

COVERING 2018-2019 ACTIVITIES



AT THE  
FOREFRONT OF  
SUSTAINABLE  
DEVELOPMENT

# SUSTAIN ABILITY REPORT

2020



# SUSTAINABILITY REPORT 2020



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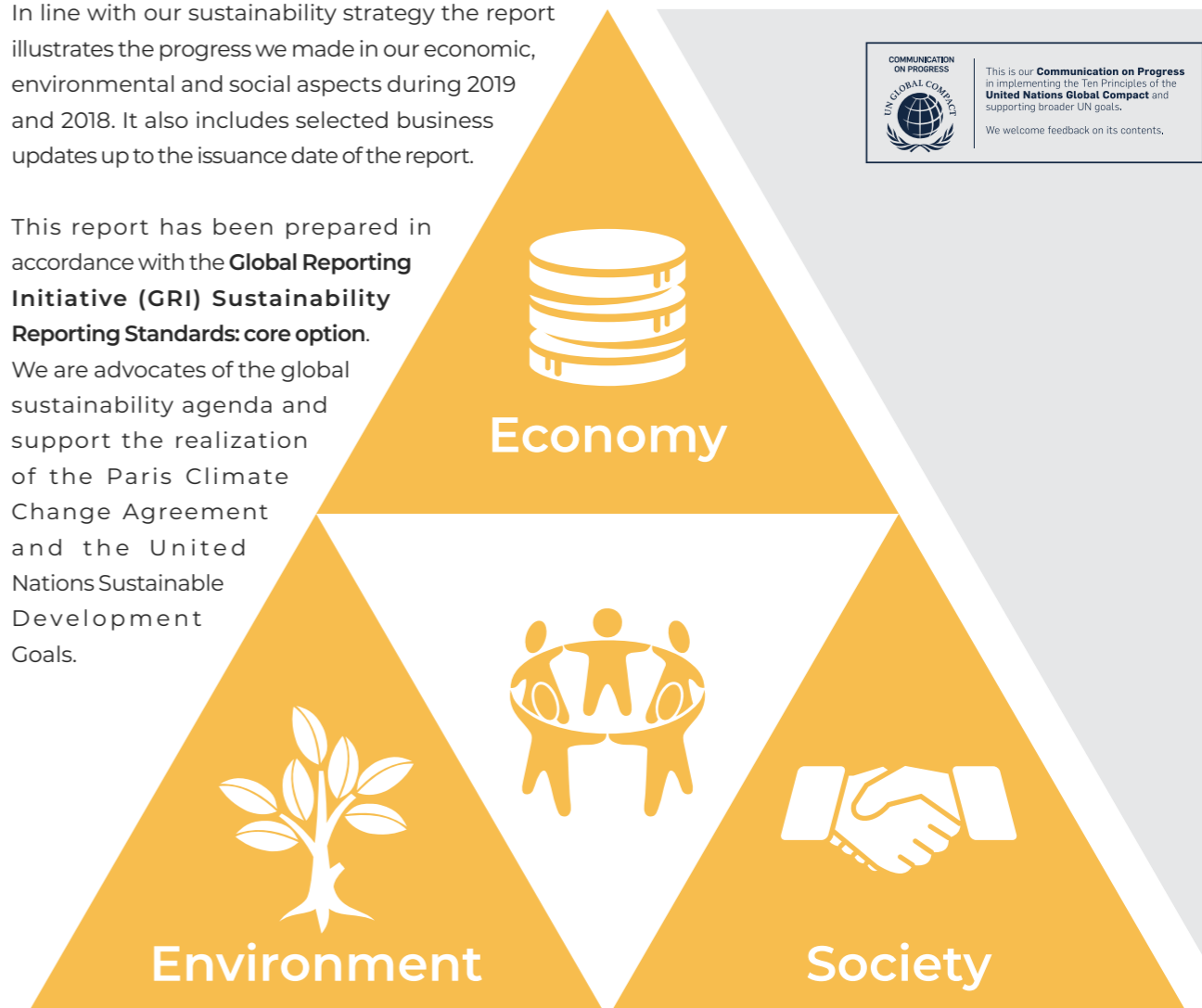
## OUR COMMITMENT

CCC's sustainability strategy is based on the pillars of sustainable development: Economy, Environment and Society. Guided by CCC's distinctive culture the company manifests its long-term commitment on the basis of responsible growth and respect towards people and the environment.

As signatories to the United Nations Global Compact (UNGC), the report serves as our annual communication on progress on the implementation of the ten UNGC principles, in addition to highlighting our efforts to advance the **United Nations' Sustainable Development Goals (SDGs)**.

In line with our sustainability strategy the report illustrates the progress we made in our economic, environmental and social aspects during 2019 and 2018. It also includes selected business updates up to the issuance date of the report.

This report has been prepared in accordance with the **Global Reporting Initiative (GRI) Sustainability Reporting Standards: core option**. We are advocates of the global sustainability agenda and support the realization of the Paris Climate Change Agreement and the United Nations Sustainable Development Goals.



# MESSAGE FROM PRESIDENT ENGINEERING & CONSTRUCTION



Dear Stakeholders,

This is CCC's fifth Sustainability Report covering activities of the period 2018-2019.

These years will be remembered for the global challenges posed by the ever - changing nature of the construction industry, coupled with the increasingly severe and unprecedented consequences of the COVID-19 pandemic.

As CCC's Sustainability Report was being prepared, the world began to respond to the coronavirus outbreak. The global spread of COVID-19 is putting extraordinary pressure on all of society and CCC mobilized efforts to help with the prevention and control of this global pandemic. CCC's corporate response started at the beginning of 2020 and although typically outside the scope of this report, here is what we have done so far:

- **For our clients:** Many of our projects are strategic governmental jobs and CCC is steadily supporting clients and public authorities in completing these projects while strictly complying with official safety guidelines and applying robust measures to ensure everyone involved is protected.
- **For our people:** Remote work policies, walk-through disinfection units, rotating shifts, converting to virtual meetings and seizing all not essential travel are some measures that are being applied. We also curated digital resources to regularly share news, expert knowledge and insights on resiliency and wellness in support of our people during these difficult times.
- **For communities and medical teams:** In Europe, the MENA and CIS regions CCC implemented a set of measures to support the international medical response and protect vulnerable people. To a public hospital in Greece, we donated a new intensive care unit along with pulmonary diagnostic equipment and a clinical information software. We also donated 60,000 testing kits to assist with screening necessities in Palestine, Jordan, Egypt and Kazakhstan. Additionally, in Lebanon, CCC donated ventilators to support the most pressing needs of local hospitals and societies.

Crisis periods like these are distressing but emphasize the need for all organizations to be agile and capable of managing a broad variety of risk factors while focusing on long-term opportunities. Ensuring that CCC is a sustainable, trusted and responsible business in a highly volatile reality is a key driver of our sustainability strategy. Also, for us, sustainability is not only a business opportunity, but a way to manage risks and contribute towards a better world for all.

In our previous report we presented how our sustainability objectives align with the United Nations Sustainable Development Goals, as a forward looking road map that addresses global challenges. In this report we further demonstrate how CCC is responding to the UN's 2030 Agenda and progressing corporate and project initiatives across the Goals.

During 2018 and 2019 we made significant progress in promoting sustainable development through a strategy of business growth which also includes a range of measures, on productivity, efficiency and innovation.

With a strong focus on sustainable construction, CCC has completed several Green Building projects in the MENA region —most of which are megaprojects— such as the City Centre Almaza in Egypt, Doha Metro stations in Qatar and the Palestinian Museum in Palestine. Developing green infrastructure delivers positive environmental and societal outcomes and also contributes billions directly to CCC's revenue.

Another focus during these years was our "circular economy" approach to minimize waste on projects by optimizing the use of natural resources, such as water and wood and maximizing the reuse of plastic, concrete and other materials. As a result we managed to:

- Offset 2,772 metric tons of emissions
- Conserve 75.1 million gallons of water
- Recover, reuse, and recycle 51.4% of construction waste (annually)

In addressing the energy inefficiencies of the industry, we worked closely with our clients on energy reduction improvements and adopted low and zero carbon initiatives for our construction sites. Through these efforts, we reduced our carbon footprint by 9.5%, which is in line with the environmental targets we set.

It is also our CSR projects that enable us to remain engaging and valuable to society. CCC's corporate volunteering program contributes to the socio-economic development of local communities injecting time and talents in many sectors including education, health and poverty reduction. In total, approximately 40,000 people have benefitted from CCC's volunteering program.

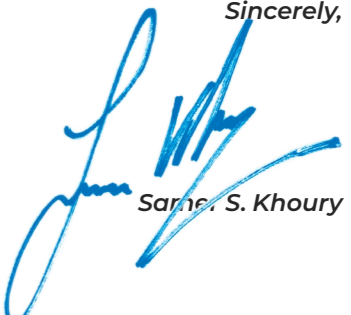
Safe working environments is always a top priority in CCC. Our "world class" HSE performance is driven by the multiple types of training, supervision and reporting systems we have in place. Notably, in 2019, millions of man-hours free from lost time injuries (LTIs) were achieved at CCC projects:

- Three projects accomplished more than 15 million man-hours
- Four projects achieved between 10-15 million man-hours
- Five projects accomplished reached between 5-10 million man-hours
- Seven projects completed between 3-5 million man-hours
- Five projects realized between 1-3 million man-hours

We deeply value the bright minds of the CCC family who dedicate their talent and passion to the success of our operations. We foster a diverse and engaging work environment with opportunities for development. Strong governance with integral transparency, ethics and anti-corruption is an absolute requirement for our work methods and procedures.

Our efforts continue to be recognized, for our sustainable construction practices we received the Green Contractor of the Year award at the Qatar Sustainability Awards 2020.

In our sustainability journey, we remain guided by our core values and we will continue raising the bar when it comes to reducing our environmental footprint and making a difference for future generations. Through this report we demonstrate how CCC's genuine and credible commitment to sustainability, makes a difference to society, the environment and our bottom line.

Sincerely,  
  
Samer S. Khoury

- ALGERIA ■ ■
- BAHRAIN ■
- BOTSWANA ■ ■
- CHINA ■
- EGYPT ■ ■
- EQUATORIAL GUINEA ■ ■
- ETHIOPIA ■
- GREECE ■
- GRENADA ■
- IRAQ ■
- ITALY ■
- JORDAN ■ ■
- KAZAKHSTAN ■ ■
- KUWAIT ■ ■
- LEBANON ■
- MAURITANIA ■ ■
- MOROCCO ■ ■
- MOZAMBIQUE ■ ■
- NIGERIA ■ ■
- OMAN ■ ■
- PALESTINE ■ ■
- QATAR ■ ■
- SAUDI ARABIA ■ ■
- ST. LUCIA ■
- UAE ■ ■
- UNITED KINGDOM ■
- ZAMBIA ■

## BUILDINGS



## TRANSPORTATION



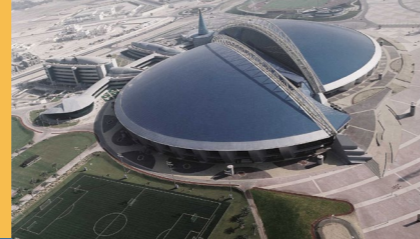
## WATER AND WASTEWATER INFRASTRUCTURE



## INDUSTRIAL & PROCESS PLANTS



## SPORTS FACILITIES



## POWER & ENERGY



## PIPELINES - OIL, GAS, CHEMICALS



## PUBLIC - PRIVATE PARTNERSHIPS



# GROUP PROFILE

Consolidated Contractors Group is a globally diversified company specializing in engineering and construction. Better known as Consolidated Contractors Company (CCC), it was founded in 1952 when the late **Kamel Abdul-Rahman**, the late **Hasib Sabbagh** and the late **Said Khoury** joined forces to create one of the first Arab construction companies. Today, it is the largest engineering and construction company in the Middle East and ranks among the top 20 international contractors.

Our core business is construction services across the engineering, procurement and construction (EPC) value chain. Our specialty is the construction of projects in the remotest locations across the globe. We carry out projects and activities in locations worldwide, from the Middle East crossing Africa and reaching Australia and Papua New Guinea.



BAKU-TBILISI-CEYHAN  
PIPELINE, AZERBAIJAN



PEARL GTL, QATAR



APLNG PIPELINE, AUSTRALIA



THE DUBAI MALL, UAE



WADI DAYQAH DAMS, OMAN

## LANDMARK PROJECTS



KHURSANIYAH GAS PLANT, SAUDI ARABIA



TENGIZ, FUTURE GROWTH  
PROJECT (FGP), KAZAKHSTAN



NEW EL ALAMEIN CITY, EGYPT



ZIRKU FACILITIES CAPACITY  
ENHANCEMENT, ZIRKU ISLAND



RIYADH METRO PROJECT –  
LINES 1 & 2, SAUDI ARABIA

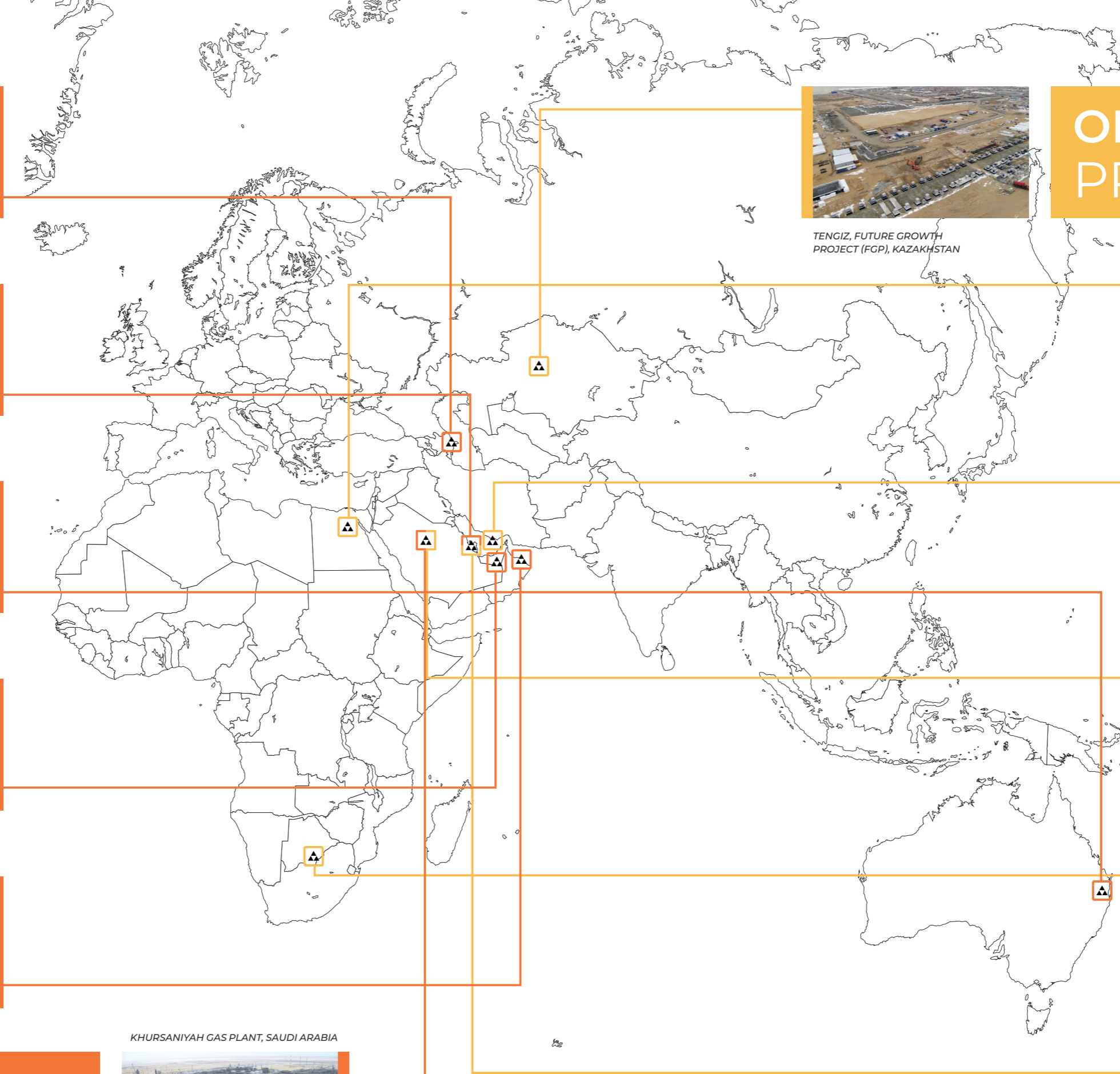


GABORONE-BOATLE ROAD, BOTSWANA



HAMAD INTERNATIONAL AIRPORT, QATAR

## ONGOING PROJECTS

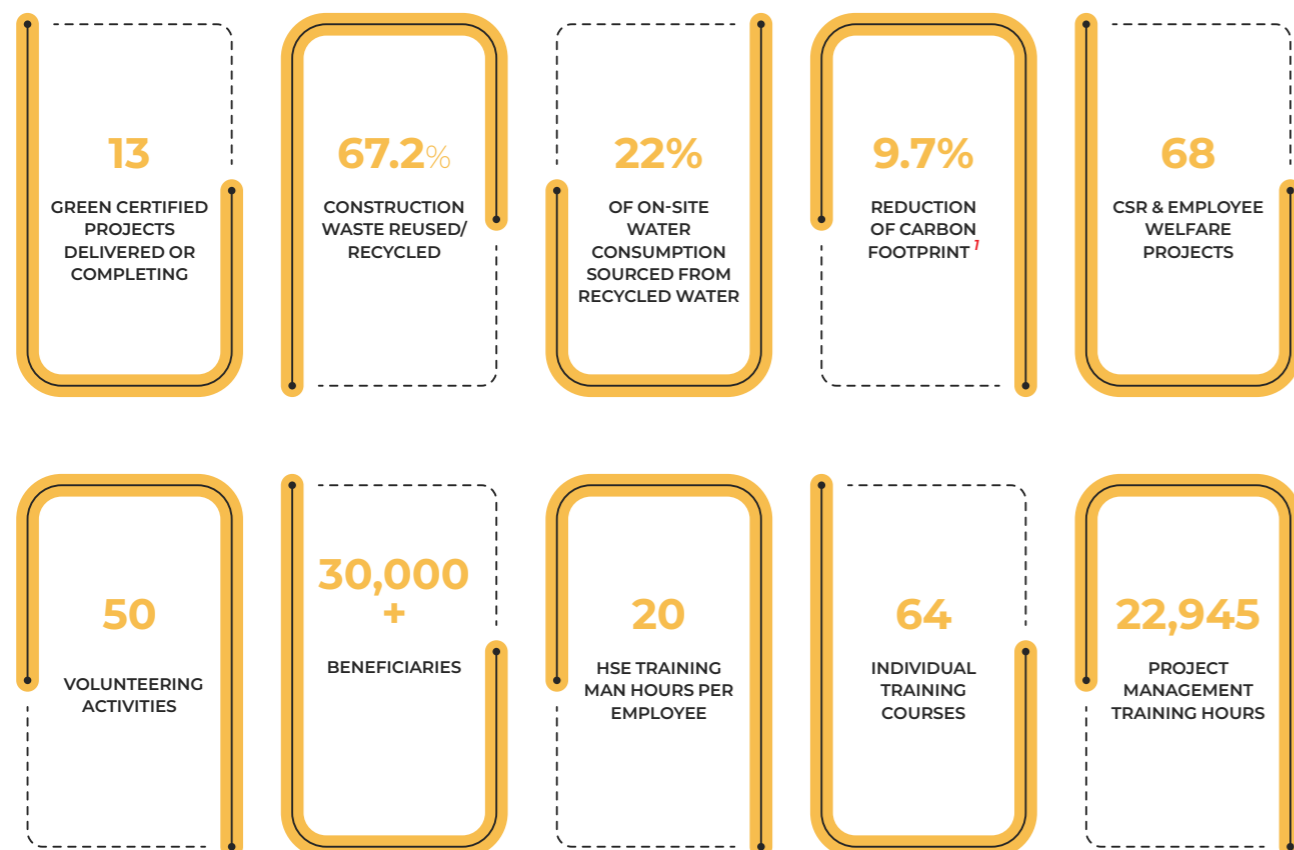


# KEY FACTS & FIGURES

(AS OF END 2019)

