct, it will be conducted internally by senior management or through an internal audit or referred to the appropriate external person (for example, our external legal advisors or auditors) for investigation. Subject to any legal constraints, the employee who came forward with the report will be informed of the outcome of the preliminary enquiries, the full investigation, and any further actions that have been taken.



## Internal checks and balances

The Anti-Bribery and Corruption Policy explicitly states that Dar's directors and managers intend to foster a culture of integrity and create a "top-down" message and commitment that bribery is never acceptable and that the requirements of the policy must be strictly adhered to at all times by every Dar employee and every person associated with the company or acting on its behalf.

The company's Board takes overall responsibility and accountability for the implementation of Dar's anti-corruption commitment and policy and for ensuring that the policy complies with Dar's legal and ethical obligations. Meanwhile, primary day-to-day responsibility for implementing the policy and monitoring its use and effectiveness falls to the company's Compliance Officer. The policy lists out the activities that require consultation with or permission from the Compliance Officer, and this person is readily available at all times for anyone seeking advice or answers to questions and concerns related to the Policy.

Additionally, management at all levels are responsible for ensuring that those reporting to them understand and comply with the policy and are given adequate and regular training on it.

To provide an additional layer of security, compliance and auditing teams need to work together to consistently check for any irregularities and to improve systems and procedures. Dar implements stringent financial control policies that govern all payments, and the company intends to ensure that its internal accounting system and controls also act as internal checks and balances to detect potential bribery payments or other inappropriate payments.

## Participation in voluntary anti-corruption initiatives

Dar participated in the UN Global Compact Network Lebanon's fifth Lebanon Collaboration for the Sustainable Development Goals event, which was held on May 29, 2019 in the Maamari Auditorium at the American University of Beirut.

The event focused on the themes of anti-corruption and the environment and was designed to showcase several partnerships and ongoing efforts taking place in Lebanon in relation to the SDGs.

Due to its commitment to the United Nations Global Compact (UNGC) and its valuable experience in the field of anti-corruption, Dar was invited to collaborate with the UNSDG Lebanon Network on this milestone.

Dar Group General Counsel and Compliance Officer Mr. Teymour Salaam represented Dar at the event and participated in a panel discussion on anti-corruption. Mr. Salaam presented a practical case of anti-corruption, sharing Dar Group's experience in implementing a stringent anti-bribery and anti-corruption policy in operations across the Middle East, Africa, and Asia.



## Measurement of outcomes

Dar has not been involved in any legal cases or rulings related to corruption or bribery in the reporting period. As we seek to strengthen our anti-bribery and anti-corruption systems, our goal for the next reporting period is to achieve ISO 37001 certification for our anti-bribery management systems. To achieve this goal, Dar is seeking to ensure that each of its major offices has a dedicated local compliance officer to monitor all relevant activities. Dar has already appointed a compliance officer for its design centers in Cairo and London, and the company will soon appoint another for the design center in Amman and will look into appointing qualified candidates for the Beirut and Pune centers as well. Similar professionals have also been appointed for area operations offices in Angola, the Kingdom of Saudi Arabia, and the United Arab Emirates, and plans are ongoing for appointments in Nigeria and West Africa.

Another step towards achieving the ISO 37001 certification was working with internal auditors to monitor compliance and hiring two independent law firms – the US-based Pepper Hamilton and the UK-based Greenwoods GRM – to review the company's internal controls and procedures. Once their tasks are complete, the two law firms will report their findings to the board. In 2018, Dar also engaged

PricewaterhouseCoopers (PwC) to conduct another independent review of Dar's risk and compliance, and the board was informed of the results.

Dar's commitment to anti-bribery and anti-corruption is an extension of the similar and wider commitment made by Dar's mother company, Dar Group, to this same cause. In 2018, Dar Group management took steps to further strengthen the oversight of Group activity at the level of the Board of Directors and bolstered Group resources, adding key roles in risk and compliance including the role of Chief Compliance Officer (CCO) of the entire Dar Group. Dar Group also created a new Risk and Compliance Committee, which is a sub-committee of the Group's Audit Committee. Made up of senior management professionals and responsible for ensuring compliance in both Dar and the wider Dar Group, the Risk and Compliance Committee reports to the Audit Committee and Dar Group's Board of Directors. Attempts to continue building a robust compliance program also included enhancing communication among compliance managers across all of the Group's operating businesses while meeting the regulatory needs of the sixty countries in which the Group operates.



“ I would like to reiterate our commitment to the Anti-Corruption and Anti-Bribery Policy. We cannot and will not tolerate any behavior that deviates from best practice in the business, and more governance structures will be established over the next few years, so that by 2020 we will have achieved our vision. ”

– **Dar Chairman and CEO Mr. Talal Shair**, in an October 5, 2018 speech given at the annual gathering of Dar Cairo employees.

# Pursuing the SDGs

- ▶ Projects and Business Operations
- ▶ Corporate Social Responsibility



# Pursuing the SDGs

## Projects and Business Operations

Since signing the United Nations Global Compact, Dar has been involved in numerous high-impact projects that serve to promote several of the UN's sustainable development goals.