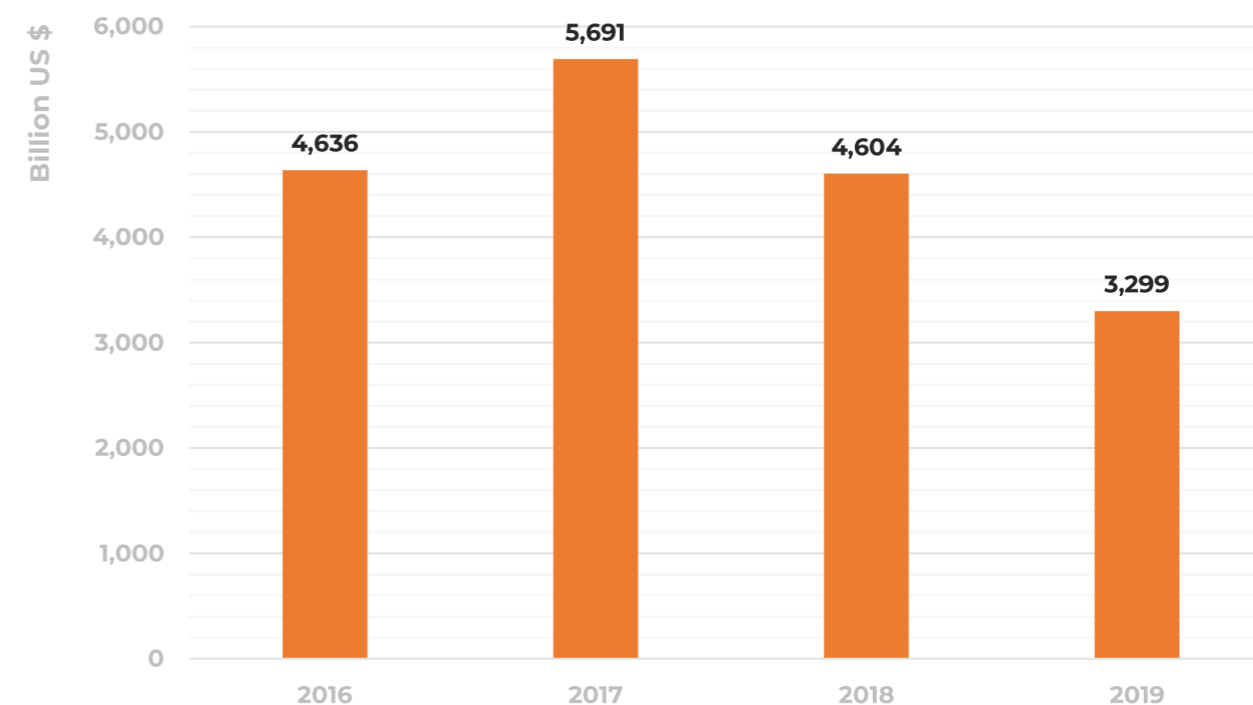


# SUSTAINABILITY SNAPSHOT

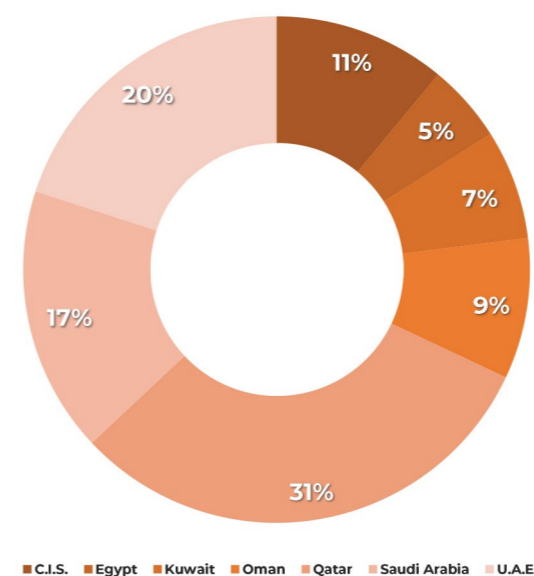


# FINANCIAL HIGHLIGHTS

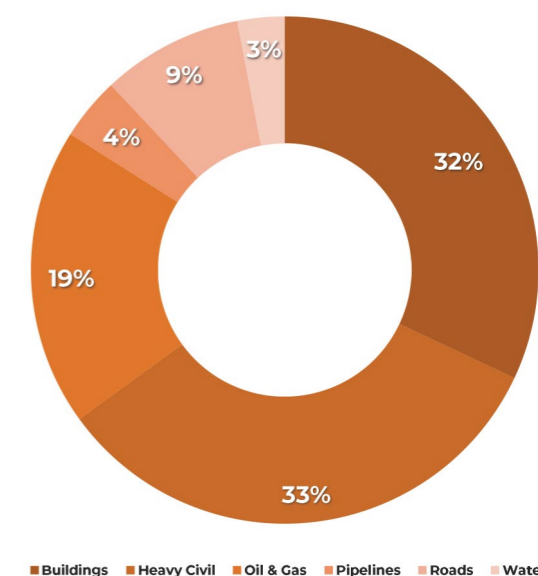
## CCC GROUP REVENUE



## Revenue by Top Countries (2018-2019)



## Revenue by Segment (2018-2019)



# SUSTAINABILITY FOCUS AREA

This Sustainability Report covers CCC's activities that have been identified as being significant to our business and stakeholders. We report on how we manage these material aspects and focus mainly on the years 2018 and 2019.

## CCC'S LIST OF MATERIAL ASPECTS

ASPECT		SIGNIFICANT IMPACTS IN RELATION TO THE SDG'S AND UNGC PRINCIPLES
ECONOMIC	Economic Performance	    
	Market Presence	
ENVIRONMENTAL	Anti-corruption	
	Materials	    
	Energy	
SOCIAL	Water	
	Biodiversity	
LABOR PRACTICES AND DECENT WORK	Emissions	    
	Effluents and Waste	
HUMAN RIGHTS	Compliance	
	Supplier Environmental Assessment	
SOCIETY	Employment	
	Labor/ Management Relations	
	Occupational Health and Safety	
	Diversity and Equal Opportunity	
	Training and Education	
	Supplier Assessment for Labor Practices	
	Investment	
	Supplier Human Rights Assessment	
	Local Communities	
	Supplier Assessment for Impacts on Society	

To define report content CCC considered company culture, mission and values as well as stakeholders' interests. CCC's stakeholders include clients, employees, shareholders/owners, business partners, governments, industry organizations, civil society and local communities. We listen closely to our stakeholders and aim to create and distribute value as appropriate to them. Our online platforms, feedback channels, everyday business activities and surveys are a few of the ways we engage with our stakeholders.

# SUSTAINABILITY STRATEGY & CONTRIBUTIONS TO THE UN SDGS

CCC is on track with integrating sustainability across business activities. Our operational assessment allows us to identify and prioritize activities that address our direct environmental and social impacts and explore opportunities where we can make a meaningful difference.

We strive to align our strategy with the Sustainable Development Goals (SDGs), a call to action set by the United Nations General Assembly in 2015 to protect the planet and ensure that all people enjoy peace and prosperity. We aim to foster a culture of sustainability that promotes economic prosperity, environmental benefits, and social value all geared to increasing our positive impact on the world.

## FOCUS & TARGETS



### ECONOMIC DEVELOPMENT

- Facilitate sustainable economic growth
- Conduct business ethically and adhere to the highest governance standards



### ENVIRONMENTAL PROTECTION

- Reduce carbon/water footprint through efficiency measures
- Source sustainable materials


























### SOCIAL DEVELOPMENT

- Provide safe and healthy workplaces for employees
- Create opportunities for employee training and development
- Drive the socioeconomic development of local communities
- Promote community engagement

# STRATEGIC FRAMEWORK

**Our sustainability strategy represents areas where we believe we can best contribute to a more sustainable future**

FOCUS	TARGET	SDG	ACTION PLAN	HIGHLIGHTS OF CCC CONTRIBUTIONS (2018-2019)
ECONOMIC DEVELOPMENT	Facilitate sustainable economic growth	   	<ul style="list-style-type: none"> <li>Maintain a robust and enduring business</li> <li>Expand business through further market and geographical diversification</li> <li>Target sustainable infrastructure projects</li> </ul>	<ul style="list-style-type: none"> <li>Completed 10 major infrastructure projects</li> <li>Identified target markets and regions for expansion and undertaking deep analysis</li> <li>Completed 30 project tenders and procedures with solid sustainability requirements</li> </ul>
	Conduct business ethically and adhere to the highest governance standards	 	<ul style="list-style-type: none"> <li>Advocate corporate transparency and accountability</li> <li>Educate our employees on Ethics and Anti-Corruption</li> </ul>	<ul style="list-style-type: none"> <li>Participated in initiatives and events on good corporate governance (Pearl Initiative Business Pledge, Partnering Against Corruption Initiative (PACI) Meeting)</li> <li>Widespread Ethics and Anti-Corruption training system including: online training; face-to-face in-person training; induction training; and workshops in Ethics and Compliance</li> </ul>
ENVIRONMENTAL PROTECTION	Reduce environmental footprint (compared to our 2012 baseline performance)	   	<ul style="list-style-type: none"> <li>Reduce 50% of water consumption</li> <li>Reduce 15% of CO<sub>2</sub> emission (Energy &amp; Fuel)</li> <li>Reduce Construction waste to less than 30 Kg/m<sup>2</sup></li> <li>Reduce 50% of Construction waste disposal</li> <li>Reduce 25% of Wastewater discharge</li> <li>Zero plastic usage strategy</li> </ul>	<ul style="list-style-type: none"> <li>22% of on-site water consumption sourced from recycled water content</li> <li>Emissions reduced by 9.7%</li> <li>67.4% of construction waste is reused/recycled</li> </ul>
	Source sustainable materials	   	<ul style="list-style-type: none"> <li>Integrate social, ethical, and environmental performance factors into process of selecting suppliers &amp; subcontractors</li> <li>Use 50% of regional Construction materials</li> <li>Use 20% of recycled content Construction materials</li> <li>Use 50% of Certified Wood</li> <li>Promote a Culture of Innovation</li> </ul>	<ul style="list-style-type: none"> <li>Continued screening supply chain partners for sustainability criteria (25% in 2018, 32% in 2019)</li> <li>Overall regional materials purchased in 2018 was 63% and in 2019 was 52%</li> <li>Achieved around 20% of recycled content material use</li> <li>Certain projects procured more than 80% certified wood</li> </ul>
SOCIAL DEVELOPMENT	Provide safe and healthy workplaces for our employees	 	<ul style="list-style-type: none"> <li>Zero Fatalities</li> <li>Increase HSE Training</li> </ul>	<ul style="list-style-type: none"> <li>Significant lessons learned acquired</li> <li>CCC's HSE Group conducted regular corporate HSE audits, cold eye reviews, site visits and daily coordination with every project individually</li> <li>HSE Group provided numerous in-house training courses, on average 20 HSE training hours per employee were completed</li> </ul>
	Promote a culture of diversity and inclusion	  	<ul style="list-style-type: none"> <li>Providing a safe, fair, and empowering work environment</li> <li>Create opportunities for employee training and development</li> <li>Enabling the inclusion of CCC employees through policies and affirmative action</li> </ul>	<ul style="list-style-type: none"> <li>Developed CCC Human Rights Policy</li> <li>Conducted 63 individual training programs on project management and leadership skills</li> <li>Supported women through CCC Women's Empowerment Initiative</li> <li>Conducted employee satisfaction survey</li> </ul>
	Drive the socioeconomic development of local communities and promote community engagement	   	<ul style="list-style-type: none"> <li>Generate local employment opportunities</li> <li>Support local businesses through our supply chain</li> <li>Engage with our communities</li> </ul>	<ul style="list-style-type: none"> <li>Delivered infrastructure projects that support economic and social development</li> <li>Reached high percentage of locally based staff and business partners</li> <li>Enabled entrepreneurs through Innovation initiatives and alliances</li> <li>120 CSR projects and volunteering activities conducted</li> </ul>

# SUSTAINABILITY ACTIVITIES HIGHLIGHTS

# 2018 2019

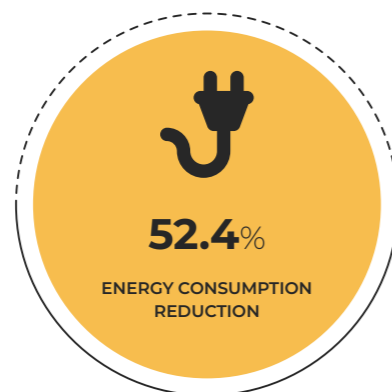
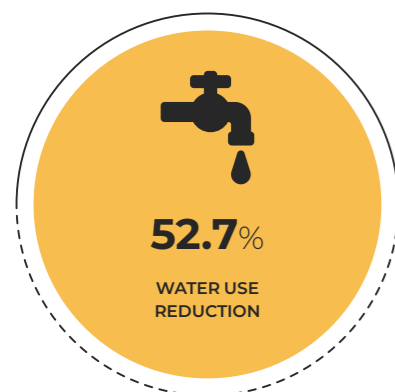
## SUSTAINABILITY CONSTRUCTION GUIDELINE

An initiative launched to improve the environmental performance of operations. Drawing from CCC's experience in Green Building projects, this checklist includes more than 200 criteria, which reduce the negative environmental impacts of operations, minimize operating costs through energy and water efficiency and reduced material consumption and also improve the health, and wellbeing of employees.

## CASE STUDY

### JEBEL ALI CAMP

For the design and built process of two new buildings at CCC's Jabel Ali camp (UAE) the Sustainability Construction Guideline was applied.



#### HOW?

- High efficient HVAC systems
- Efficient led light fixtures
- Solar water heater system
- Motion sensors for corridor lights

## EDUCATION AND AWARENESS

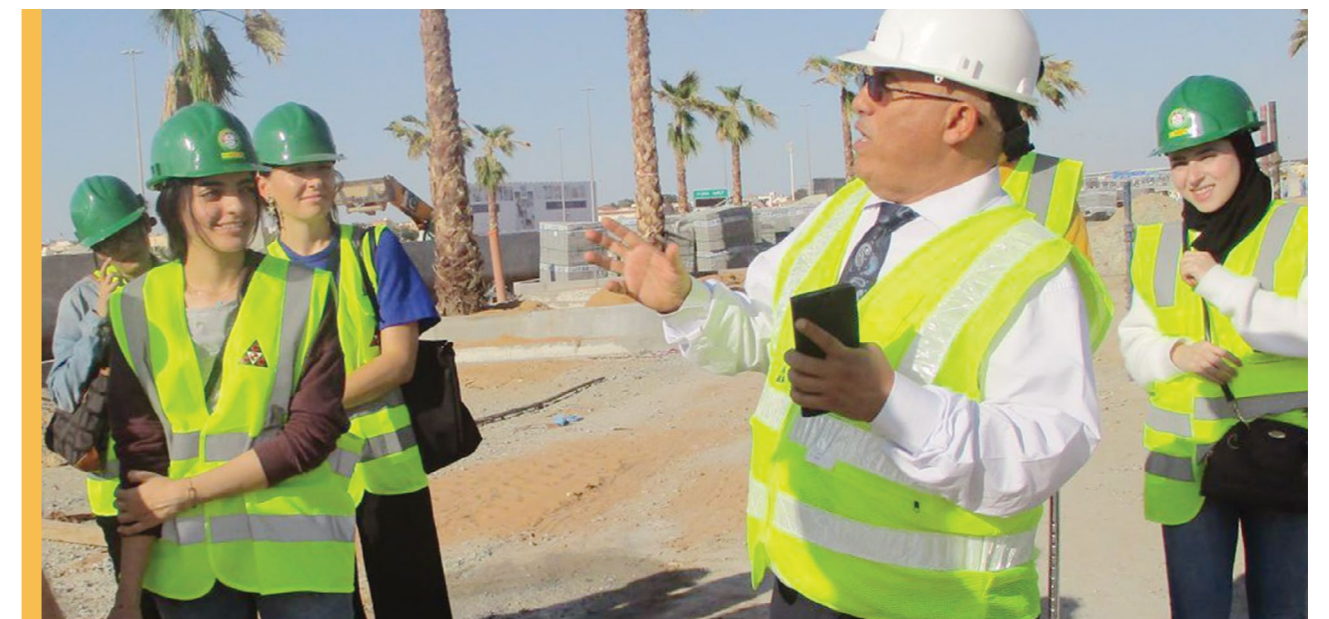
CCC's promotes greater sustainability consciousness among employees and citizens. Our approach includes:

- **Sustainability Webinars:** More than 300 CCC employees from our professional ranks have attended a webinar conducted by experts from leading companies.
- **Green Building Expertise:** A sponsored program for employees pursuing a professional Green Building certificate such as LEED, PQP and GSAS, WELL.

## CASE STUDY

### ENVIRONMENTAL ENGINEERING STUDENTS VISIT CCC'S LEED PROJECT SITE

Students from the American University of Sharjah participated in an interactive program designed by CCC to enhance their understanding in real construction practices and green building. The visit to CCC's City Centre Zahia project allowed students to learn about the LEED project certification process and specifically how this project uses fewer natural resources and benefits the community.



# SUSTAINABILITY ACTIVITIES HIGHLIGHTS

## CASE STUDY

### FACT SHEETS

CCC develops a set of factsheets that cover topics relevant to construction including energy, water, waste, materials, and others. Each factsheet presents important patterns of use, impacts and sustainable solutions. They are designed to inform mainly CCC project staff and are updated annually.

# 2018 2019



### GREEN BUILDING PROJECTS AND INFRASTRUCTURE COORDINATION

CCC is managing numerous green building and infrastructure projects such as the Abu Dhabi International Airport Midfield Terminal Building and the Riyadh Metro. CCC's green projects are built according to high ecological standards (such as LEED, GSAS and ESTIMADA) to ensure minimal environmental impact, efficient operational systems and increased profits. For more information about CCC's Green Building experience and case studies go to page 44.

## Carbon Footprint Fact Sheet

**What is a carbon footprint?**

Carbon footprint has become a measure that captures the climate change impacts of any activity – such as making a product, providing a service or living a lifestyle. It refers to the greenhouse gas emissions (GHG, mainly carbon dioxide (CO<sub>2</sub>) but also methane and nitrous oxide) released into the atmosphere as a result of using fossil fuel-based energy (petrol-powered cars or electricity generated) as well as other processes such as industrial operations, land use, and waste.

**CARBON FOOTPRINT – MENA REGION<sup>1</sup>**

- It is responsible for approx. 9% of global carbon emissions despite representing only 5.8% of global population
- The carbon intensity is 50% higher than the world average
- The emissions per capita exceed the world's average

**How is it measured?**

CO<sub>2</sub>e or carbon dioxide equivalent is a standard unit for measuring carbon footprint. It expresses the amount of emissions that create the equivalent amount of global warming.

Emissions fall into 1 of 3 internationally-recognized categories, known as scopes.

- SCOPE 1:** Direct emissions that come from owned or controlled sources, for example, fossil fuels used for onsite processing and company vehicles.
- SCOPE 2:** Indirect emissions that come from the generation of purchased and consumed energy, including electricity and heating or cooling.
- SCOPE 3:** All other indirect emissions that occur in the value chain such as goods and services bought or outsourced, employee commuting and business travel, waste, and the entire lifecycle emissions of products or services provided.

The business sector, size, and geographic location define which types of emissions' scopes are most important to capture.

CCC follows the Greenhouse Gas Protocol<sup>2</sup> for tracking GHG emissions (scopes 1, 2 and parts of 3) and discloses them in accordance to the GRI<sup>3</sup> Standards (302: Energy) in our sustainability reports.

A Carbon Emission calculator has been developed by the Sustainability Team to help measure carbon emissions. It includes various measurement options for each activity, to fit in with the existing data collection process ([download it here](#)).

**Why is it important to CCC?**

Capturing and managing our carbon footprint is significant for several reasons:

- Reduce operational costs and drive efficiency:** When emissions are quantified, opportunities for reduction can be planned, focusing on the areas with the highest savings potential.
- Resilience to market pressure and competitive advantage:** Clients are demanding environmental performance data, and tender processes are including criteria on carbon footprint. Having a solid carbon management and reduction strategy immediately gives CCC a robust competitive advantage.
- Alignment with international context and national legislation:** The Paris Climate Change Agreement and the United Nations Sustainable Development Goals have established a global consensus on the issue of climate change. Countries have made commitments to reduce global greenhouse gas emissions and are introducing legislation obliging companies to follow energy efficiency and carbon footprint management programs.
- Drive innovation:** Focusing on low-carbon solutions and renewable technologies can generate innovative ideas for reducing emissions.
- Improved image and promote sustainable development:** An enhanced environmentally friendly image is demonstrated across society, and specific improvements in the social, economic and environmental conditions of local communities are facilitated.

**In the last five years, CCC has reduced its carbon footprint by 9.8%; this accounts for almost 20,000 tCO<sub>2</sub>.**

**Actions to reduce carbon footprint in CCC**

- FLEET MANAGEMENT**
  - Minimize vehicles' idling
  - Use the appropriate fuel
  - Use GPS tracking to monitor mileage, route and vehicle use dispersal
  - Select the suitable construction equipment (plant) for the task
- WASTE MANAGEMENT**
  - Increase the amount of waste recycled
  - Aim to recycle on-site
  - Improve waste segregation (i.e. separate bins for: general construction waste, wood recycling, cardboard and paper recycling)
- ENERGY MANAGEMENT**
  - Set the thermostat to 20 C/68 F in winter and 25 C/ 77 F in summer (every degree of extra cooling or heating will increase energy usage 3-5%)
  - Upgrade to efficient equipment (HVAC models, electric appliances)
  - Swift to LED lights

<sup>1</sup> Climate change in the Middle East and North Africa: Carbon Emissions, Carbon, 2017  
<sup>2</sup> Convened by the World Business Council for Sustainable Development (WBCSD) and World Resources Institute and (WRI)  
<sup>3</sup> Global Reporting Initiative  
<sup>4</sup> Compared with our 2012 baseline data

## Construction Waste Fact Sheet

**What is Construction waste?**

Construction waste is defined as relatively clean, diverse building materials generated from various construction activities<sup>1</sup>. The construction industry generates a massive amount of waste annually and a sizeable proportion of material is thrown away without being used.

**CONSTRUCTION & DEMOLITION (C&D) WASTE IN THE GULF REGION<sup>2</sup>**

- Accounts for 70% of the total weight of solid waste
- Dubai city alone produces nearly 5,000 tonnes of C&D waste daily (equal to about 70% of the total solid waste generated every day in the UAE)
- Construction activities and their associated C&D waste production will continue to rise

**Achieving Sustainability**

The principle of sustainability is striking to find a balance between today's actions and their future consequences. To maximize sustainability in construction, a strategy is required. For construction waste a Waste Management Plan with clear goals must be developed and implemented by each project (example [available here](#)).

Generally, it is crucial to minimize our waste by following the below process (in priority order):

1. **PREVENT** waste generation
2. Prepare for **REUSE** of materials
3. **RECYCLE** as much as possible
4. Focus on **RECOVERY** (e.g., energy recovery)
5. **DISPOSAL** as a last option

Make waste reduction a priority. Reducing waste whenever possible results to increased environmental benefits compared to recycling. As part of the Sustainability Construction Guideline, guidance is provided on how to reduce and recycle construction waste (extract [available here](#)).

**CCC has reused & recycled 42% of produced construction waste during the last reporting period<sup>3</sup>**

**Why is it important to CCC?**

Managing our construction waste is significant for several reasons:

- Minimizes Environmental Impacts:** Reduction, reuse and recycling of waste decreases the environmental effects of disposing waste to landfill.
- Reduces Costs:** The real cost of waste is more than the disposal cost and is made up of the following:
  - original purchase price of the material
  - cost of unloading, handling, storage and transporting the material around the site
  - cost of collecting the waste or damaged material, reloading, moving and storage waste on site
  - cost of disposing waste (i.e. tipping charges, landfill tax)
  - cost of replacing damaged and wasted material
- Prevents Costs:** By focusing on resource efficiency at the beginning of the project generating waste is avoided in the first place.
- Improves image and promotes sustainable development:** An enhanced environmentally friendly image is demonstrated across society, and specific improvements in the social, economic and environmental conditions of local communities are facilitated.

**Actions to reduce Construction Waste in CCC**

**DO**

- Prevent & Reduce**
  - Eliminate excessive waste factors when doing take-off.
  - Strive to be reasonably accurate when ordering the amount of material needed to reduce waste and cost.
  - Store materials neatly, to avoid damage and loss.
  - Think of ways to reduce waste.
  - Reduce the amount of waste created on site.
  - Keep materials in their packaging to protect from damage.
- Prepare for re-use**
  - Keep significant offcuts for use elsewhere.
  - Reuse materials until no longer fit for purpose (e.g., shuttering, fencing)
  - Reuse materials for alternative purposes (e.g., use old shuttering ply for protection).
- Recycle**
  - Materials where possible.
  - Segregate different waste types.
  - Store waste in the appropriate skip or container until removed from the site.
  - Make sure skips are labeled clearly.
  - Add "housekeeping" to site checklists.
  - Clear up when work is carried out.
- DON'T**
  - Place waste materials into the wrong waste container.
  - Open new cans or pallets before the ones in use are empty.
  - Leave materials unprotected and where they are likely to be damaged by, for example, rain or mud.
  - Burn or bury waste.
  - Mix different types of waste - it prevents recycling.
  - Leave materials at risk from site traffic movement.

<sup>1</sup> Tchobanoglous et al., 1993.  
<sup>2</sup> Construction Waste Management in the UAE, EcoMENA, 2018  
<sup>3</sup> CCC Sustainability Report 2016-2017

Consolidated Contractors Company 2019

# SUSTAINABILITY ACTIVITIES HIGHLIGHTS

# 2018 2019

## SUSTAINABILITY COMPETITION (SCOPE 2019)

Following the success of CCC's first internal sustainability competition, a second cycle was conducted to further encourage the implementation of effective sustainable practices. CCC teams submitted their sustainability success stories under specific themes such as energy and water efficiency, renewable energy and waste management. For more information about CCC's latest Sustainability Competition go to page 45.



## AWARDS

CCC was awarded the **Green Contractor of the Year** award at the Qatar Sustainability Awards 2020, in recognition of applying high environmental considerations while conducting construction activities. The award was received by Oussama El Jerbi, Managing Director Qatar, Bassel Kanj, Environmental Manager and Saji Khoury, Business Development Manager. They all expressed their delight for winning this award that reflects CCC's commitment to the environment and green building.



CCC won the **MENA Green Building Award - Training Initiative of the Year**, 2018 for internally and externally promoting an advanced understanding of sustainability issues relevant to the construction industry. The award was received by Samir Thabet, Sustainability Coordination Manager and Issa Janho, Project Manager-Controls.



## COMMUNICATING SUSTAINABILITY

Apart from our sustainability reports and corporate website, CCC actively communicates its commitment to sustainability through the media (traditional and online). Engaging content on CCC's sustainability programs and achievements is published to raise awareness about our efforts across core internal and external audiences (employees, clients, peers, NGO's, communities).

CCC was the winner of the **IPLOCA<sup>2</sup> Environmental Award 2018** in recognition of realizing significant achievements in minimizing environmental impacts. Specifically, for developing the Off-Grid Portable Power Cabin, a 100% solar powered mobile cabin that can be used as part of site establishment activities to power communication and mobile equipment for offices and camps. The award was received by a team of CCC executives.



Company insight > Sustainability

### Go green: a sustainable vision

In 2011, **Consolidated Contractors Company (CCC)** made a firm pledge to implement sustainability across its operations. Since then, the company, which spans 40 countries and employs over 170,000 people, has won ample awards for its environmental work. Samir Khoury, CCC's president of engineering and construction, explains what it means for the Middle East's largest construction group to become a leading green solutions provider.



**How does Consolidated Contractors Company (CCC) operate sustainably while creating value for its clients?**  
**Samir Khoury:** CCC's long-term success depends on the existence of prosperous economies, inclusive societies and a sustainable natural environment. We take accountability seriously and strive to create shared value by conducting business ethically, respecting human rights and building long-term partnerships. Our 2017 Innovation, Research and Development Initiative integrated sustainability into business strategy to address global issues like climate change. As such, we developed the world's first 100% solar-powered cabin and are currently designing a digital warehouse with the ability to 3D print parts on demand. At our project sites, we employ renewable energy systems and wastewater treatment plants, and reuse construction materials to mitigate environmental impacts. Over the past two years, we have made significant achievements, reducing our carbon footprint by 9.8%, meeting 20% of our on-site water needs with recycled water and either reusing or recycling 42% of construction waste. We have a long track record of working with diverse partners. In 2006, we became 'Education for Employment's' first employer partner, hiring graduates from Palestine, Jordan, Yemen and Tunisia.

**What have you learned since CCC first launched its sustainability initiative in 2011?**  
 Firstly, we found out that sustainability makes good business sense. We have maintained our environmental footprint and saved money. Equally, promoting financial inclusion through quality education and job creation has helped us to build a competent and diverse talent pool for our organization. We have realized that collaboration is key to finding long-term solutions. From working with our business partners to engaging with our peers, we aim to find joint solutions to shared problems. In the larger context, issues such as climate change and human rights require the cooperation of businesses, NGOs and governments. There is a lot of potential in what international companies like CCC can do and with respect to environmental topics global companies are usually ahead of governments.

**How has CCC integrated sustainability into its business strategy?**  
 Our sustainability pledge is grounded upon specific strategies, procedures and structures, and ensures we embed responsible practices in our decision-making and operations. Our ISO-certified environmental management system, green construction guidelines and supply chain sustainability assessment tool are all examples of this in action. Training and empowering our people has been another crucial step. We go about this through our sponsored Green Building certification training programme, organizing webinars conducted by sustainability experts and dispatching promising engineers to specialized conferences and exhibitions. Employees' suggestions for energy conservation or waste management have since developed into successful business practices at our camps and elsewhere. In late 2017, we launched our first annual Sustainability Competition to further recognize and inspire the implementation of innovative and cost-effective sustainable practices. It has so far proved a great way of spotting and incubating internal innovation.

**What role do green building projects have to play in CCC's sustainability vision?**  
 Across the MENA region, CCC has completed six certified green building projects, and we are currently managing new major projects aiming for certification. From the Opera Grand in Dubai to the City Centre Almaza in Egypt, we have seen outstanding results from our company-wide commitment to green projects. Construction companies play a vital role in promoting long-term sustainable value for society. Therefore, we are increasingly concentrating on the business opportunities of green building mega projects to ensure CCC is well placed as a leading green solutions provider for the near future.

**How is CCC connecting its sustainability vision with the global picture?**  
 We have aligned our sustainability objectives with the UN's Sustainable Development Goals (SDGs) for 2030. As well as emphasizing the SDGs for sustainable cities and communities, clean water, gender equality and quality education, CCC is continuing to take bold actions against global warming. We are increasing the use of renewable energy as a source of power for our operations, investing in innovation to make the company's first zero environmentally friendly and deploying improved air-conditioning technologies that substantially reduce energy consumption on our accommodation camps. ■


**Further information**  
 Consolidated Contractors Company  
[www.ccc.net/sustainability](http://www.ccc.net/sustainability)

**Chief Executive Officer** | [www.the-chiefexecutive.com](http://www.the-chiefexecutive.com) 28

**Consolidated Contractors International Company**  
 424,483 followers  
 5mo • 6

Two prestigious Green Building certifications LEED Gold and GSAS 5 Stars awarded to Msheireb Station, constructed by CCC for Qatar Rail, as the main hub of Doha Metro the landmark infrastructure project designed to revolutionize the country's transportation and support future growth in time for the 2022 FIFA World Cup

#ccc #msheireb #metro #doha #qatar #fifa22 #greenbuilding #LEED #GSAS



CCC's Metro Station Project Awarded Dual Green Building Certification  
 prnewswire.com

# SUSTAINABILITY ACTIVITIES HIGHLIGHTS

## STAKEHOLDER ENGAGEMENT

CCC consistently seeks out opportunities to interact with stakeholders on topics of mutual concern. Through CCC’s strategic partnerships we engage with external stakeholders and receive constructive feedback that helps us enhance our sustainability approach.

## CASE STUDY

### THE PEARL INITIATIVE COLLABORATION

*“The Pearl Initiative was founded in 2010 to promote the implementation of greater transparency, accountability and overall improved corporate governance practices in the Gulf Region’s Private Sector. CCC are a founding member and we are honored to have their continued support and active involvement with the Pearl Initiative’s programs and activities. They contribute significantly to our mission and vision and are a great example of the Private Sector doing its part to encourage the adoption of best practice corporate governance standards. Having collaborated on multiple facets, CCC has especially supported the Pearl Initiative on its Business Pledge program held as part of its Student Engagement Initiatives.*

*The Business Pledge is an initiative that was launched at the United Nations Global Compact Regional Forum, issuing a call to senior business leaders in the Gulf Region to promote and create tangible initiatives that promote ethical, responsible and sustainable business conduct. Over the past two years, CCC have engaged on the Business Pledge to highlight the initiatives that are in place within CCC and to demonstrate the ways they promote good governance and sustainability while also educating*



*the next generation of business leaders. To date CCC have engaged with over fifty university students across the Gulf Region. Looking forward, the Pearl Initiative hopes to continue to work closely with CCC in strengthening our commitment and mutual interest to promoting transparency, accountability and sustainable growth across the Gulf Region.”*

**Yasmine Omari,**  
**Executive Director, Pearl Initiative**

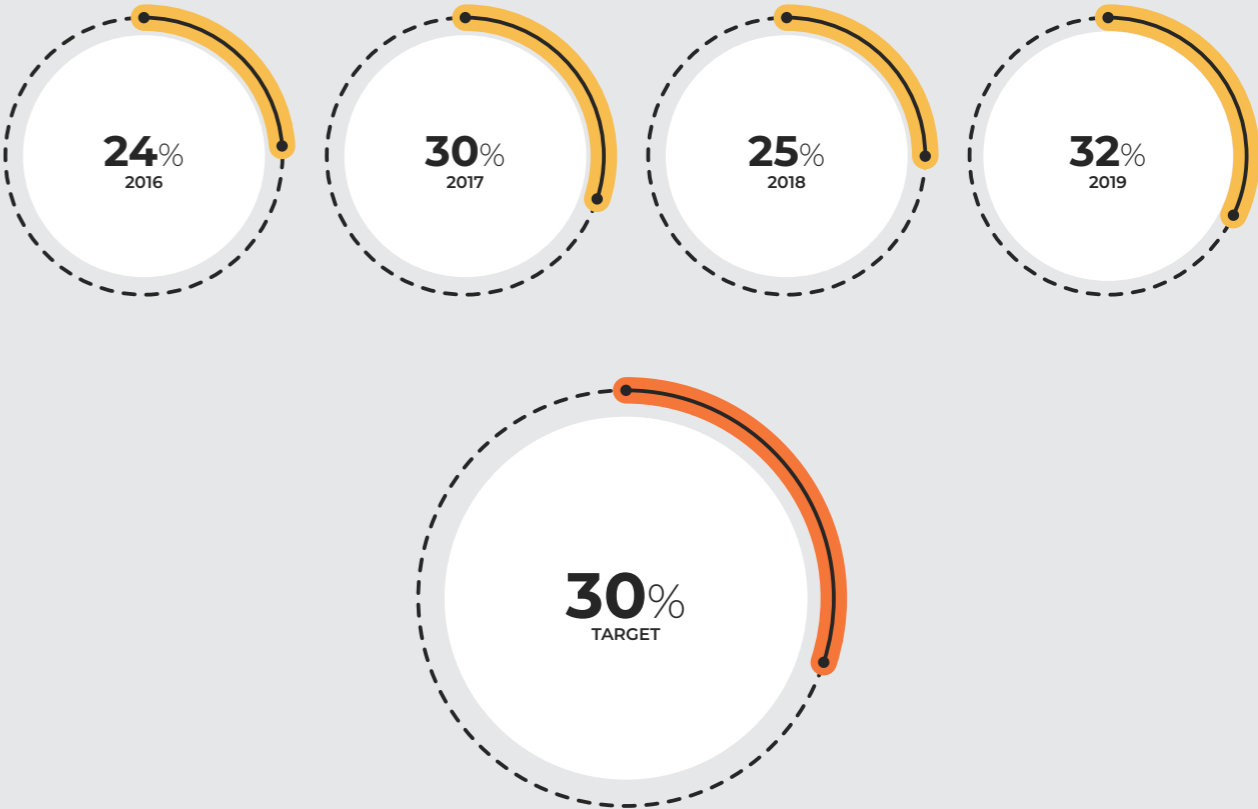
# SUPPLY CHAIN SUSTAINABILITY

For CCC to successfully manage sustainability impacts including economic, environmental, social and governance issues it is necessary to ensure that our suppliers and subcontractors are following suit.