### Goal 3: Good Health and Well-being

Through its business operations as a leading design and engineering consultancy, Dar has been involved in several efforts to promote the availability of quality general and specialized healthcare in its host communities. For example, in Angola, the company has played an active role in developing the healthcare industry: renovating and refurbishing critical sections of the Central Hospital of Lubango; designing and supervising the construction of the 200-bed Cabinda General Hospital; and designing the renovation and expansion of an existing hospital building dedicated to the treatment of pulmonary diseases at the Sanatorium Hospital of Luanda. We also designed and supervised the construction of the specialized Camama Mother and Child Hospital and an Institute of

Pediatric Hematology to support children with sickle cell anaemia. Among such specialized centers, Dar also prepared the detailed design and construction documents for the 250-bed New Burns Hospital in Kilamba and the Lubango Mother and Child Hospital.

The company's services in Angola have supported efforts to facilitate access to healthcare. To cite an illustrative example, Dar delivered the detailed design and construction documents for the first public hemodialysis center in Angola's Huíla province. The state-of-the-art center, which was inaugurated in June 2019, meets an urgent gap in the market: previously, patients in need of the critical treatment had to travel over 370 kilometres to reach the nearest dialysis center. With new technologies and patient-centric design, the new center offers top-grade medical services to the people of Huíla, in their own backyard.

Dar also contributed to healthcare projects in other countries in Africa. In Nigeria, Dar designed and supervised the construction of the new Capital Health Surgical Center Hospital in Abuja. In Egypt, the company was commissioned by the Magdi Yacoub Heart Foundation – a charity NGO with a commitment to providing free medical services

## Meeting Commitments: Dar and the United Nations' Sustainable Development Goals



and advanced training for medical personnel – to provide the detailed design of the Aswan Heart Center. According to research by the foundation, cardiovascular disease is the leading cause of death out of all non-communicable diseases in Egypt, and the available medical facilities cannot meet the extensive and urgent demand for treatment. With the new center and with the latest technologies and techniques in cardiovascular medical care, the foundation expects to triple the number of hearts it saves, all while providing free-of-charge services in order to grant easy access to vulnerable populations. Dar also prepared the detailed design and tender documents for Egypt's new Madinaty Medical Center and continues to provide project management and site supervision services for the construction of the New Dar Al Fouad Hospital in Egypt.

Elsewhere in the Middle East, Dar completed the master plan, detailed design, and tender documents and supervised the construction of Qatar's Tarsheed Hospital, a high quality medical services facility that provides secondary and tertiary care that focuses on mother and child, cardiopulmonary, orthopedic, and neurology services as well as long-term care. In Saudi Arabia, Dar continues to provide detailed design, medical equipment planning, interior design, and supervision of construction services for a

transformational project to create five LEED-certified hospital complexes including the Women's Hospital at King Saud Bin Abdulaziz University for Health Sciences in Riyadh; the King Abdullah Specialized Children Hospital; the Neuroscience and Trauma Care Center at the National Guard's King Abdulaziz Medical City in Jeddah; the King Salman Specialized Hospital in Taif; and the King Abdullah Specialized Hospital in Qassim. In Lebanon, Dar is providing the detailed design for a world-class healthcare facility, designed with a capacity of 160 beds and in accordance with LEED v4 Gold Certification for Healthcare requirements.

Dar also designed training facilities for aspiring medical professionals including the Talatona University Clinic in Angola and a new annex for the College of Medicine within Al Najah National University Campus in Nablus, Palestine. This annex is designed to serve as a center for research, training, and education for continuous medical learning and advancement.



## Goal 4: Quality Education

As a design and engineering consultancy, Dar's contributions to Sustainable Development Goal 4: Quality Education are limited to Target 4.A Build and Upgrade Safe and Inclusive Schools. Within this target, however, Dar has managed to compile a broad portfolio of educational facilities, through the course of its normal business operations.

We collaborate with educational planners to create modern educational institutions. Our schools and universities weave together the latest technologies, teaching facilities, and research trends. From classroom to labs, our experience covers the myriad facets of educational designs that help our communities move forward. This year, Dar continued to offer its expertise and services to clients seeking to create exceptional educational facilities that meet a wide range of needs: from kindergartens and primary schools to general universities and highly specialized educational labs. Throughout these ventures, our designers and engineers have been guided by the goal of facilitating the delivery of accessible, quality education across the region.