We aim to further enhance sustainability and transparency in our supply chain and procurement processes. We target 30% of our suppliers and subcontractors to be screened against our environmental impact and social values.

During 2018-19, CCC continued screening suppliers and subcontractors for their compliance with business conduct principles and topics related to sustainability impacts including environmental practices, safety, labor practices and human rights. We focus on screening supply chain partners with a heightened risk in human rights implications, to make sure that our trading partners meet CCC’s standards with regards to safeguarding human rights.

*% of new suppliers and subcontractors screened using sustainable criteria<sup>3</sup>*



<sup>3</sup> Environmental topics, labor practices, health and safety, human rights etc.

# INNOVATION

As part of CCC's Innovation & Startup Inclusion program, we have been aggressively assessing the integration of emerging technologies into our fields of operations to source innovation, improve practices and pave the way for new lines in the business. As participants in the World Economic Forum "Shaping the Future of Construction" project, we have identified along with other partners the futuristic scenarios of the construction industry for the years to come. Rapid urbanization, resource scarcity, severe climate change & depleted natural resources are among the main drivers for the industry to implement a green reboot and reduce carbon emissions.



## SMART TEMPERATURE CONTROL SYSTEMS

Reducing CO<sub>2</sub> emissions from cooling/heating systems is a major contributor to improving our carbon footprint. Currently in advanced assessment phases, we are in the process of piloting a solution for smart water heating in coordination with a European startup. If proven worthy, this might turn into a huge opportunity for easy scaling across our camps and buildings to cover AC systems by simply optimizing the heating and/or cooling of empty rooms.



## CONCRETE 3D PRINTING

The first livable 3D printed house prototype in Saudi Arabia stands as a striking example of our drive for early adoption of sustainable methods away from conventional construction. Our hands-on experience in the technology has built our expertise in the field and hence our ongoing efforts with a Lebanese startup in coordination with Academic institutions to come up with a localized eco-friendly concrete mix currently under testing.



SAMPLE PROJECT: OFF-GRID PORTABLE CABINS- IPLOCA 2018 ENVIRONMENTAL AWARD WINNER

## POST COVID-19 ERA

COVID 19 pandemic has instigated an acceleration in innovation across the supply chain putting the highest priority on improving the health & safety of the workforce and the working environment.

Our portfolio startup **Wakecap** who work on labor-monitoring solutions reengineered their product offering and are currently experimenting to automate contact proximity tracing, social distancing on sites and eliminating the need of touch-based devices/queuing/waiting lines on entry and exit.

Another startup from our portfolio, **Immensa Additive Manufacturing** have stepped up to respond by offering 3D printed face shields, masks and protective equipment.



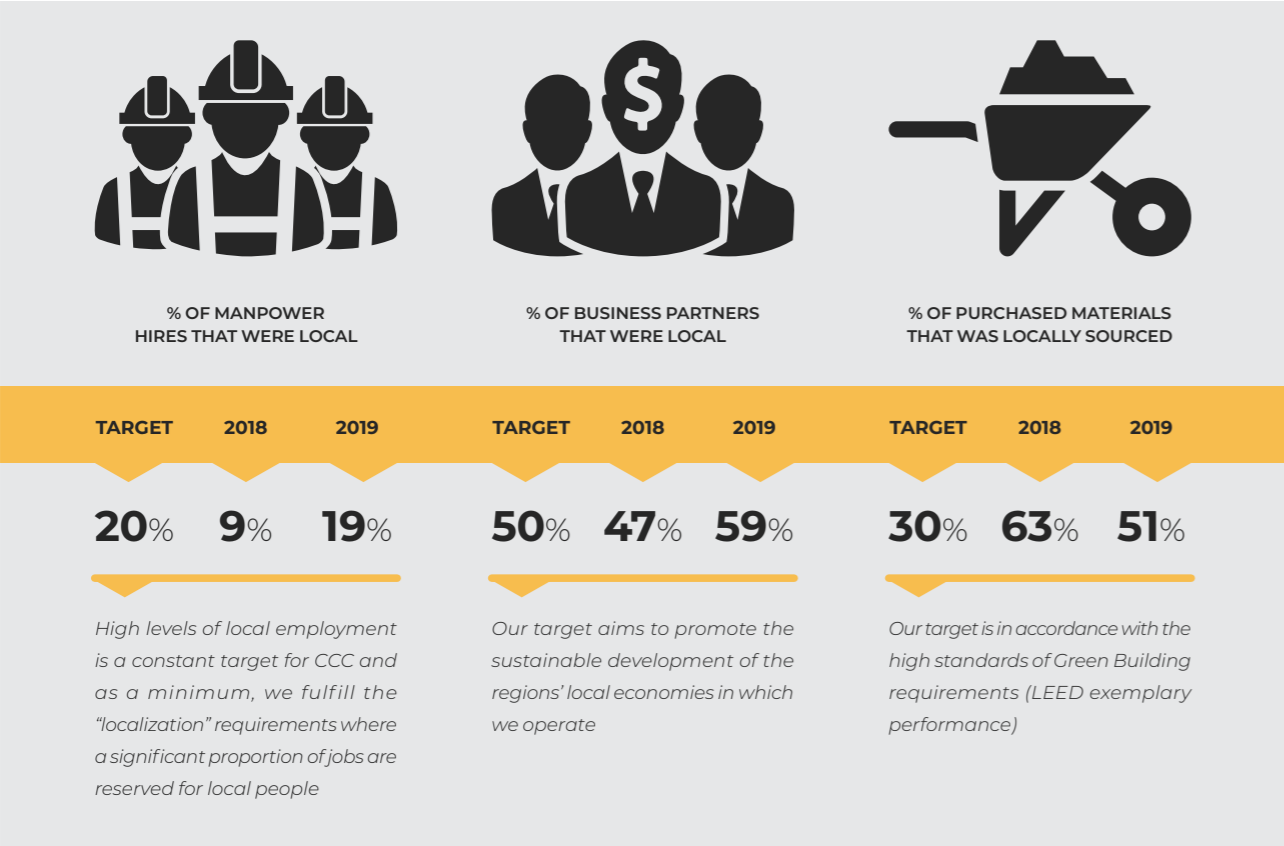
# CREATING LOCAL VALUE

We contribute to the development of our host countries by supporting local recruitment, building regional business relations, procuring local materials and transferring expertise. CCC also contributes to the local social welfare of the communities where it executes its projects, by assessing the needs and working with authorities and institutions to satisfy them. For instance, the company contributes to local schools, roads and hospitals either through voluntary work or by financing some of these development plans that help to facilitate the company’s operations as well.



Above all, we create enduring and sustainable value by building infrastructure that supports the economic and social development of our host regions.

## LOCAL VALUE CREATION



In every country we operate in, and as part of our core values, we strive to add value by applying a comprehensive local content strategy

## CASE STUDY

### ADAM - THUMRAIT HIGHWAY (ATD), OMAN

The Adam - Thumrait highway is a major road project and a key part of Oman’s national network of roads.

CCC carried out the conversion to a four-lane dual roadway from the existing 715km-long single carriageway between the towns of Adam and Thumrait. CCC also built several intermittent grade-separated interchanges, cross-drainage structures, camel crossings and rest/service areas and weigh stations at intermittent locations.



**DURATION:** 2015 - 2019  
**SCOPE:** EPC (Engineering, Procurement and Construction)  
**MANHOURS:** 5.8 Million Direct Hours worked  
**MANPOWER:** 2,143 at peak of which 25% was local staff  
**MATERIALS:** 5 million m³ of rock and 21,500 m³ of concrete

The upgrading of this highway system is critical to Oman, improving transportation between the southern and northern parts of the country. This enhanced connectivity creates opportunities for tourism, growth and jobs clearly benefitting the national economy and its citizens. Following the completion of this project, the link between Oman’s capital city of Muscat and the southern city of Salalah will be fully dualised along its 1,000km+ length.



# CREATING LOCAL VALUE

## EMPLOYEE TESTIMONIALS



*"My work with CCC on ATD project helped me develop skills specific to the construction field as well as communication and organizational abilities such as planning, problem-solving and team-work. As an on-site technical adviser I was responsible for checking plans, drawings and material quantities and making sure these were used according to specifications. Through my involvement, I have also gained valuable experience in liaising with various project parties such as the consultants, subcontractors, planners, quantity surveyors etc."*

**Abdullah Al Bahloli**



*"I had the opportunity to work as a site engineer on ATD for around three years until the project completion. My experience was very rewarding as I and other Omani staff received helpful training through rotations within different departments and participated in the daily functions of the project. I was involved in various activities such as: earthworks, concrete works (culverts and bridges), slope protection, asphalt preparation, central production (crushers, concrete and asphalt plant) and testing procedures. CCC's project management team placed special focus on young Omani engineers, we received continuous guidance on improving our skills."*

**Mohammad Al Majrafi**



## CLIENT TESTIMONIAL



**Sultanate of Oman  
Ministry of Transport &  
Communications**

*"CCC accomplished client requirements and ATP project was completed as scheduled. The project's economic benefits were raised with CCC achieving the Omanization rate of employment and recruiting local staff. CCC also organized social contributions towards schools, institutions and Oman's national celebrations."*

*I send a word of thanks to CCC as a whole and to the project manager in particular for his cooperation with us and his permanent support towards the authorities, which had a positive impact on the success of the project."*

*I look forward to CCC's ongoing operational presence in Oman, as we have become accustomed to successes and continuous communication projected by the company in the Sultanate of Oman, which strengthen CCC's role in the Sultanate."*

**Eng. Salem Al Junaibi**  
**Director of Alwusaf Road Department, Ministry of**  
**Transport and Communications**



# ENVIRONMENT

CCC is aware that its core business sectors (building and infrastructure construction) have an impact on the Earth's natural resources in terms of material, soil, water, air and biodiversity.

We place particular significance on assessing our environmental data, such as energy use, carbon emissions, water consumption, waste production and material use. Environmental responsibility is an integral part of our operations and in line with the MENA region's environmental challenges, we apply programs to mitigate our impact focused on sustainable resource management and energy use. Also, as a leading contractor we are increasingly concentrating on the principles of sustainable construction and have established a strong track record in the execution of green building projects.

## Related Sustainable Development Goals



# ENVIRONMENTAL MANAGEMENT STRUCTURE

## ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

CCC's EMS is a holistic environmental management plan that sets out guidelines and specific control measures for all environmental aspects encountered on our projects. It complies with and is certified by the ISO 14001:2015 management systems and aligns to the requirements of local country laws and regulations, client expectations and CCC standards.



## ENVIRONMENTAL MITIGATION PROCEDURES

Preliminary environmental studies are conducted before the starting of any project. As a result, all recommended prevention measures are implemented beforehand to limit the pollution risks related to CCC's business activities throughout the project's construction life. Comprehensive procedures have been established to mitigate pollution at worksites:

- Air Pollution and Dust Control
- Water Pollution Prevention and Control
- Noise Control
- Land Pollution (Erosion and Sediment Control Plan, Spill Management & Reporting Procedure)
- Site Restoration and Reinstatement Procedure
- Waste Management
- Camp Sanitation and Hygiene

## ENVIRONMENTAL AWARENESS

We believe that Environmental Awareness constitutes a major part of achieving compliance for environmental protection. Therefore, an Environmental Awareness Orientation is given to all employees as part of their general orientation, along with Environmental related toolbox talks/meetings which are conducted on a routine basis or as necessary.



# CLIMATE POSITIVE

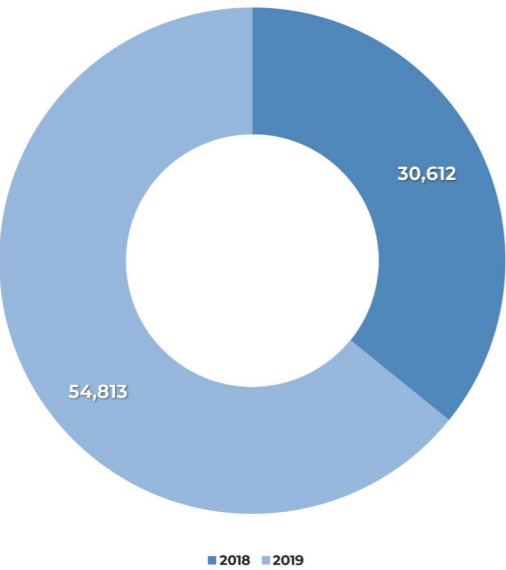
CCC addresses climate change, by reducing corporate carbon emissions and helping stakeholders such as clients and subcontractors minimize their own emissions. The strategy we apply includes:

- Reducing energy use by improving operational efficiency and digitalizing activities.
- Utilizing renewable energy whenever applicable.
- Cooperating with supply chain partners to reduce carbon emissions across the value chain.

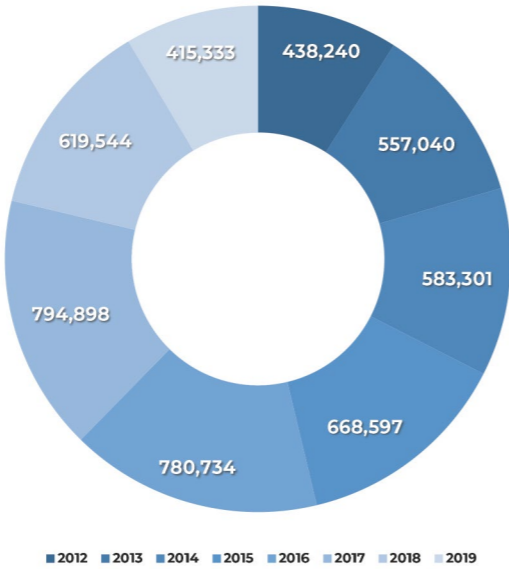
We monitor our carbon footprint by measuring our carbon emissions based on the greenhouse gas (GHG) protocol and the CO<sub>2</sub>e protocol developed by ENCORD, the European Network of Construction Companies for Research and Development, particularly created for the construction industry.

CCC reports all material **Scope 1** and **Scope 2** emissions of the GHG Protocol since 2012. In this reporting period, we started measuring the emissions produced by CCC project's subcontractors which fall under **Scope 3** emissions, according to the CO<sub>2</sub>e ENCORD protocol and sets standards for quantifying.

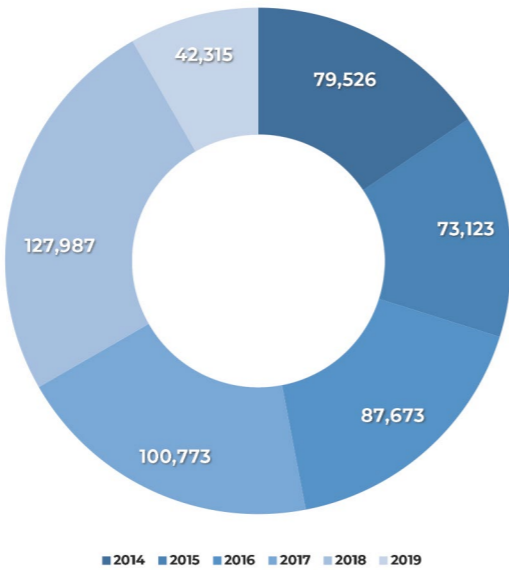
Emissions (tCO<sub>2</sub>eq) Total Scope 3



Emissions (tCO<sub>2</sub>eq) Total Scope 1



Emissions (tCO<sub>2</sub>eq) Total Scope 2



## EMISSIONS SCOPE

The GHG Protocol defines three scopes for greenhouse gas accounting and reporting purposes.

**SCOPE 1:** Includes the GHG directly emitted from CCC's own activities (includes direct emissions from the use of fossil fuels such as worksites, generator fuel, construction equipment, and company vehicles).

**SCOPE 2:** Includes the indirect GHG emissions from the purchased electricity, steam, cooling and heating.

**SCOPE 3:** Includes the indirect emissions up- and downstream in the value chain.

CCC's CO<sub>2</sub> footprint varies according to its project portfolio (civil engineering and mechanical projects), and the number of CO<sub>2</sub> reduction measures implemented by the projects. Years 2019 and 2018 demonstrated significant examples of zero-carbon programs (such as the 100% off-grid mobile cabin), increased usage of renewable energy and circular economy initiatives.

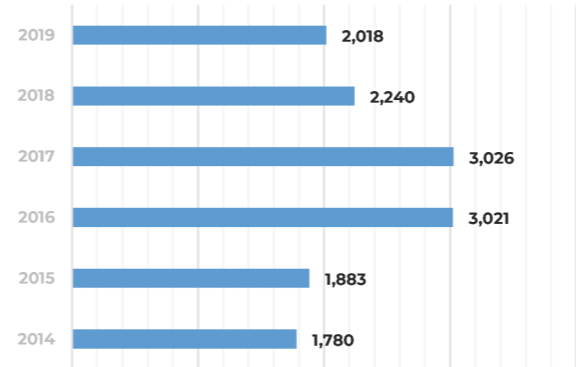
CCC measures carbon intensity in tones of CO<sub>2</sub> equivalent per 1 million man-hours.

To reduce the direct impact on climate change, CCC has set a target to reduce CO<sub>2</sub> emission by 15 percent by 2025 compared to 2012 levels (for scopes 1 and 2).

CCC continuously initiates energy/water reduction measures to reduce its carbon/water footprint. This is driven by both its Sustainability Policy and CCC's Sustainability construction guideline, a set of binding measures to help the company reach its environmental targets by 2025.

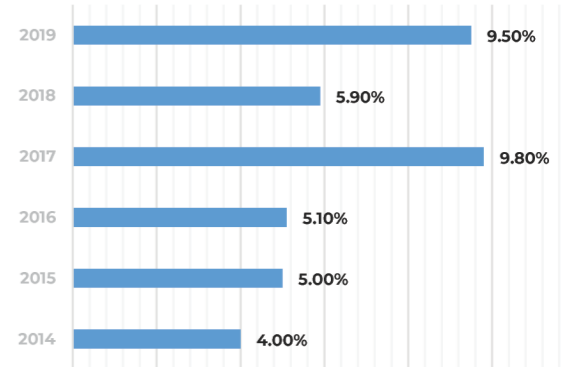
## Carbon Intensity

(tCO<sub>2</sub> per million man-hours)



## Total GHG Emission Reduction

(Target 10% annually)



Data is based on the number of projects and number of initiatives implemented.

# SUSTAINABILITY INTEGRATION - ENERGY

One of our main objectives is to reduce our energy consumption by using high efficiency equipment, change employees' behavior through awareness programs and increase the usage of renewable energy.

## CCC STRATEGY ACROSS ALL PROJECTS

Optimizing Energy Use: Energy management plans are implemented to ensure not only that operations' energy needs are guaranteed but also that the most efficient power sources are being utilized thus minimizing the use of carbon fossil fuel and the energy footprint of CCC projects'. Increased energy conservation and efficiency is also promoted by raising awareness among project employees (examples include: internal memos, posters, toolbox talks, training, and awareness campaigns).

## CASE STUDIES

In order to reduce CCC's carbon footprint across the construction sites, various sustainability practices are implemented on different construction sites:

### AL BUSTAN NORTH STREET PROJECT, QATAR

#### 100% solar-powered off-grid mobile tower lights

- Zero CO<sub>2</sub> emissions for the generated energy
- 13.743 metric tons of CO<sub>2</sub> emissions offset annually
- 5,000 fuel lt. saved per year from skipping the use of generators

#### LED lights (200 units)

- 146,000 KWh energy is saved annually
- 77.945 metric tons of CO<sub>2</sub> emissions offset annually

#### Energy Efficient HVAC Units (135 units)

- 398,250 KWh annual savings on energy consumption
- 327.087 Metric tons CO<sub>2</sub> emissions indirectly offset annually

#### Material reuse, transportation management

- 514.21 metric tons of CO<sub>2</sub> emissions offset annually



### GHAZEER PROJECT (GAZP), OMAN

#### Solar power lighting

- 327.087 metric tons of CO<sub>2</sub> emissions reduced annually.



### JIZAN REFINERY UTILITIES PROJECT (JRUP), SAUDI ARABIA

#### Solar Lights with motion sensor

- 100 metric tons of CO<sub>2</sub> emissions offset annually



## CASE STUDIES

### MESAIMEER ROAD PROJECT, QATAR

#### LED Lights (762 units)

- 625,610.0 KWh of savings on energy consumption annually
- 312.8 metric tons of CO<sub>2</sub> emissions indirectly offset annually

#### ECO Mode driving

- 71 metric tons of CO<sub>2</sub> emissions reduced annually



### SULFUR RECOVERY UNIT (SRU) PROJECT, SAUDI ARABIA

#### LED Lights (224 units)

- 86,400 Kw of energy saved annually
- 68 metric tons of CO<sub>2</sub> emissions offset annually





CCC manages and controls fuel through a strategy which tracks fuel from the request stage until the consumption stage.

## FUEL MANAGEMENT STRATEGY



**Data Collection:** In each one of the above mentioned steps, fuel data is collected manually or semi-manually. In particular, during the fuel issuing step, data is collected using a handheld devices in some projects or manually by filling the fuel supply card (F19a) in others.



**Data Validation:** All the data collected are entered into IBM Maximo (CCC Plant Machinery and Vehicle (PMV) Enterprise resource planning (ERP) Solution) which plays an important role in validating and correcting the errors, then internally evaluating equipment utilization and load factors.



**Reporting:** IBM Maximo produces 15 reports related to fuel management all through the 6 steps mentioned previously. Using these reports, CCC tracks the fuel purchase, the fuel receipt, the fuel distribution, the fuel consumption and the carbon footprint.

## WORKING TOWARDS A CIRCULAR ECONOMY

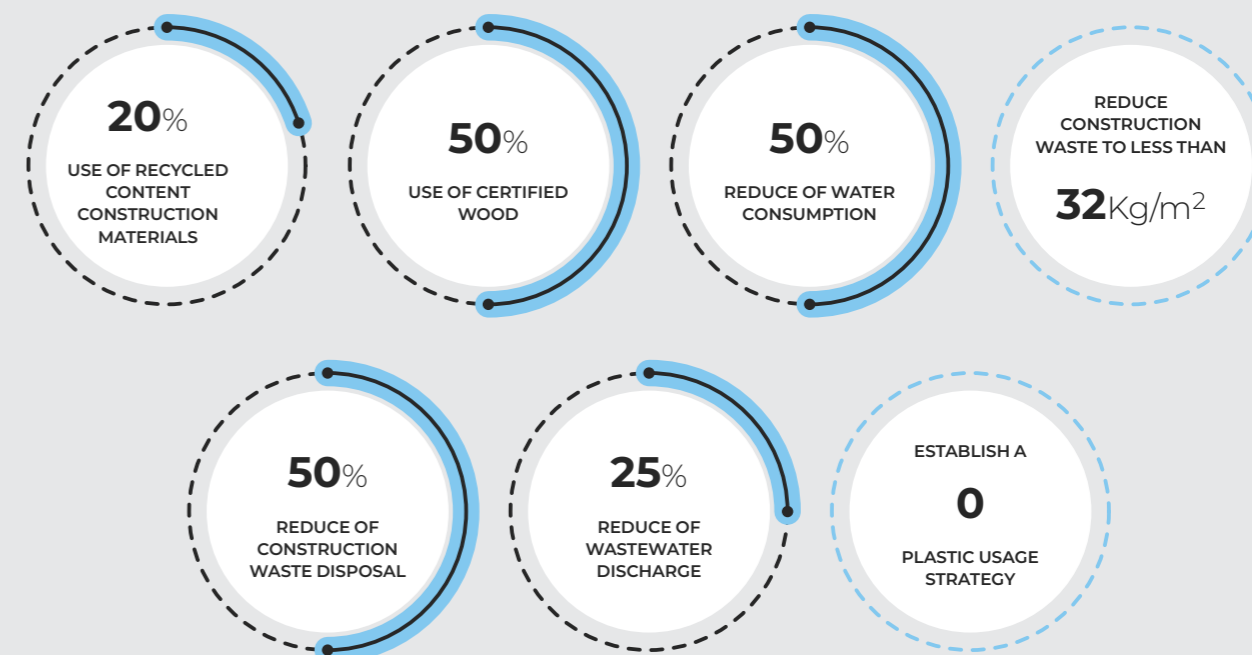
We recognize the impact our operations have on climate change and resource consumption, and strive to mitigate this impact by reducing our environmental footprint, adopting circular economy principles and implementing innovative solutions.

CCC's approach to sustainably managing resources aims to preserve raw materials and resources over the entire life cycle of our built environment projects. In line with the concept of a circular economy, we focus on the three key areas:

- Using materials with high recycled content
- Reusing what already exists. Existing products, once used, are reused or recycled to make new products which will be used on CCC's jobsites
- Disposing no resources to landfill

Circular economy models have clear environmental and financial benefits. CCC's sustainability strategy is developed to emphasize both climate change and resource constraints. Our approach is to keep resources in a continuous circle of use instead of the traditional linear economy approach of 'take-make-waste'.

Therefore, we have included the circular economy concept in our 2025 sustainability strategy, where we aim to:



# WORKING TOWARDS A CIRCULAR ECONOMY



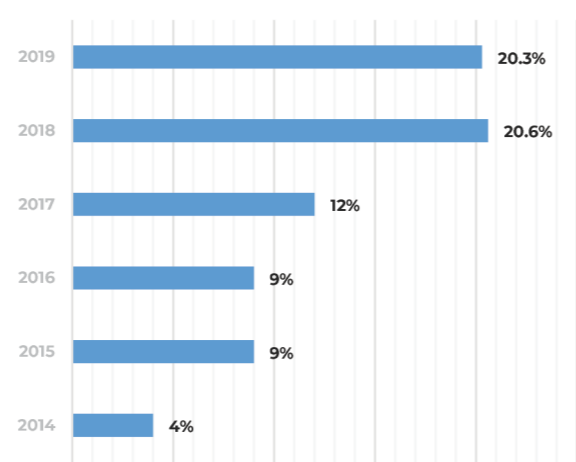
## ACHIEVEMENTS & SUCCESS STORIES

CCC is working towards a circular economy system. Significant progress has been made in reusing water and construction waste as well as recycling various materials. We are aware of the inefficiencies in the construction industry and focus relentlessly on becoming more efficient. In these efforts, we work closely with our clients and regulatory authorities to ensure all the resources and materials targeted for reuse meet project requirements and regulatory standards.

### USING MATERIALS WITH A HIGH RECYCLED CONTENT

At CCC, we aim to maximize the procurement of materials with high recycled content. This target supports the circular economy principle by minimizing the use of raw materials and reduces embodied carbon. The ISO 14021 defines Recycled Content as the portion of materials used in a product that has been diverted from the solid waste stream. If these materials are diverted during the manufacturing process, they are considered pre-consumer recycled content. If they are diverted after consumer use, they are post-consumer. In 2019, we exceeded our target of 20% recycled content material use, and achieved 24.6%.

Total Use of Recycled Content Material  
(Civil Building Activities)



### SUSTAINABLE TIMBER

Sustainable timber or timber certified by the **Forest Stewardship Council (FSC)**<sup>4</sup> is a valuable construction material that supports the transition to a circular economy, as it supports forest conservation and biodiversity and helps alleviate climate change impacts.

In CCC, we aim to use 50% of sustainable timber in our construction activities. Although securing a FSC certificate is still a challenge for suppliers in certain regions, CCC will continue focusing on procuring sustainable timber in order to achieve our targets.



## SUCCESS STORY

### AL ZAHIA CITY CENTER (SHARJAH, UAE) - A FOREST STEWARDSHIP COUNCIL (FSC) CERTIFIED PROJECT

CCC's project team developed and implemented a recommended FSC project procedure, which included:

- Incorporating FSC-specific clauses within contract documents
- Reviewing technical submittals for wooden/timber elements
- Thorough and cross-levels training of site staff in "Chain of Custody", to ensure that all materials delivered at site is checked and FSC certified timber recorded



CCC's 1st Project to achieve high concentration of FSC certified wood:

- **82%** of projects' permanent wood materials and products
- **70%** of projects' temporary wood (formworks)


<sup>4</sup> A certification system that allows businesses to use wood, paper and other forest products made with materials from well-managed forests and/or recycled sources.

# WORKING TOWARDS A CIRCULAR ECONOMY

## REUSING WHAT ALREADY EXISTS

Reusing an existing asset, with a necessary degree of treatment, enhances its value and maintains the value of the resources it contains. This approach avoids the consumption of virgin resources. In CCC, we developed and implemented several sustainable construction practices to encourage material conservation and rational use of natural resources. Our program covers the following areas:

WATER CONSERVATION



CCC projects implement a series of measures including:

- Reuse of wastewater
- Harvest and reuse water for dust control
- Dewatering water reuse
- Concrete wastewater recycling
- Reuse Micro-Tunneling water

SUCCESS STORY

At Ghazeer project (Oman) the site and camp wastewater was recycled using project STPs and reusing the treated water for dust control and watering the surrounding greenery.

**98%**


OF THE PROJECT'S DOMESTIC WASTEWATER WAS RECYCLED & REUSED

**% OF WATER RECYCLED FROM TOTAL WATER USED**

2019	22%
2018	21%
2017	25%
2016	27%
2015	28%
2014	18%

Data is based on the number of projects and number of initiatives implemented.

LAND CONSERVATION



Strong focus is placed on recycling already extracted materials. Improved recovery and conservation of materials promotes lands conservation.


SUCCESS STORY

At Mesaimeer project (Qatar), crusher and stabilizer plants were mobilized at onsite for the purpose of recycling the excavated and demolished waste.

**≈ 4,000 tons**

OF EXCAVATED MATERIALS WERE RECYCLED

CONCRETE WASTE CONSERVATION



To promote concrete waste reuse, and work towards the principle of circular economy, concrete waste materials generated from various concrete related works are deposited in concrete washout areas and upon hardening, collected and transported to a laydown area. After being crushed and recycled they are ready to reuse as a suitable material for various permanent works.

SUCCESS STORY

At Al-Bustan North (Qatar) project CCC's team reuses the concrete waste generated from both the batching plant facility as well as the crushing and screening facility.

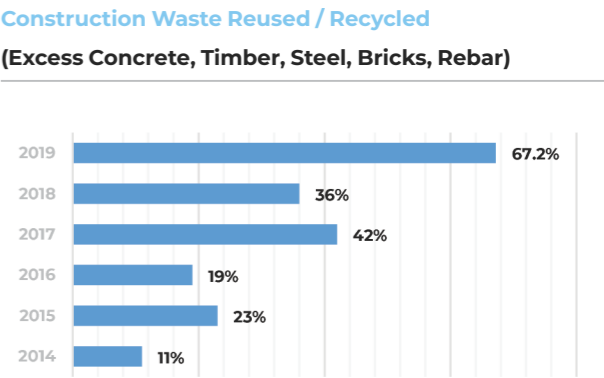
**3,260 tons**

OF CONCRETE WASTE WAS PROCESSED FOR REUSE

## WASTE DIVERTED FROM LANDFILL

CCC construction waste management approach is based on a circular economy model and focuses on three aims: reduce the waste generated, reuse materials and products, and recycle as much as possible. Our last option is to send it to landfill. We implement a waste management plan at all our projects in accordance with local waste management procedures and systems. Our waste performance data heavily depends on the types of projects and the area we operate in. The waste from operations produced by CCC is delivered to external recovery and treatment facilities;

Waste Recovered from Landfill		
	2018	2019
Construction Waste	35.6%	67.2%
Plastic	35.7%	61.4%
Paper	37.9%	64.9%



**Al-Zahia City Center** (Sharjah, UAE) achieved highest percentage of waste diversion from landfill.

## SUCCESS STORY

**97.06%** of the project construction waste was reused and recycled when the Green Building standard (LEED) applied by the project required **75%** of waste be diverted away from landfill.

This result was achieved through the waste management strategy followed by CCC's project team which includes the below key actions:

- Develop a Construction Waste Management Plan (CWMP).
- Establish partnership with approved local recycling facility for waste collection and recycling
- Conduct thorough training for project staff and subcontractors
- Allocate a dedicated waste segregation area and incorporate clear signage
- Appoint a LEED Engineer to ensure the proper implementation of waste management
- Assign a dedicated waste management supervisor to monitor the waste management process on-site



# SUSTAINABILITY COMPETITION

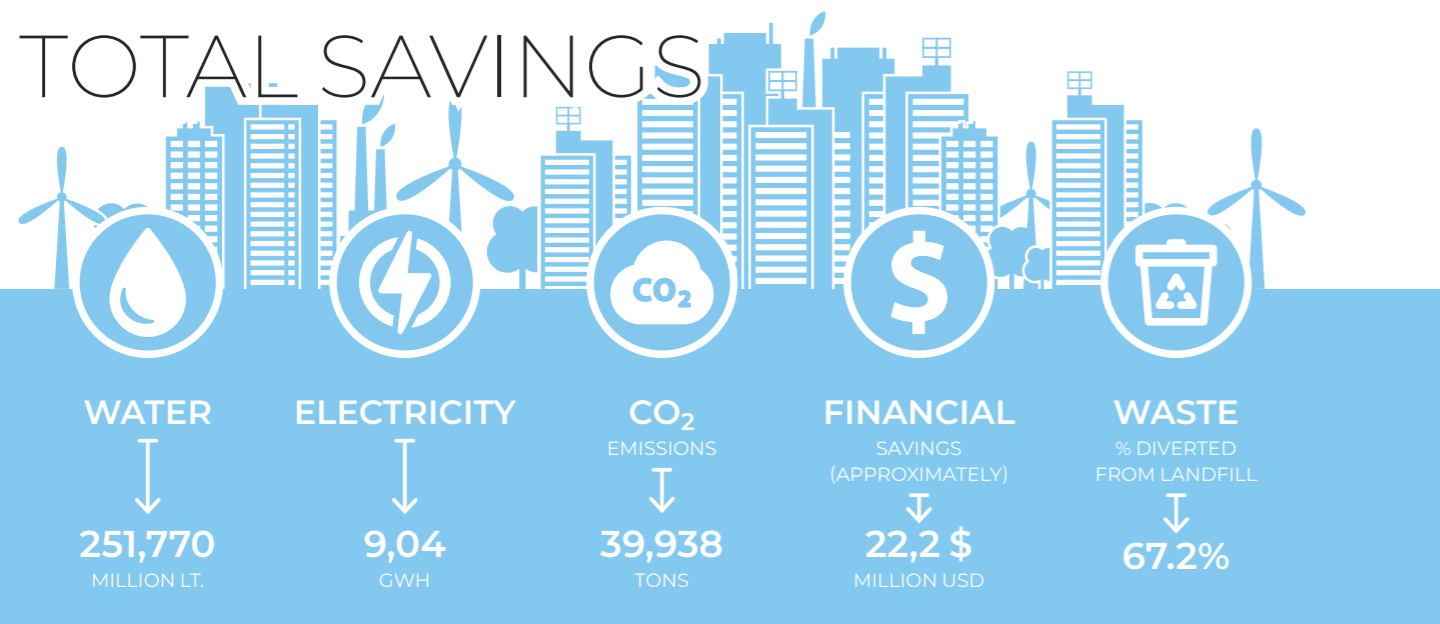
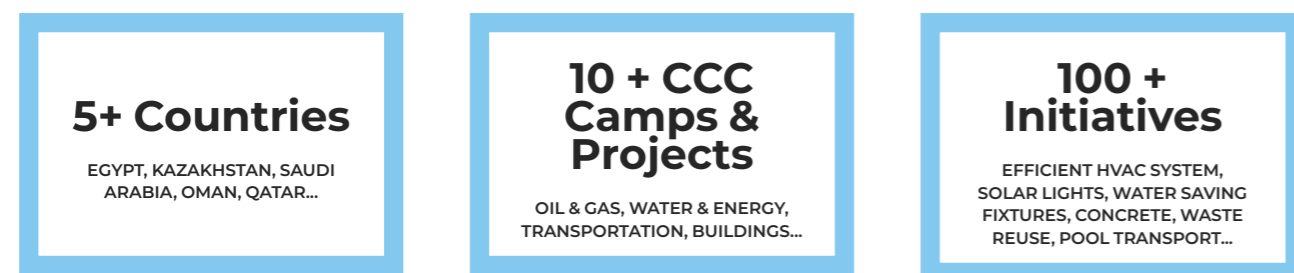
CCC's internal Sustainability Competitions, aim to further integrate sustainability across CCC. The target is to recognize best implemented sustainable practices that showcase innovative, cost effective and exemplary measures carried out throughout company locations (projects, camps and offices). Acknowledging best practices and innovation manifests a positive impact across CCC.