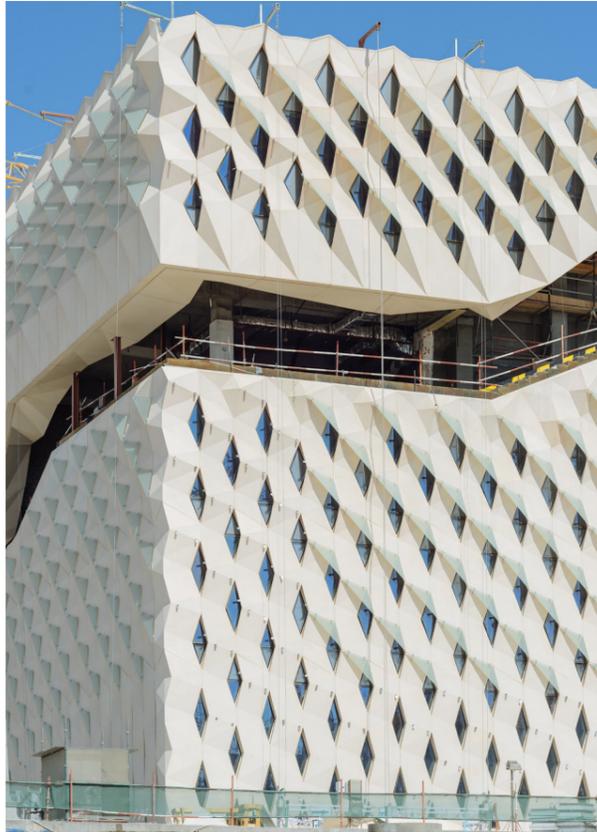


In Dubai, Dar delivered the concept design for the state-of-the-art Junior Mainstream and Special Educational Needs (SEN) Schools located in Dubai's Yas Island. With a total pupil capacity of 1,100 and a gross floor area of 23,000 m<sup>2</sup>, this educational complex is designed to serve junior and secondary students. More importantly, it aims to make education more accessible by accommodating and catering to pupils with a wide range of special needs. Elsewhere in Dubai, Dar is also currently reviewing and completing the design and supervising the construction of a school building, with a built-up area of 27,952 m<sup>2</sup>, for the Scientific Research Primary School.

In the Yasmeen City in Doha, Qatar, the company is involved in designing a primary school and two kindergartens designed to cater to families in a district that will accommodate 18,000 residents.

Dar is also involved in projects that facilitate the provision of specialized or vocational training and education. In Oman, for example, Dar is designing and supervising the construction of a vocational technical training Center of Excellence (CoE) on an enormous site area of 1,000,000 m<sup>2</sup>. The center is designed for the training of oil and gas process operations, electrical, mechanical, and instrumentation technicians. The project consists of a main building for management and administration offices and classrooms; a workshop building and internal process training plant skids; recreational and leisure facilities; and public and parking areas. In 2018, Dar also delivered the detailed design and tender documents for a specialized research and development laboratory and a 19,573 m<sup>2</sup> Petroleum Engineering and Geoscience College, both of which are attached to the King Fahd University of Petroleum and Minerals (KFUPM) in Saudi Arabia.

Also on a university level, Dar continued, in 2018, to be involved in several large-scale projects. For example, the company continued its involvement in a decade-long project during which it provided master planning, detailed design, tender documents, tender management, and supervision of construction services for one main university campus and two branches joined to the King Saud University for Health Sciences in Saudi Arabia. Each of the three sites comprises world-class educational, residential, recreational, support and administrative buildings dedicated to health sciences. The Riyadh campus includes the King Abdullah Specialty Children's Hospital (542 beds for pediatric and adult functions); a cardiovascular center and ambulatory care center (300 beds); a Central Colleges Complex housing the colleges of medicine, nursing, and science and health professions, dentistry, public health, pharmacy, applied medical sciences, and the deanship of higher studies and continuing education; the Clinical Skills Development Center; and the King Abdullah International Research Center. The Jeddah and Hasa campuses each include a Central Colleges Complex housing the colleges of medicine (Jeddah), nursing, science and health professions, applied medical sciences, deanship of higher studies, Clinical Skills Development Center, and Research Center.



In the United Arab Emirates, the company continued offering detailed design and supervision of construction services for the Phase 1 development of the University of Dubai. Phase 1 comprises buildings (with a total built-up area of 23,700 m<sup>2</sup>) for the general administration, the College of Information Technology, and the College of Business. Apart from ensuring that the buildings anticipate and meet the needs of future students, Dar is tasked with creating well-maintained, comfortable, and aesthetically pleasing spaces by providing all landscaping, infrastructure, and electromechanical services.

Dar also sustained its efforts in supervising the construction of the Colleges of Arts and Education for the Sabah Al-Salem University City in Kuwait. With a total built-up area of

147,286 m<sup>2</sup>, this project accommodates a total undergraduate and graduate student enrolment of 10,375 students for both colleges as well as 905 faculty members and support staff members. It comprises men's and women's colleges with all educational, administrative, and faculty offices and services, including auditoria, classrooms, laboratories, libraries, teaching and learning resources, and recreational and support facilities in addition to a basement accommodating building services and car-parking.

In a separate but related project, Dar is providing design, tender management, and supervision of construction services for an enormous project covering various support facilities related to the Sabah Al-Salem University. These include a community-based public model school for pre-K

and K-12 education with a capacity of 633 students and a community-based day care with a capacity of 112 children. The scope also includes specialized research centers such as the Center for Futuristic and Strategic Studies, the Gulf Studies Center, and the Academic Publication Council building. Through this project, Dar is also providing extensive services that enhance life in an educational complex: these include housing facilities for faculty and students, waste management facilities, construction and maintenance facilities, stores and workshops, central food depot, press building, newspaper offices, and a bookstore.

These projects are simply recent highlights of our portfolio of educational projects, a portfolio that includes over 65 universities and schools and provides enrolment facilities for over 190,000 students. We will continue to use our expertise and our experience in the educational sector to spread access to quality education and design cohesive campuses and buildings that cultivate learning and inspire creativity in the generations who pass through their hallways.



## Goal 6: Clean Water and Sanitation

Dar's hydrology, hydraulics, and treatment specialists work with its planners, engineers, and socio-environmental specialists, applying state-of-the-art technologies and years of practical experience, in order to channel the full potential of water and enable communities to benefit from it. Through our projects in the water sector, we contribute significantly to several targets under Goal 6 Clean Water and Sanitation, including targets 6.1, 6.2, and 6.3.