Following the success of CCC's first competition, a second cycle was conducted to further encourage the implementation of effective sustainable practices.

The criteria set for evaluating the entries considered all three dimensions of sustainable development – environmental, economic and societal. As a result, CCC teams submitted their sustainability success stories under specific themes:

- Energy Efficiency
- Water Efficiency
- Waste Management
- Transportation Management
- Renewable Energy
- Economic, Behavioral and Environmental Impacts

## CCC SUSTAINABILITY COMPETITION – OVERVIEW 2018-2019



# GREEN BUILDING PROJECTS

CCC supports its clients in reducing their environmental footprint. In 2018 & 2019, we build approximately \$5.0 billion projects that have been registered with third-party green building or sustainable construction rating organizations, such as the US Green Building Council's Leadership in Energy and Environmental Design (LEED) standards, the Abu-Dhabi's Pearl Rating System (ESTIDAMA), Dubai's Green Building Regulations (AL SA'FAT), Qatar's Global Sustainability Assessment System (GSAS) and other objective and third-party standards.

No.	Project Name	Location	Client	Project Phase	
				Design	Construction
Completed Projects					
1	<b>LMH Project</b> <i>Multi-purpose Hall at Lusail Sports Club</i>	Qatar, Doha	Qatar Olympic Committee	<b>GSAS 3-Stars</b> <i>(Certified)</i>	<b>GSAS 4-Stars</b> <i>(Certified)</i>
2	<b>Princess Nora University Project</b> <i>PNU Academic Campus Part-1 &amp; 2</i>	KSA, Riyadh	Ministry of Finance	<b>LEED Gold</b> <i>(Certified)</i>	<b>LEED Gold</b> <i>(Certified)</i>
3	<b>CCC Headquarters Building</b>	Oman, Muscat	CCC	<b>LEED Certified</b> <i>(Certified)</i>	<b>LEED Certified</b> <i>(Certified)</i>
4	<b>Palestinian Museum</b>	Palestine, Birzeit	The Welfare Association	<b>LEED Silver</b> <i>(Certified)</i>	<b>LEED Gold</b> <i>(Certified)</i>
5	<b>New Port Project</b> <i>Container Terminal Project (CT - 1)</i>	Qatar	New Port Project Steering Committee NPP	<b>GSAS 3-Stars</b> <i>(Certified)</i>	<b>GSAS 3-Stars</b> <i>(Certified)</i>
6	<b>Doha Metro Project</b> <i>Msheireb Station</i>	Qatar	Qatar Rail	<b>GSAS 5-Stars</b> <i>(Certified)</i>	<b>GSAS 5-Stars</b> <i>(Certified)</i>
				<b>LEED Gold</b> <i>(Certified)</i>	<b>LEED Gold</b> <i>(Certified)</i>
7	<b>Doha Metro Project</b> <i>Education City Station</i>	Qatar	Qatar Rail	<b>GSAS 4-Stars</b> <i>(Certified)</i>	<b>GSAS 4-Stars</b> <i>(Certified)</i>
8	<b>City Centre Almaza</b>	Egypt, Cairo	Majid Al Futtaim Properties Egypt	<b>LEED Silver</b> <i>(Certified)</i>	<b>LEED Gold</b> <i>(Certified)</i>
Under Construction Projects					
1	<b>Abu Dhabi Plaza</b> <i>Mixed-use development</i>	Kazakhstan, Astana	Aldar Properties PJSC.	<b>LEED Silver</b> <i>(Certified)</i>	<b>Target LEED Silver</b> <i>(In-Progress)</i>
2	<b>Abu Dhabi International Airport</b> <i>Midfield Terminal Building</i>	UAE, Abu Dhabi	Abu Dhabi Airports Co. (ADAC)	<b>ESTIDAMA 3-Pearl</b> <i>(Certified)</i>	<b>Target ESTIDAMA 3-Pearl</b> <i>(In-Progress)</i>
3	<b>Riyadh Metro</b> <i>Lines 1 &amp; 2</i>	KSA, Riyadh	Arriyadh Development Authority (ADA)	<b>LEED Silver</b> <i>(Certified)</i>	<b>Target LEED Silver</b> <i>(In-Progress)</i>
4	<b>Opera Grand Tower</b>	UAE, Dubai	Emaar Properties PJSC	<b>DMGBR</b> <i>(Certified)</i>	<b>Target DMGBR</b> <i>(In-Progress)</i>
5	<b>Msheireb Downtown Doha</b> <i>Phase 4</i>	Qatar, Doha	Msheireb Properties	<b>LEED Gold</b> <i>(Certified)</i>	<b>Target LEED Gold</b> <i>(In-Progress)</i>
6	<b>Al Zahia City Centre</b>	UAE, Sharjah	Majid Al Futtaim Properties	<b>LEED Gold</b> <i>(Certified)</i>	<b>Target LEED Gold</b> <i>(In-Progress)</i>
7	<b>Mall of Oman</b> <i>Package 2-Main Works</i>	Oman, Muscat	Majid Al Futtaim Properties	<b>LEED Gold</b> <i>(Certified)</i>	<b>Target LEED Gold</b> <i>(In-Progress)</i>

# GREEN BUILDING PROJECTS

## MSHEIREB STATION A GREEN METRO STATION



Msheireb Station is the largest metro station in Doha, Qatar and is situated at the corner of the Msheireb development. It is an interchange station connecting all of three metro lines (Red, Green, & Gold).

Two major sustainability awards have been achieved for Msheireb Station: **GSAS 5 Stars** (Design and Build) and **LEED GOLD Certification** (LEED 2009 New Construction). This is a significant milestone as Msheireb Station has achieved the highest GSAS rated non-residential building in Qatar and becomes the first LEED Gold certified underground metro station in the world.

### GSAS AND LEED CERTIFICATION STRATEGY HIGHLIGHTS

#### Water Efficiency

- Reduction in water use by 54% through the use of low flush and low flow devices.
- Greywater and rainwater re-used for site landscaping irrigation.
- Use of native and adaptive drought tolerant vegetation species.

#### Energy & Atmosphere

- 29% reduction in energy use through efficient ventilation, cooling, and lighting;

#### Materials and Resources

- **Construction Waste Management:** More than 65% of project construction waste diverted from landfill for re-use/recycling.
- **Recycled materials:** > 20% of building materials containing recycled content.
- **Regional Sourced Materials:** > 55% of the total building materials manufactured and extracted within 500 miles.
- Maximum use of materials that are responsibly sourced and with recognized Environmental Product Declarations (EPDs).

## AL ZAHIA CITY CENTRE RISING TO THE CHALLENGE



The project is a retail mall developed to be a primary regional shopping and entertainment center in the Emirate of Sharjah for Majid Al-Futtaim Group. The total plot area is approximately 183,505 m<sup>2</sup>. The project is developed to achieve a LEED Gold rating (in design and construction) based on the LEED requirements of the USGBC. CCC is responsible for the execution of all site-related LEED activities.

### PROJECT STRATEGY FOR LEED CERTIFICATION HIGHLIGHTS

#### Water Efficiency

- 100% of onsite wastewater treated
- 50% less water consumption through low flow fixtures
- 40% water saving via on-site sewage treatment plant and efficient irrigation systems

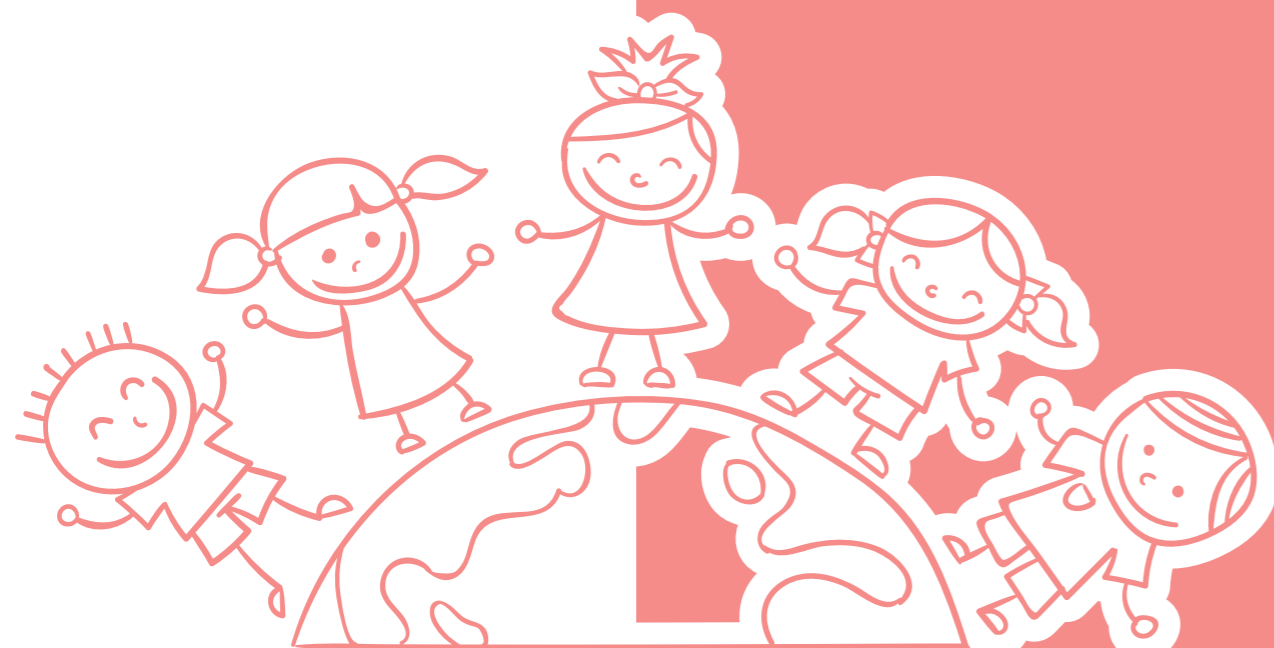
#### Energy Saving

Energy savings of 15.52% have materialized through the implementation of the below energy conservation measures:

- Improved glazing thermal conductivity and solar heat gain coefficient
- Improved exterior wall, roof and floors thermal conductivity
- High-performance chillers
- Energy efficient interior and exterior lighting system

#### Materials and Resources

- **Construction Waste Management:** Efficient waste management and coordination of recycling services has made it possible to recycle 99.5% of construction waste (when the project requirement is to divert away from landfill 75% of construction waste).
- **Recycled Content:** 35.7% of materials used are of recycled content through the proper follow up with subcontractors, exceeding the exemplary performance required by LEED.
- **Regional Materials:** 38% of the total value of project materials are regional (exceeding the exemplary performance required by LEED).
- **Certified Wood:** By securing that, the project's temporary formwork is certified by the Forest Stewardship Council<sup>5</sup> (FSC), (at no additional cost), 82% of the projects' woodwork is certified as sustainably sourced. The initial project requirement was to use 50% of FSC-certified wood products.



# SOCIAL

A fundamental component of CCC's business is our profound commitment to providing a safe and healthy workplace, to respect human rights, and be a good employer. Developing a world class safety culture, is not just a slogan we believe in but something we are working hard to achieve with all the available resources necessary.

Respecting human rights is essential for a sustainable business and our approach towards internationally proclaimed human rights is progressively strengthening. Maintaining an inspiring working environment, promoting diversity and equal opportunities and enabling employees to contribute to CCC's growth are employment objectives of prime importance to us.

## Related Sustainable Development Goals



# HEALTH SAFETY & ENVIRONMENT



Protecting the health and safety of CCC employees is our primary goal. This is a continuous mission and CCC is determined to constantly enhance corporate safety strategy and provide the best protection for our staff. We also fully acknowledge our moral and legal responsibility to those impacted by our construction activities including local communities, visitors, subcontractors, joint ventures and clients. We have a duty of care for the health and safety for all we serve.

## HSE MANAGEMENT SYSTEM

CCC's HSE Management System is in line with accredited international standards of health, safety, and environment such as ISO 14001, and is also aligned with the specifications of the national authorities in the areas where we operate.

It is a unique, dynamic, and flexible framework focused on "continual improvement". As a result, the latest HSE standards, lessons learned, technological solutions, business trends and stakeholders' expectations are all taken under consideration when developing CCC's HSE procedures.

Following the release of the new Occupational Health Safety management system, ISO 45001: 2018, as replacement of the previous OSHAS 18001: 2007, CCC set out to update the HSE management system to meet the requirements of the latest standard. We have successfully transitioned to the new ISO 45001:2018 and thus proving that CCC is staying abreast with all business requirements and internationally evolving standards in health, safety, environment, and sustainability.



## HSE POLICY

The health and welfare of our people and the communities where we operate is always the top priority for CCC. In 2019, our relevant policy was upgraded to include all of CCC's targets for Health, Safety, Environment, Security, Welfare and Wellbeing. The existing policy is a consolidation of the previously separated policies and applies to the entirety of CCC and all those who directly or indirectly are related to its operations.



### PRIMARY TARGETS:

- World-Class HSSE Excellence
- Achieve Zero Accidents
- Prevent property damage, environmental and security incidents
- Create a safe, healthy, and environmentally responsible workplace

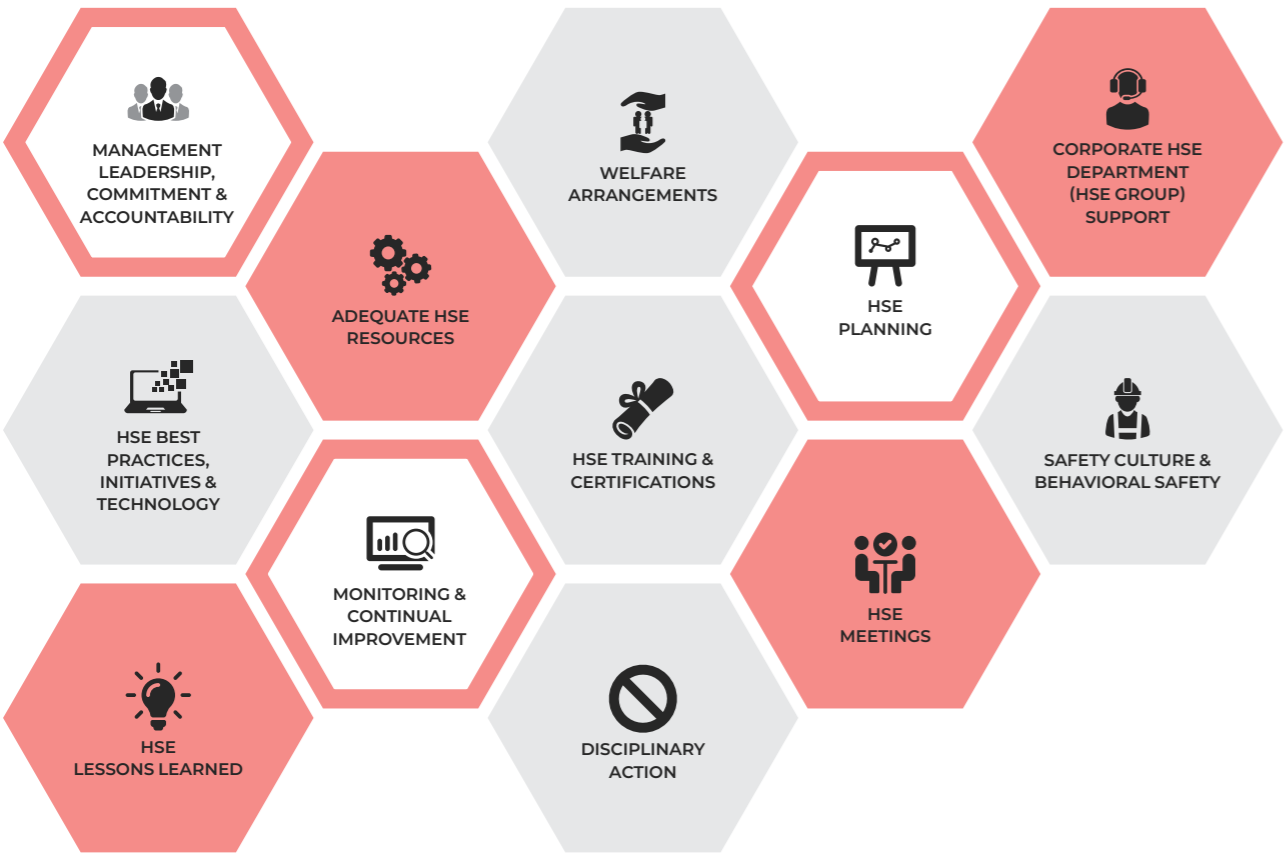
### COMMITMENTS

- Comply as a minimum with all legislation relating to health, safety, environment, welfare and security
- Provide adequate resources and manpower to meet HSE targets
- Maintain a HSE management system that is compliant with internationally recognized standards
- Provide all employees with HSE training to empower them to work safely and efficiently
- Provide workers with high standard accommodations and welfare facilities
- Protect all employees and stakeholders by eliminating or minimizing hazards and risks
- Conduct internal and third-party compliance audits to monitor health and safety performance
- Develop and maintain a positive and proactive health and safety culture
- Assign responsibility and accountability for HSE compliance to all levels in the organization

# HSE DRIVE

In the ongoing effort to achieve “world class” HSE performance in CCC, the effective communication of strategic health and safety topics is crucial. Accordingly, HSE Drives are issued annually to ensure the reinforcement of CCC’s HSE performance and address key areas in need for improvement.

The HSE Drive 2019 provided a set of objectives for the special attention of all CCC projects. It consisted of twelve points that were identified as areas for improvement as a result of audits, statistics review, incident root causes, KPI’s, client’s feedback and lessons learned. Continued focus on achieving the CCC’s ultimate HSE target of zero fatalities and serious injuries was emphasized. This has always been and remains a priority for CCC around the world.



# “WORLD CLASS” HSE TRAINING

CCC applies a proactive approach in building and maintaining a strong culture of safety. HSE training is at the center of our attention and a wide range of compressive training material has been developed. The training provided across CCC operations is in full compliance with our HSE management system and any applicable specific project requirements. Through our training programs we strive to enhance the capability of our employees across all levels, to execute their tasks in a safe, reliable, responsible and efficient manner. The HSE training is conducted at various levels:

<b>International courses on Occupational Health and Safety</b>	<b>High-level Trainings</b>
<ul style="list-style-type: none"><li>▪ NEBOSH</li><li>▪ OSHA</li></ul>	<ul style="list-style-type: none"><li>▪ HSE Management and Leadership</li><li>▪ Lead HSE Auditor</li></ul>
<b>Introductory Trainings</b>	<b>Specialized Trainings</b>
<ul style="list-style-type: none"><li>▪ HSE Procedures overview</li><li>▪ New Project HSE Goals and Objectives</li><li>▪ HSE Issues and Challenges</li></ul>	<ul style="list-style-type: none"><li>▪ Hazard Identification</li><li>▪ Fire Safety and Fire Warden</li><li>▪ Risk Assessment</li><li>▪ Accident and Incident Investigation</li><li>▪ Injury Recordkeeping and Classification</li><li>▪ First Aid/CPR/AED (Adult/Pediatric) Level 3</li><li>▪ H2S* &amp; Breathing Apparatus Introductory Trainings</li></ul>
<b>Refresher Trainings</b>	
<ul style="list-style-type: none"><li>▪ Safety Officer</li><li>▪ Train the Trainer</li></ul>	

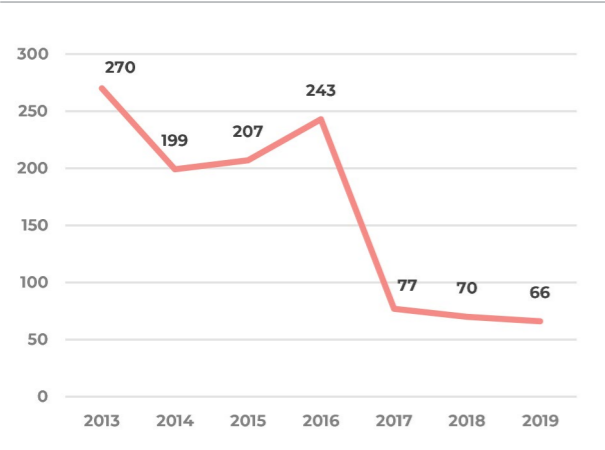
Total Number of HSE Training Hours

	2017	2018	2019
<b>Avr. Training Hours per Employee</b>	18	15	20
<b>Training Hours</b>	2,424,242	2,011,956	1,790,898
<b>Man-hours</b>	334,131,746	328,988,917	229,748,122
<b>Number of Projects</b>	68	67	53

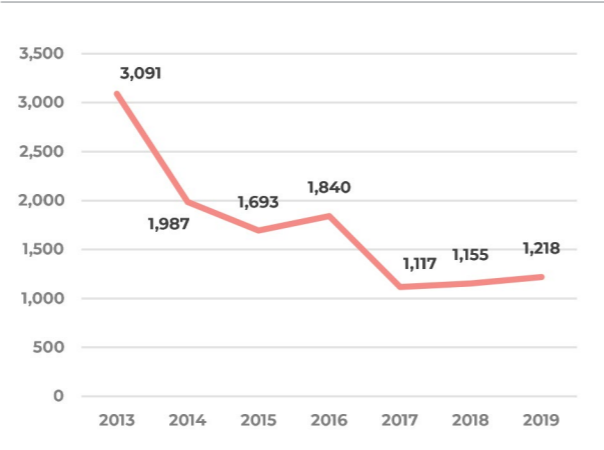
\* H2S is colorless, highly flammable and a highly toxic gas, which is a common by-product found in many different industries

# HEALTH & SAFETY PERFORMANCE

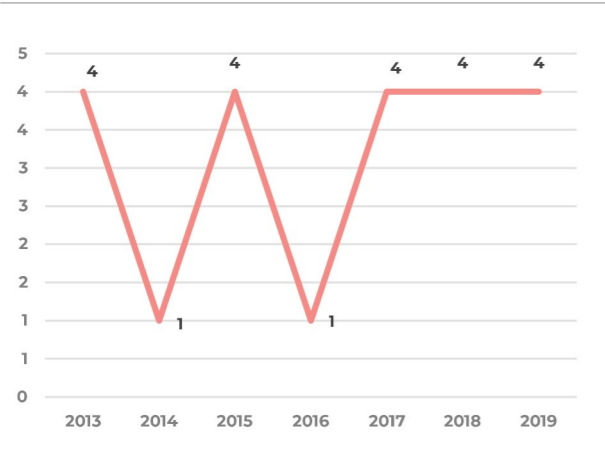
Recordable Cases



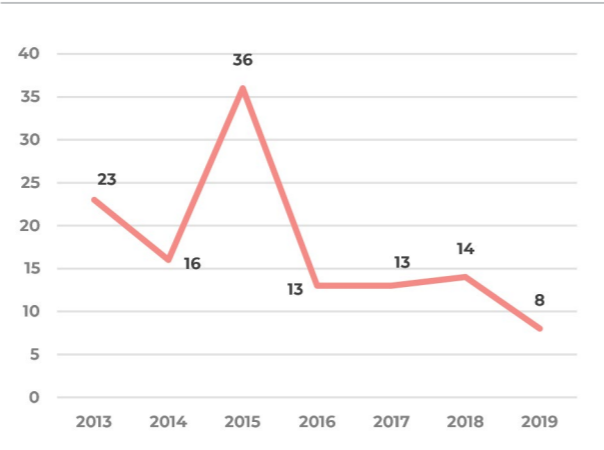
First Aid Cases



Occupational Fatalities



Lost Time Injury



## HUMAN RESOURCES

Over our near 70 yearlong existence, we have built a geographically diverse presence in numerous countries. This unique position allows us to benefit from growth in emerging markets whilst maintaining solid positions in established enterprises around the world. An intrinsic factor in this success is the human element that has been at the forefront of our values and practices since day one. The human factor plays an intrinsic role in our culture and business operations.

### LESSONS LEARNED

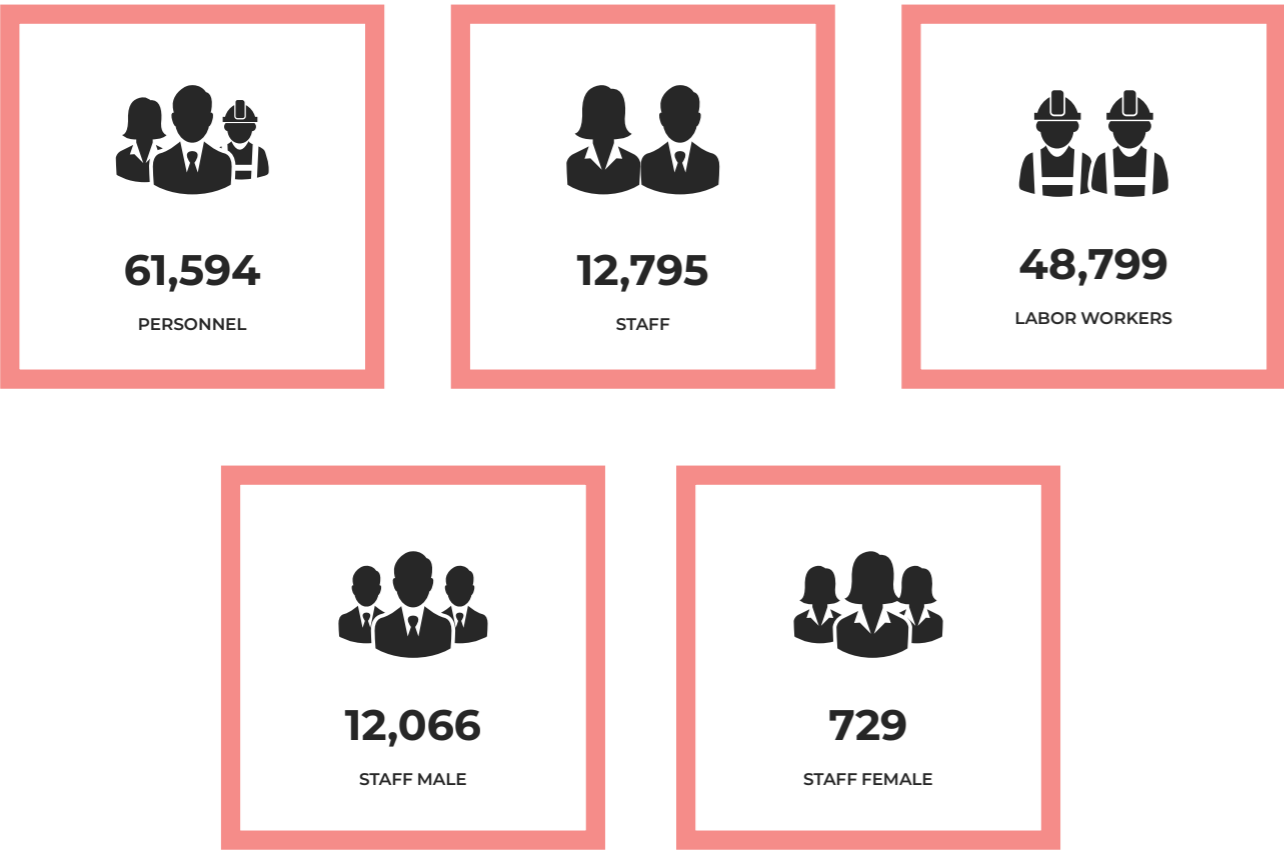
Lessons learned were identified and implemented as opportunities for significant improvement and to avoid reoccurrence of similar cases:

- Better verification of qualified subcontractor’s based on CCC policies
- Reinforce safety of rigging and lifting practices
- Enhance electrical safety, traffic and roadway control measures
- Improve scaffolding at work at height practices
- Strictly follow confined space entry procedures
- Reinforce safety practices for machine interface and excavation activities

# HUMAN RESOURCES

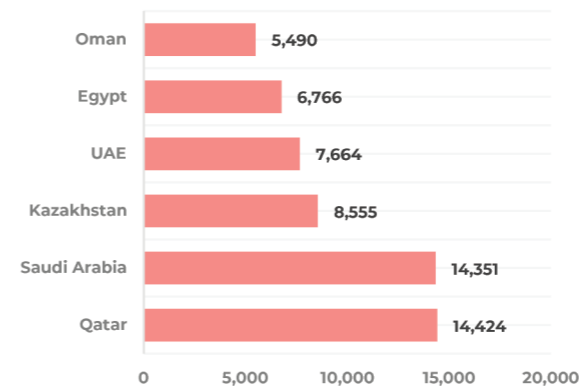
## OUR GLOBAL WORKFORCE

The limiting market environment and crises surrounding it, have posed difficulties for the entire construction industry. CCC's business is largely focused on the Gulf region (more than 60% of its total work) and over recent years the Middle East's contracting market has witnessed a sharp decline in activity. Due to the cyclical nature of the construction business and the lack of new contract awards, CCC limited the recruitment and development of human resources compared to the previous reporting cycle. Additionally, a downsizing of roles took place to adapt to the new level of market demand. This process was carried out with dignity and respect towards our people. CCC is a family company and a high number of employees have stayed with the company for 20 or even 30 years. In this restructuring, CCC worked closely with employees and their representatives -as applicable- and investigated all viable alternatives to mitigate impacts.

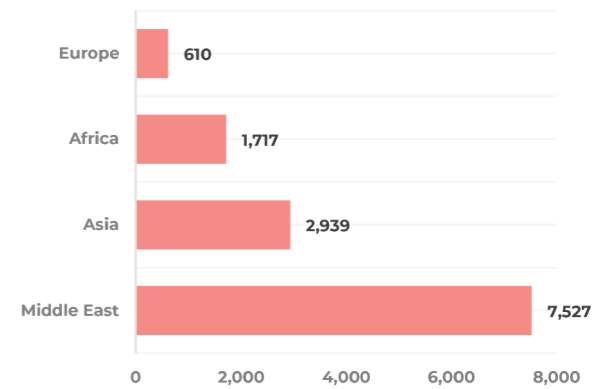


At the end of 2019 CCC's total personnel was 61,594 with staff constituting 12,795 and labor workers at 48,799. Contracted workers through subcontractors were approximately 40,000. The countries which had the highest hires were Egypt, the UAE and Qatar. The same locations with the additions Saudi Arabia and Kazakhstan also retain the majority of CCC personnel (staff and workers) reflecting the projects CCC is constructing in these countries.

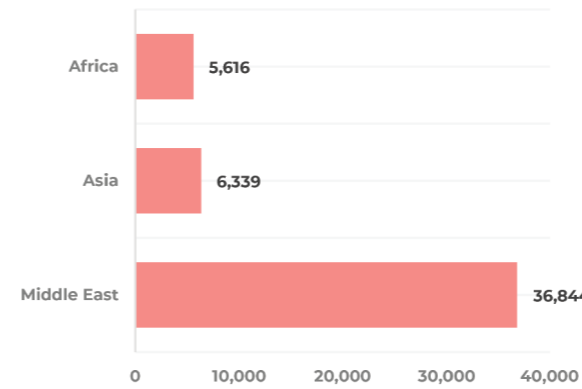
Personnel Top Countries



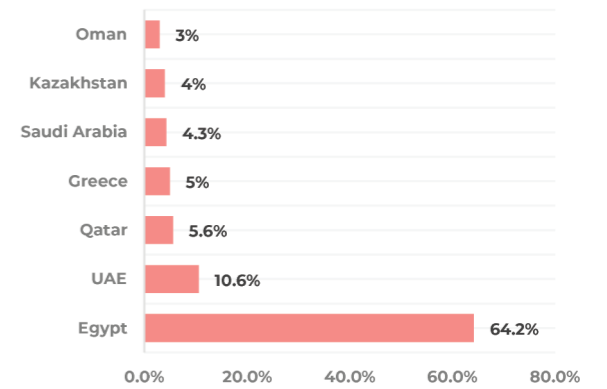
Staff by Region



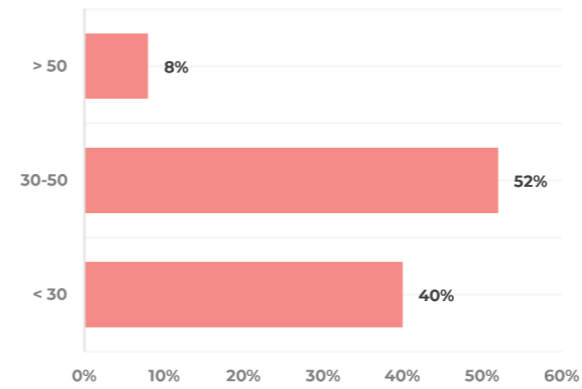
Labor by Region



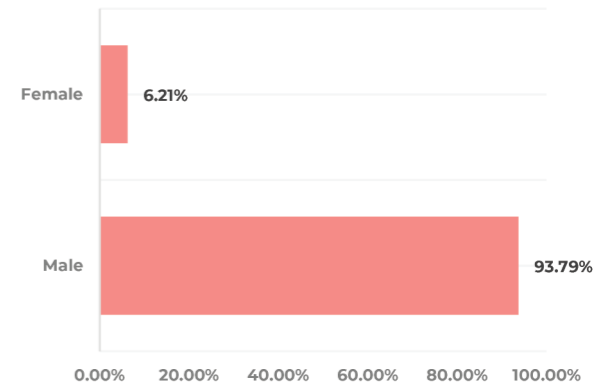
New Hires Top Countries (%)



New Hires per Age Group



New Hires per Gender



# HUMAN RESOURCES

## INDUSTRY-SPECIFIC TRAINING PROGRAMS

Establishing vocational training centers in countries where we have operational presence has been a long standing CCC commitment to capacity building, skills training and development of local workforces around the world. Our vision is to foster technical skills among local staff and build a competent workforce for our projects. This approach to skills development based on international construction standards creates actual job placements for local employees. CCC's all-round expertise in infrastructure and the fact that we often partner with accredited institutions, guarantees the high quality of the training curriculum offered at our industry specific training centers.



CCC's training center in Atyrau, Kazakhstan was established in 2017. The objective was to invest in the new generation and offer local youth the opportunity for an interesting career in CCC's oil and gas projects in Kazakhstan. To enhance the practical and technical skills of Kazakh labor force, CCC designed and delivered technical programs on welding, pipe fabrication, electrical and civil (carpentering/shuttering). As in all of our centers, the trainings provided, concentrate on safety awareness and the latest industry techniques. Qualified and experienced instructors conduct the courses, using high standard technological equipment and modern facilities tailored to the needs of the various technical trades.

All the courses delivered are in accordance with the applicable local and international standards, including the major oil and gas companies operating in Kazakhstan. The training duration is usually two months and successful graduates receive two kinds of qualifications (a national and international construction diploma). Upon completion of the training program and in coordination with the regional labor authority, selected trainees are deployed at CCC's projects in Kazakhstan.



## TRAINING AND DEVELOPMENT

A key element in achieving CCC's strategic objectives is to maintain a highly trained, competent and motivated workforce that will strive to succeed in terms of their own development and that of the company.

To achieve this, CCC focuses largely on training and development programs which enhance employees' abilities to conduct their job requirements and promote their growth as individuals.

### TECHNICAL AND PROJECT MANAGEMENT TRAINING

During 2018 and 2019, despite the market downturn difficulties, CCC continued to provide in-house specialized training to employees on management, leadership and technical skills, reflecting our commitment to developing the competencies of our people across a broad spectrum. At the same time, a series of targeted webinars were introduced and conducted via CCC's Knowledge Management platform "Fanous". All courses were contacted by experts in their field and several included key lessons learned and case studies from CCC projects.