With regards to achieving adequate and equitable sanitation and hygiene for all (target 6.2) and halving the proportion of untreated wastewater (target 6.3), Dar designed the enormous Umm Al-Hayman Wastewater Treatment Plant, a plant with a Phase 1 capacity of 500,000 m<sup>3</sup> per day serving the people of Kuwait. We also designed and rehabilitated sewerage networks, wastewater collection systems, and wastewater treatment plants for a number of project areas in Lebanon, Kenya, Qatar, Angola, the United Arab Emirates, and other countries.

On ensuring universal and equitable access to safe and affordable drinking water for all, Dar played its part by rehabilitating, upgrading, and expanding water supply systems in Angola; designing potable water networks in a number of projects across the region; and contributing to a desalination system in Jordan.

## Goal 7: Affordable and Clean Energy

As one of the recognized leaders in the Middle Eastern and African power sectors, Dar is determined to meet the future of social and environmental welfare. For this reason, we are deeply involved in various projects employing renewable energy solutions, including photovoltaic systems, wind energy, and hydropower. Our projects include economic and environmental analysis and feasibility studies as well as the seamless integration of renewable energy into various project types.

In Jordan, for example, Dar provided extensive consultancy services – including technical and financial feasibility studies, energy yield simulation, concept designs, and tender documents – for the Social Security Investment Fund’s Photovoltaic Plant. The 20 MWp power plant has an estimated annual yield of 37,000 MWh and the ongoing project aims to integrate this energy with the national grid. Dar is also involved in other renewable energy projects in Jordan. In one, the company is providing design review, construction management, contract management, supervision of testing and commissioning, and performance monitoring services for a 33MWp photovoltaic plant, located in Maan and also integrated with the Jordanian national grid. Dar also provided the detailed design and tender documents for another solar energy project, this time a 5MWp photovoltaic power plant with an estimated annual yield of 9,000 MWh, designed for the Jordan Phosphate Mines Company and to be integrated with the national grid at 33kV level.

In 2018, Dar also concluded a project on setting an on-site renewable energy strategy and framework for the Al Maktoum International Airport in the United Arab Emirates. Once complete, this airport will be one of the largest in the world, with an annual capacity of over 200 million passengers per year, and it has an expected annual energy consumption of 2,900 GWhr for its entire Phase 1. To meet part of this enormous demand, Dar defined an on-site renewable energy strategy for the airport: this comprised determining suitable locations for the deployment of renewable energy plants; preparing a detailed technical study covering various renewable energy sources (solar, wind, waste to energy, and geothermal energy) to determine the most viable ones; defining plants’ characteristics and preparing annual energy yield simulation; assisting in the preparation of the



financial feasibility study; and recommending the most feasible approach to execute the renewable energy strategy in terms of phasing and construction contractual scheme. With this project, Dar has managed to move one of the most ambitious aviation projects closer to renewable energy and a greener, more sustainable future.

Dar is also heavily involved in hydropower projects. In Angola, the company provided supervision of construction services for the sensitive task of heightening the 60-m-high, 300-m-long double curvature concrete arch Cambambe Dam. In parallel, Dar contributed a host of technical and supervision services for the rehabilitation of the Cambambe Hydroelectric Power Plant to reach a capacity of 288 MV. This project was concluded in 2018.

Apart from projects that are strictly related to renewable energy, Dar also promotes the pursuit of clean and affordable energy wherever appropriate. For example, in creating master plans for new developments such as the Ain Al-Soukhna Special Economic Zone in Egypt, Dar promotes the incorporation of sustainability initiatives that both produce clean energy and reduce energy requirements.

Through such initiatives and others, Dar hopes to continue working towards making clean and affordable energy available to ever wider communities across the region.



## Goal 9: Industry, Innovation, and Infrastructure

As one of the leading infrastructure design consultancies in the Middle East and Africa, Dar contributes significantly to the achievement of Goal 9. Our projects specifically respond to targets 9.1 (develop quality, reliable, sustainable, and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being) and target 9.4 (upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes).

A number of projects we have undertaken fall under those goals. For example, in Abu Dhabi, Dar worked with the Department of Urban Planning and Municipalities to update the Infrastructure Framework Plan with the main objective of safeguarding conflict-free infrastructure network utility corridors and utility plots including roads, highways, public transport systems, water and wastewater networks, and others. In Egypt, we provided the detailed design for all infrastructure networks serving Madinat's City Center and a number of other districts in the city: these networks include water supply, wastewater collection and disposal, stormwater drainage, irrigation systems, and a water pipeline to the city's main water network. Such infrastructure significantly enhances human well-being and also contributes to the achievement of Goal 11 – Sustainable Cities and Communities.



In Nigeria, Dar is preparing a master plan for the Amfani Industrial Park and City, a projected industrial complex and township on a 1,060 ha site. The project is designed to host community facilities, a capacity training institute, agro-processing centers, and tourism attractions. Dar's master plan aims to create a superior commercial development which makes use of its advantageous proximity to Kainji Dam and Kainji Lake; provide a versatile development program which ensures a robust sustainable economy, and utilizes and protects the site's natural beauty and

wealth of environmental features; and enhance a sustainable living environment with a balanced system that promotes vehicular and pedestrian mobility and explores water-based transport. Working on this project serves to advance a number of goals, including promoting decent work opportunities, promoting sustainable transport options, and creating infrastructure that supports economic development.

Dar also provided infrastructure design services for upcoming cities such as the New Administrative Capital in Egypt, industrial city projects, special economic zones, research centers, hotels, historical districts, and numerous other projects.

In upcoming years, we hope to continue to partner with governments and visionary clients to create large-scale infrastructure that triggers economic development and creates jobs with equitable and affordable access to all.





## Goal 11: Sustainable Cities and Communities

According to the United Nations Development Programme (UNDP), Goal 11 Sustainable Cities and Communities aims at making cities more sustainable by creating career and business opportunities, providing safe and affordable housing, building resilient societies and economies, investing in public transport, creating green public spaces, and improving urban planning and management in participatory and inclusive ways. Dar has incorporated each of these objectives in numerous, large-scale projects.

Dar's award-winning master plan for Nigeria's Ibadan city, for one, is a prime example of what happens when a committed company applies the detail and spirit of the SDGs during project development. The Dar team used the SDGs as a framework to guide the development of the objectives and indicators against which the evolving master plan could be reviewed, in order to ensure a sustainable Ibadan

society covering environment, vulnerable groups, and economy. As part of capacity building training for the Ibadan city master plan and the Epe master plan, both in Nigeria, the SDGs were introduced to client teams during workshops as frameworks for the development of sustainable societies. Workshop activities included encouraging participants to use the SDGs to develop objectives, targets, and indicators relating to their specific project locations. The strength of these master plans in the areas of stakeholder engagement and preservation of cultural heritage and archaeology can be attributed in part to the SDGs. The capacity building itself is recognised as contributing to 'peace, justice, and strong institutions' (SDG 16). Moreover, reviewing the development of the master plan against the framework of the SDG objectives, both the client and Dar's urban design team could be confident that a broad-ranging sustainability standard had been employed as a benchmark.

In 2018, Dar also commenced work on a conceptual master plan for the Ain Al-Soukhna Special Economic Zone in Egypt. The concept master plan aims to create a sustainable and smart community set in a 75 km<sup>2</sup> industrial and logistics city and a 20 km<sup>2</sup> residential city. The industrial and logistics city will create employment opportunities by hosting light and medium industries, logistics and warehousing facilities, a digital hub, technology park, retail centers, research and development centers, and labour accommodation. This development will provide affordable housing and encourage sustainable initiatives using renewable energy, energy conservation, and recycling. It is also projected to generate and facilitate over 400,000 jobs and provide Egyptian and foreign investors with top-class infrastructure, market access, and streamlined administrative processes.

At the same time, Dar began preparing a concept master plan and recommendations for the 440 km<sup>2</sup> Wa'ad Al Shamaal Industrial City. Set in Saudi Arabia, the city is designed to comprise all the components of industry with major focus given to the establishment of support industries and end products industries. This project will help develop the urban economy, localise technology, and exploit natural resources that yield benefit to the nation's economy.

Also in 2018, Dar continued work on the ongoing Madinah Hajj City project, a huge development project set on a 1.6 million m<sup>2</sup> site, located 3 km southwest of the Holy Prophet's Mosque in Madinah. The project is expected to accommodate 120,000 pilgrims and to bolster employment opportunities by establishing office towers with an ultimate capacity of 31,000 employees.

The city – which Dar has master planned, designed, and supervised – contains all the requirements for a sustainable community: these include a 360-bed hospital complex; extensive and efficient public transportation options including elevated light transit and bus stations with a peak capacity of 84,000 people/hour; a commercial mall and a wealth of entertainment, catering, and retail options; and cultural necessities including two mosques. With such projects and others, Dar continues to use its expertise and experience to create more sustainable cities and communities.





## Goal 15: Life on Land

Dar's contributions to Sustainable Development Goal 15: Life on Land primarily touch on targets 15.5 (Protect Biodiversity and Natural Habitats) and 15.9 (Integrate Ecosystem and Biodiversity in Governmental Planning). For the former, Dar offers extensive environmental services including environmental and social impact assessments, environmental and social management and action planning, construction environmental management, environmental effects monitoring, and a host of other services designed to empower clients to understand the impacts of their projects on surrounding environments and plan accordingly. Meanwhile, for target 15.9, Dar works with national governments and other high-level stakeholders to plan and develop environmental policies and environmental policy frameworks.

With respect to integrating ecosystem and biodiversity in governmental planning, Dar contributed to the development of the Kuwait Fourth Master Plan 2040, by identifying and reviewing current and committed plans, project policies, decisions, and practices related to environmentally sensitive features and areas, coastal and marine areas, natural resources, biodiversity, and natural heritage. In Africa, Dar conducted a Strategic Environmental and Social Assessment (SESA) for the master plan preparation of a 51,000 ha sub-region within Lagos State in Nigeria. This sub-region is a rural area that contains forests, lakes, lagoons, creeks, and swamps that contribute to the area's complex water systems.

In 2018 and 2019, Dar also worked on numerous environmental impact assessments (EIAs) and policies. One of the most prominent is the Northern Riyadh Region site assessment, which Dar was commissioned to complete by the Saudi Royal Court. The site survey and assessment covered an area of 45 km<sup>2</sup> and included topographic and utility surveys and geotechnical surveys covering everything from soils to ground stability and underground water. Dar is also preparing a Pre-Planning Environmental Assessment (PPEA) covering environmental attributes, land use, landscape and geomorphology, air quality and noise, surface and ground water hydrology, soils, flora and fauna, biodiversity, and habitats.



Elsewhere in Saudi Arabia, Dar is preparing an EIA and an environmental management plan (EMP) for the 440 km<sup>2</sup> Wa'ad Al Shamaal Industrial City. This EMP aims to safeguard the city's ecosystems and environment since it considers all relevant aspects of environmental and sustainable development, details short- and long-term measures required to avoid or mitigate potentially adverse impacts, manages any residual impacts, and presents proposals for environmental quality monitoring in order to assess the sufficiency of the mitigation measures and any need for institutional reform and/or capacity building to ensure the EMP is executed

effectively. A similar EIA is also being prepared for the 11 km<sup>2</sup> Taif Industrial City, one that takes into account the city's external impacts on its surrounding region and proposes recommendations to deal with all types of waste.

Dar also provided a number of environmental impact assessments for projects ranging from sewage systems, roads, and infrastructure to pipelines and upcoming tourist destinations. It is our hope to continue to partner with clients who value environmental preservation and biodiversity protection.

# Pursuing the SDGs

## Corporate Social Responsibility

Since signing the United Nations Global Compact, Dar has continued to sponsor and support local organizations that provide valuable services and seek long-term solutions to community-based problems. Our diverse corporate social responsibility program covers sectors such as education, healthcare, culture, and the environment. This section will outline those activities of ours that allow us to contribute to the achievement of some of the targets of the Sustainable Development Goals.

### Promoting SDG 16 Peace, Justice, and Strong Institutions in Lebanon

In 2018, Dar Chairman and CEO Mr. Talal Shair joined the SDG Council of the UN Global Compact Network Lebanon (GCNL) and is currently serving as the Goal Leader for SDG 16 – Peace, Justice, and Strong Institutions. The Council’s mandate is to use its members’ private sector leadership to support and guide the GCNL in its efforts to make progress towards the SDGs, whether through advancing

policy dialogue, advocacy, and lobbying or through promoting relevant research and related projects.

Dar’s steps towards promoting SDG 16 began with the fundamental changes we introduced in our own group and specifically the “best-in-class” governance structures we introduced to ensure proper checks and balances in decision-making processes. One primary component of this commitment has been the introduction of an effective Anti-Bribery and Corruption Policy with the right mechanisms to audit and ensure that it is implemented consistently across all activities conducted by both Dar and the wider Dar Group organization.

Dar is also raising awareness on SDG 16 by setting an example and showing that a private sector group with strong Lebanese and Arab roots can compete in the international markets on an equal footing with its peers. It also aims to demonstrate that, through hard work and commitment, any company can implement stringent governance structures in management and create a stronger institution. We hope to inspire a culture around this concept.



### Adopting a section of the Lebanon Mountain Trail

In the last reporting period, Dar adopted Section 23 (Aitanit to Kawkaba Bou Arab) of the Lebanon Mountain Trail (LMT). By doing so, the company is supporting the work of the Lebanon Mountain Trail Association, which aims to develop, maintain, and conserve the Lebanon Mountain Trail; protect the natural, cultural, and architectural heritage and landmarks near the trail; and support local communities by enhancing economic opportunities through promoting highly responsible ecotourism.

Adopting Section 23 of the LMT includes clearing, cleaning, and blazing sections of the trail during one year; conducting GIS mapping and cartography services; installing directional signs and an information panel; raising awareness among the local community and authority about their local trail and heritage through targeted activity; and conducting educational activities with one local public school.

Activity along this historic trail not only safeguards and preserves Lebanon’s precious natural resources, it also injects economic benefits into the remote local communities along the trail. As such, by supporting this association, Dar is contributing to the achievement of Goal 15.1 – which calls for the conservation, restoration, and sustainable use of terrestrial ecosystems and their services – and Goal 15.3 which calls for the conservation of mountain ecosystems and the enhancement of their capacity to provide benefits that are essential for sustainable development. This activity also contributes to Target 8.9 which calls on parties to devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products and Target 11.4 (“Strengthen efforts to protect and safeguard the world’s cultural and natural heritage”).



## Dar's Sustainability Movement and the Green Apple Day of Service

Dar's Sustainability Movement is an in-house volunteer initiative operated by Dar professionals with the aim of spreading awareness on environmental issues and motivating students to lead greener lives and safeguard their surrounding environment. In 2018, 207 Dar volunteers from different design centers and offices worked on a comprehensive awareness campaign in 19 schools. In honor of the international Green Apple Day of Service, these volunteers visited different schools and conducted project activities and presentations that tackle issues such as water conservation, responsible consumption, recycling, green building, and numerous similar concepts. The activities were engaging and instructive: converting old tires into playground seats or flower beds, building a recycling sortation station with reused materials, planting trees, building a solar cooker from a pizza box, planting a green wall with old plastic bottles, collecting rainwater, cooling buildings with passive measures, and numerous others. Through such activities, students were able to learn that they can contribute to safeguarding the environment through simple measures in their everyday lives.

In the 2018-2019 school season, the Sustainability Movement visited 19 schools in Beirut, Amman, Cairo, Pune, and Dubai. 1,347 students and 98 staff members attended the different lectures and workshops, and over 7,800 students were impacted. The Sustainability Movement also aimed to bring its contributions to students from different social and economic backgrounds; therefore, the volunteers visited both public and private schools and a number of orphanage-affiliated schools and SOS Children's Villages.

Dar's Sustainability Movement contributes to Goal 11.4 and Goal 4.7 which states that all learners should acquire the knowledge and skills needed to promote sustainable development and sustainable lifestyles.




## Supporting students through quality education

Dar offers significant financial support to scholarship programs at several of Lebanon's most prestigious universities including the American University of Beirut (AUB) and the Lebanese American University (LAU). Dar has also supported the Masters in Road Safety Management program at the Saint Joseph University (USJ) in Beirut since its inception; we do this by annually sponsoring students from across the MENA region to pursue this course of study and learn about different aspects of road safety. This support empowers students of limited financial means and enables them to pursue a high-quality university education.

Each year, Dar also hosts an average of 450 interns from various universities and a wide range of majors and specializations in its Amman, Pune, Beirut, London, and Cairo offices. This opportunity allows students to immerse themselves in a professional environment and take the first steps towards their careers. Dar Cairo also annually hosts architecture and engineering students from different universities for an informative and educational tour of the Dar premises as well as a workshop about future career prospects. In 2019, Dar Amman also participated in the first annual Engineering in Practical Life conference, which was hosted by Sirriyeh Housing & Construction at the Business Park in Amman. The conference targeted students from different Jordanian universities as well as high school students interested in the engineering field. The aim was to allow students to explore the different tracks available in engineering and sample the professional opportunities they will have once they graduate.

In another context, Dar also extends financial support to Myschoolpulse, a non-profit organization that provides children undergoing treatment for a life-threatening illness with the opportunity to continue their education by offering tailored lessons adapted to their needs and covering private tutoring fees. Their mission is to ensure that these children do not miss one or two years of schooling and that they do not feel excluded or left behind during their treatment.

Furthermore, Dar sponsors a number of other organizations dedicated to promoting literacy and education. These include:

- Teach a Child Lebanon, a non-profit organization that provides access to education for underprivileged students across Lebanon by covering all the expenses related to their education regardless of their gender, religion, location, or performance;
- Ana Aqra Association, an independent non-profit organization which aims to advance literacy and autonomous learning for underprivileged children in Lebanese public schools;
- AMIDEAST Lebanon, which works to support Lebanese people pursuing higher education and professional growth and to provide a range of professional training, educational, scholarship, and development programs; and
- Ayadina Association, an NGO which addresses social problems related to children and youth by providing opportunities for channeling emotions into creative expression, cultural and artistic exposure, talent development, improved academic achievement, and economic empowerment.

With these contributions, we are playing our part in achieving Goal 4.4 and Goal 4.B which calls for substantially expanding the number of scholarships available in developing countries and specifically in higher education.

## Combatting drugs in Lebanon

Dar provides ongoing financial support to two prominent non-profit, non-governmental organizations dedicated to preventing and treating drug addiction in Lebanon: Oum el Nour and Skoun. These organizations are primarily concerned with rehabilitating drug addicts and running comprehensive drug prevention initiatives and awareness programs. By doing so, Dar contributes to the achievement of Goal 3.5 which calls for strengthening the prevention and treatment of substance abuse, including narcotic drug abuse.



## Building a drought-free Maharashtra

In a celebrated effort to improve quality of life in one vulnerable community, engineers from Dar Pune volunteered their time and specialized skills to assist locals in Kolvihire, a small village in the Pune district that was severely affected by drought. To tackle this issue, the volunteers studied the situation and discovered that rainwater in the area was running-off without percolating into the ground, and that watershed management planning was thus essential to increasing the ground water level. The volunteers then constructed a contour trench on the sloping hillside in Kolvihire. This solution allows the rainwater running down the hills to collect in the newly-constructed contour trench, increasing the ground water level and alleviating drought issues.

These activities were held with the guidance of Paani Foundation, a non-profit, non-governmental organization that is active in the area of drought prevention and watershed management in the state of Maharashtra, India. Through such efforts, Dar is attempting to play its part in achieving Goal 11.5 which aims at reducing the number of people affected by water-related disasters and Goal 6.4 which calls for reducing the number of people suffering from water scarcity.



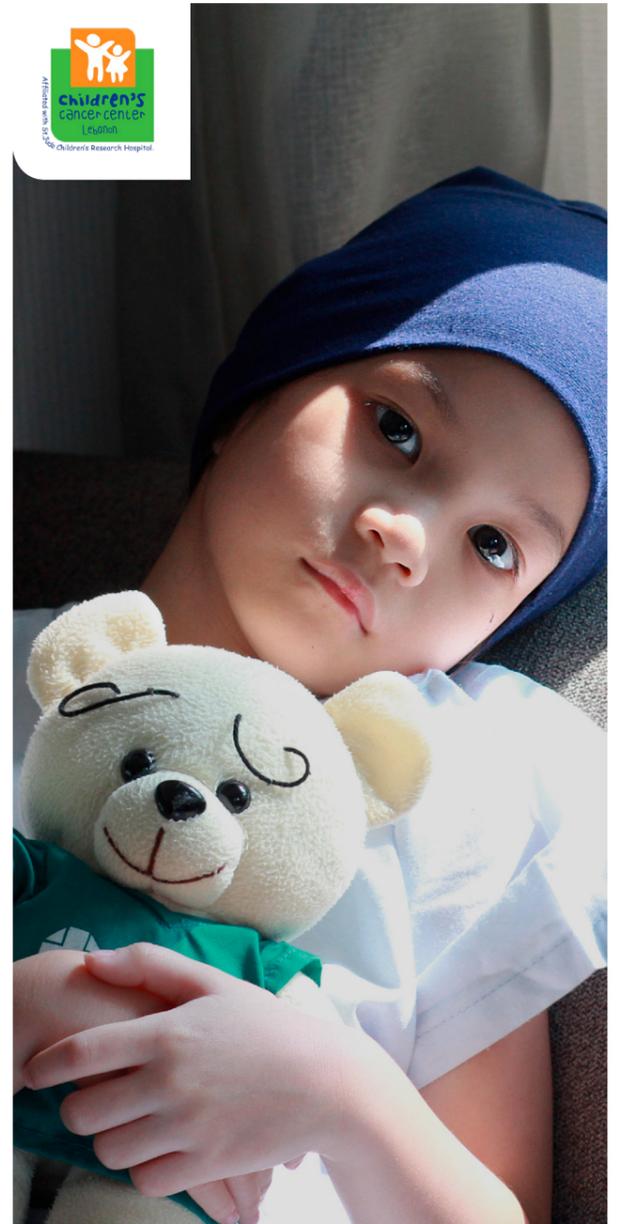
## Facilitating access to quality healthcare

Dar offers long-term support to a number of non-profit organizations dedicated to promoting the accessibility of healthcare. For example, the company has implemented a system through which employees can donate a certain percentage of their salaries to the St. Jude Children's Cancer Center in Lebanon. This center aims to provide access to free-of-charge treatment and excellent psychosocial services to all children suffering from cancer in Lebanon and the region.

Dar also annually sponsors all of the following organizations:

- Tamanna, a non-profit organization dedicated to granting the wishes of children with critical illnesses;
- the Friends of Multiple Sclerosis at AUBMC Fund, which raises funds to assist patients with multiple sclerosis who cannot afford treatment;
- Heartbeat, an NGO that works to ensure that children born with heart disease have access to adequate medical treatment and covers all related costs; and
- Himaya, a specialized NGO dedicated to protecting children from all forms of abuse and offering them the psychosocial and legal support they need.

Through these initiatives, we aim to contribute to Goal 3.8 (Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all).





## Tending to the needs of autistic individuals

In 2019, Dar continued its sponsorship of the Lebanese Autism Society, which advocates for the rights of individuals with autism. The LAS focuses on early diagnosis and intervention emphasizing the development of highly structured, specialized educational programs tailored to the individual needs of children with Autism Spectrum Disorder and other disabilities. It also promotes and supports the social integration of autistic children and teenagers and works on building the capacities of the professionals and institutions providing them with services.

Dar also supports the OpenMinds Fund, which aims to provide proper education, empowerment, and the best medical care to children with special needs, empowering them to lead fulfilling lives and helping them integrate at all levels and especially in schools, universities, and workplaces.

Through these partnerships, Dar hopes to contribute to Goal 4.A, especially as it relates to providing inclusive and effective learning environments for children with disabilities.

## Supporting the Beirut Marathon Association

**Dar is one of the long-term supporters of the Beirut Marathon Association.**

In this partnership, we are driven by a vested interest in promoting active, healthy, and fulfilling lifestyles among our employees. With this ideal in mind, Dar has launched several initiatives to encourage company-wide engagement with this physically strenuous enterprise. For one, the company has undertaken to cover all registration fees not only for all participating employees but also for those of their spouses and children who are willing to run.

Our marathon committee launches preparation for the marathon from the early stages of the year, and through the company's intranet and email network, we regularly communicate with all our employees, encouraging them to sign up and to practice.

On the day, our get-together tent provides a full-fledged support hub for the Dar community: providing care for runners and entertainment for kids and contributing to the festive atmosphere with various surprises and activities after the race.

Afterwards, the results are publicized, and Dar hosts an in-house award ceremony to honor and celebrate those who registered exceptional performances. All of the 42 km marathon runners and the male and female top-5 runners in the 21 km and 8 km runs are awarded trophies and rewards for their monumental achievements. Perks also include, for example, gym memberships for an entire year for those who completed the marathon and commit to completing it again the next year. These efforts have created a joyful competitive atmosphere among employees, one that, year after year, has encouraged more and more people to sign up and live the experience.

Besides athletics, the Beirut Marathon is an event with incredible societal value and impact. It brings together runners from different religious and political backgrounds to promote unity and peace. It also allows runners to donate their registration fees to a charity or non-governmental organization of their choice. To maximize the social impact of our participation, Dar chooses one non-governmental organization to support every year. In 2018, Dar ran for Kunhadi, to promote a responsible driving culture. In previous years, we have supported the Children's Cancer Center of Lebanon, Roads for Life, the Lebanese Autism Society, and various others. We welcome the chance to support the efforts of those seeking to improve our community on one of the biggest public stages in Lebanon.