#### Project Management

- Construction Planning & Scheduling
- Project Risk Assessment
- Cost Management
- Productivity Improvement
- Subcontractor Management
- Risk Management

#### Accounts & Finance

- Internal Audit Training Course
- Accounting for Non Accounts

#### Design

- Value Engineering

#### Personal Development

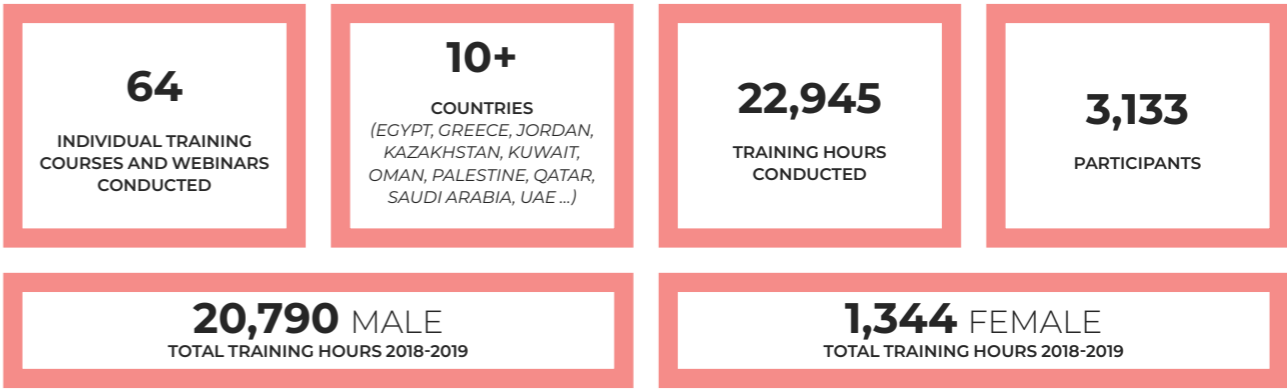
- Emotional Intelligence
- Problem Solving & Decision Making
- Public Speaking & Presentation Skills
- Time Management

#### Leadership

- Leadership and Empowerment
- Leadership and Motivation Skills

#### Construction Contracts

- Introduction course
- Contract Formation, Administration & Closure



# HUMAN RESOURCES

## CAPTURING THE VALUE OF PROJECT MANAGEMENT

For the last 16 years, CCC has maintained its status as a Global Registered Education Provider (R.E.P.) for the Project Management Institute (PMI). Accordingly, CCC's internal trainings on risk, productivity, planning, and several other topics, are relevant to the Project Management Professional (PMP) exam preparation certification. All such courses allow CCC participants to earn the internationally recognized Professional Development Units (PDU's) and meet the requirements needed by PMI credential holders.



## SUSTAINABILITY WEBINARS

During 2018 and 2019, we continued conducting sustainability themed webinars. These webinars are interesting training opportunities, featuring market leading experts who share with CCC their insights on sustainable solutions related to the construction industry.

The latest topics presented include:

- Sustainable construction solutions
- Sustainable Flat Slab Structure
- Eco-friendly disposable plastic solutions
- PV systems and CCC's success stories
- Concentrated solar power systems
- Green Hydrogen Production
- Water Treatment solutions
- Renewable Energy Innovations
- Green Building Infrastructure and a CCC case study
- Atmospheric Water Generation Technology



## CCC'S WOMEN EMPOWERMENT INITIATIVE

Women's empowerment is widely recognized as a critical pillar of sustainable development. The United Nations' SDG's, place women's empowerment prominently in the global development agenda. Strong and talented women employees are important to CCC's long term success.

In 2018, CCC established an official commitment to taking a stronger and more active stance for diversity by focusing on women's empowerment and gender diversity in a systematic way. Our strategy is diverse and includes solid top management support, promoting affirmative actions, establishing facilitating policies and raising awareness around gender diversity and the value women add.

## 2018-2019 HIGHLIGHTS

CCC Women's Empowerment Forum formed and feedback provided by members.



CCC's Employee Satisfaction Survey sourced and analyzed women's feedback to specifically capture women's perspectives.

The United Nations Women's Empowerment Principles Gender Gap Analysis Tool (WEPs Tool) was used to evaluate gender equality performance and plan improvements.



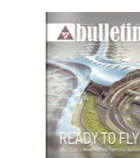
CCC Human Rights Policy signed, includes commitments towards providing equal opportunities and an inclusive working environment as well as valuing diversity.

A message from CCC's President Engineering & Construction commemorated International Women's Day (March 8th) within CCC and on social media.



For International Day of Peace (September 21st), dedicated to combating climate change, the achievements of CCC women working on Green Building projects were celebrated.

CCC's Bulletin "Women's Empowerment" section dedicated to publish targeted features related to women empowerment.



On CCC's Knowledge Management platform "Fanous" articles are shared on the trends and challenges of advancing women's empowerment globally and with focus in the MENA region.

We realize that providing opportunities and significant roles to women is work in progress and further actions are required to achieve this, but we are committed to promote the empowerment of women. Our future efforts will be focusing on engaging more women, training more women and inspiring women through promoting them in leadership roles.



CCC continuously embraces key human rights principles regarding work ethics and we are dedicated to developing and nurturing a culture of respect, diversity and equal opportunities. We consider these principles of paramount importance to everyday life and business.

CCC's respect towards the protection of internationally proclaimed human rights includes, among others:

- Upholding the United Nations Universal Declaration of Human Rights (UDHR)
- Adopting of the United Nation's Global Compact principles
- Conforming to all the local employment and labour laws
- Adhering to stringent OH&S directives and procedures tailored to our projects
- Promoting diversity and fair employment opportunities

#### FOSTERING HUMAN RIGHTS AWARENESS

**6,340** employees

#### Participated in human rights awareness-raising activities

Our induction training for new hires and the Ethics & Anti-Corruption training emphasize CCC Core Values and human rights respect

## HUMAN RIGHTS POLICY

CCC is categorically committed to respecting human rights and aims to absolutely avoid any complicity in human rights abuses.

**SOLID FOUNDATION:** Our commitment to upholding human rights is rooted in our "Core Values, Guiding Principles & Code of Practice" the fundamental guide that directs CCC's conduct.

**RESPECTING HUMAN RIGHTS PRINCIPLES:** As set out in the United Nations Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Guiding Principles on Business and Human Rights.

**LEGAL COMPLIANCE:** We always conduct our business in accordance with applicable national laws and maintain the highest ethical standards. Where national laws conflict with internationally recognized human rights, we develop approaches to applying international human rights standards in a manner respectful of local requirements.

We focus on three main human rights impact themes:

### 1. EMPLOYEES

- **Occupational Health and Safety:** Provide a dignified, safe and healthy work environment.
- **No Discrimination:** Provide equal opportunities to all employees and create an inclusive working environment. We value diversity and strive to enhance it across CCC. We do not tolerate any type of discrimination.
- **No Child Labor:** We do not condone or tolerate child labor. No child labor is employed by any CCC entity.
- **No Forced Labor, Slavery or Human Trafficking:** We reject and do not tolerate the use of slavery, servitude, forced or compulsory labor or human trafficking.
- **No Harassment:** No kind of intimidating or offensive behavior is unacceptable.

### 2. LOCAL COMMUNITIES

We aim to engage with local communities to understand their social, economic and environmental priorities and add value by: supporting local recruitment, building regional business relations, procuring local materials and transferring expertise.

### 3. SUPPLY CHAIN

We expect our suppliers and subcontractors to; adhere to all applicable laws and regulations, including those related to employment, safety, security, health and the environment; impose similar terms and conditions on their lower tier subcontractors; and permit audits and allow access to their facilities, documentation and personnel.



# GOVERNANCE

CCC activities are overseen by the Board of Directors who act in the best interest of the company and its stakeholders. CCC's family ownership and commitment to the group creates enduring value and safeguards the legacy, reputation and profitability of our organization.

Our **"Core Values, Guiding Principles and Code of Practice"** state that all company activities must be performed with honesty, integrity and full compliance with the law. The risk management strategy we apply enhances our corporate governance by strengthening our Board's oversight and improving overall decision making. Above all, we maintain a strong ethical framework with zero tolerance to bribery and corruption.

Related Sustainable Development Goals



# CORPORATE STRUCTURE

CCC's organizational structure is defined through the Board of Directors which is the company's supreme governing body. Adhering to the principles of sound corporate governance, the Board oversees the Group's organization and management of business. CCC's Board members serve as trustees and custodians of the company's assets and with their strategic decisions ensure the development and continuous growth of CCC's services, markets and finances.

# CCC's GOVERNING COMMITTEES

- Board Project Review
- Board Compensation
- Board Audit

- Executive Committee
- Operations Committee
- HSE Committee
- Training Committee

## CCC's BOARD

## OF DIRECTORS



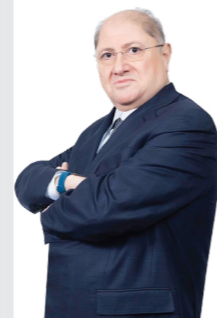
**Wael S. Khoury**  
CHAIRMAN



**Tawfic S. Khoury**  
EXECUTIVE VICE  
CHAIRMAN



**Samer S. Khoury**  
PRESIDENT  
ENGINEERING &  
CONSTRUCTION



**Suheil H. Sabbagh**  
PRESIDENT GROUP  
HUMAN RESOURCES



**Antoine Mattar**  
NON-EXECUTIVE  
DIRECTOR, CC GROUP



**Mohamad Seoudi**  
DIRECTOR



**Mahmoud Zeibak**  
DIRECTOR



**Jamal Nakhleh**  
DIRECTOR



**Imad Sa'ad**  
DIRECTOR



**Wahbe A. Tamari**  
DIRECTOR



**Nabil Habayeb**  
BOARD MEMBER

## CORPORATE VALUES

CCC was created nearly 70 years ago and its corporate ethos is directed by the personal values of the company Founders. Our company culture is not only exceptional, but also vital to CCC's progress and resilience. The distinctive culture embedded in CCC is based on our 17 Core Values and Principles.

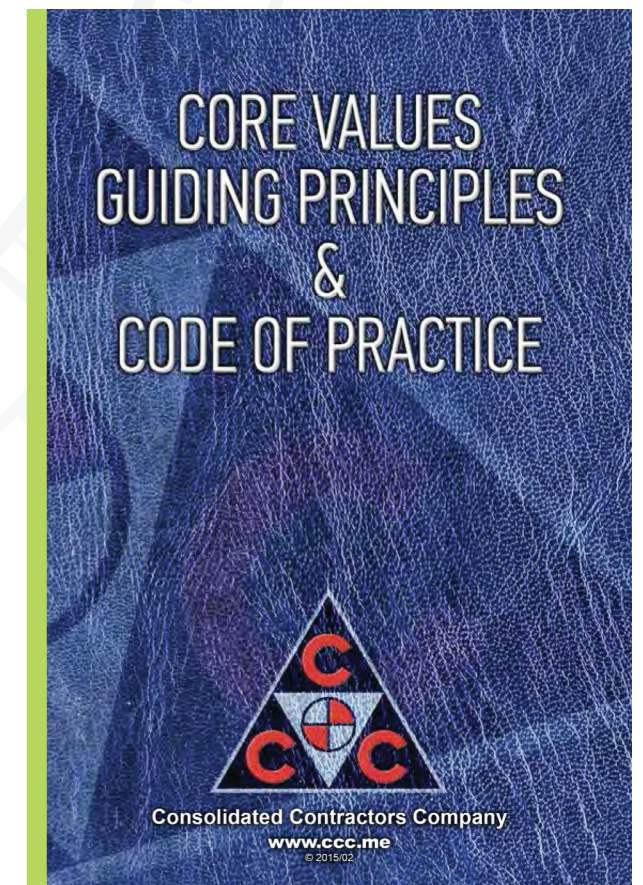
### CCC'S CORE VALUES & PRINCIPLES

1. Integrity, Honesty & Reliability
2. Trust, Transparency & Humility
3. Sense of Belonging & Harmony for all Company Employees
4. Fairness to all Stakeholders
5. We Respect Hierarchy & Accountability
6. We Aim To Be Second To None in All We Do
7. Protecting Human Life Is Our Goal
8. We Encourage Innovation
9. We Nourish Long-Term Relationships
10. Our Staff Is Our Greatest Asset
11. Commitment to Preserve the CCC Family Culture
12. Commitment to the Community
13. Commitment to the Environment
14. Commitment towards Anti-Corruption
15. Commitment to Change for the Better
16. Appreciation of our Staff
17. Commitment to The Development of Future Generations

## CCC's CODE OF PRACTICE

A unified foundation to CCC's Core Values and Principles, is CCC Code of Practice. It describes how all activities must be performed with honesty, integrity and in full compliance with the law and the prevailing legal constraints.

CCC undertakes to fully distribute this code of practice among employees and provide regular training on corporate ethics policy and procedures, and inform about the ethical values and behavior everyone is expected to diligently follow throughout their employment. Every CCC member must follow the CCC Guiding Values and Principles and adhere to the CCC Code of Practice. Employees are subject to disciplinary action, including termination, for violations of our policies.



# ETHICS & ANTI-CORRUPTION

## CCC'S EACP (ETHICS AND ANTI-CORRUPTION PROGRAM)

Ethics compliance has always been on top of CCC's operational agenda. The commitment towards anti-bribery and anti-corruption is one of CCC's 17 core values and guiding principles as published in its Code of Practice. CCC's ethics and compliance program is documented in a quality management procedure (EACP), demonstrating its commitment to eliminate bribery and corruption from its global business. CCC's commitment also extends to third-parties – with every agent, consultant representative and any other third party required to comply with the applicable anti-corruption laws of the country in which we operate.

Additionally, we pledge our support in the battle against corruption through our commitment towards the below:

- United Nations Convention Against Corruption
  - United Nations Global Compact Principle 10
  - World Economic Forum-Partnering Against Corruption Initiative (PACI) Principles
  - Transparency International-Business Principles for Countering Bribery
- The Pearl Initiative
  - The UK Bribery Act 2010
  - The US Foreign Corrupt Practices Act (FCPA), 1977
  - The OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, 1999



# CCC's STRATEGY FOR BUSINESS INTEGRITY

## TRAINING PROGRAMS

During 2018-19 we continued our efforts in training thousands of our global management, commercial and technical staff on ethics, anti-bribery and anti-corruption policies.

6,340 CCC EMPLOYEES<sup>6</sup>

PARTICIPATED IN ETHICS AND ANTI-CORRUPTION AWARENESS-RAISING ACTIVITIES

### Diverse Training

- Online
- In-person
- Induction
- Ethics and Compliance Workshops

### Focus on CCC executives and employees of at-risk functions

- Fraud and corruption awareness
- Emphasis on common fraud schemes
- Trained to detect and prevent bribery, fraud and corruption

### 2019 "MONSTER GAME" Online Training

- Tailored to CCC needs
- Included real life case studies
- Feedback on common topics: business entertainment, gifts, legal consequences, benefits, etc.

### Audit and Fraud Investigation Seminars

- Core concepts of fraud, various types and associated risks
- Methodology of fraud investigation
- Strategies for fraud and corruption prevention

<sup>6</sup> Includes online Anti-Corruption training (EACP 2018 & Monster 2019) and induction of new recruits that emphasizes CCC Core Values

# CCC'S STRATEGY FOR BUSINESS INTEGRITY

## WHISTLE-BLOWING AND REPORTING

The Whistleblowing and Reporting Procedure is one of the main topics covered in CCC's Ethics and Compliance Program. Whistleblowing is encouraged and reporting channels are advertised and displayed across CCC's worldwide locations and translated into all the main languages of our multinational workforce. To ensure objective consideration of whistleblowing reports, all reporting channels (online, email, mail or fax) fully protect the anonymity of reporters.

## INTERNAL AUDITING

CCC's Internal Audit unit plays a key role in ensuring the effectiveness of risk management, control functions and governance processes. It is responsible for process reviews, compliance audits, and fraud investigations as well as follow-up on corrective action.

One of the most important functions of CCC's internal audit is the emphasis on compliance with company policy and the deterrence, prevention and detection of fraud. Specifically regarding the services of internal audit in connection with fraud, CCC's internal auditors evaluate the internal control systems established to effectively manage the risk of fraud.

## CORPORATE PROCEDURES

CCC's corporate procedures of key importance to business integrity include anti-corruption and anti-bribery considerations:

### SUBCONTRACTORS PROCEDURE

CONTINUOUS RISK-  
BASED MONITORING  
OF THIRD PARTIES

### CONFLICT OF INTEREST DECLARATION

SENIOR STAFF AND  
PERSONNEL IN CRUCIAL  
POSITIONS ARE REQUIRED  
TO SIGN THIS ANNUALLY

### RISK MANUAL & RISK ASSESSMENT SCHEDULE

INCORPORATES VARIOUS  
COMPLIANCE RISKS (BRIBERY,  
CORRUPTION, FORCED LABOR)

## GLOBAL COMPLIANCE OFFICERS

To accommodate CCC's geographic span with a view of omnipresent dissemination, regional Compliance Officers were introduced. Their responsibilities mirror those of the Corporate Ethics Compliance Officer at a local level in the countries in which they are assigned.

They operate as compliance ambassadors ensuring CCC's Ethics and Anti-Corruption message is delivered throughout their jurisdiction, that approved procedures are implemented and compliance training and education is carried out.

They also have an advisory function providing guidance to any ethical questions that are raised in coordination with the Corporate Ethics Compliance Officer. They also appoint Compliance Coordinators at the Project level in their Area. Compliance officers training is carried out periodically in-house; both online and face-to-face.





# COMMUNITY

Since the inception of CCC, the principles of Corporate Social Responsibility have been placed at the core of our management values. Our CSR philosophy originated from the CCC Founders' strong belief that company should always give back to society and consider stakeholders' interests as being of prime concern.

## Related Sustainable Development Goals

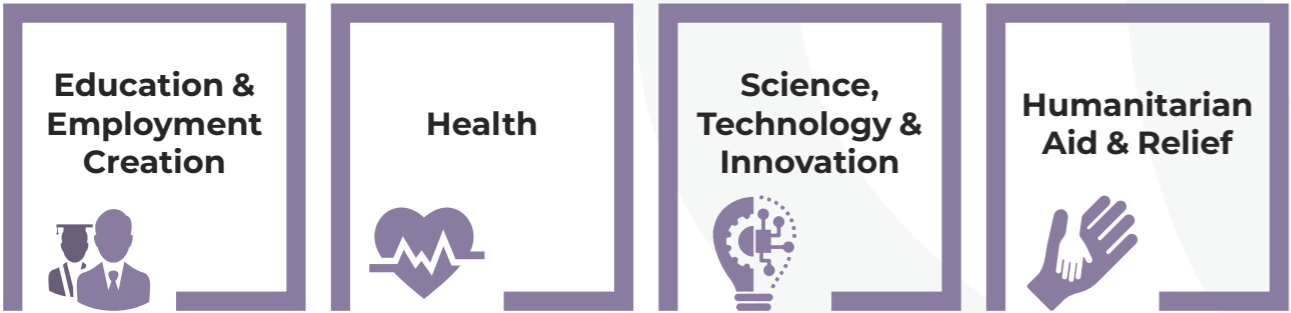


# CORPORATE SOCIAL RESPONSIBILITY

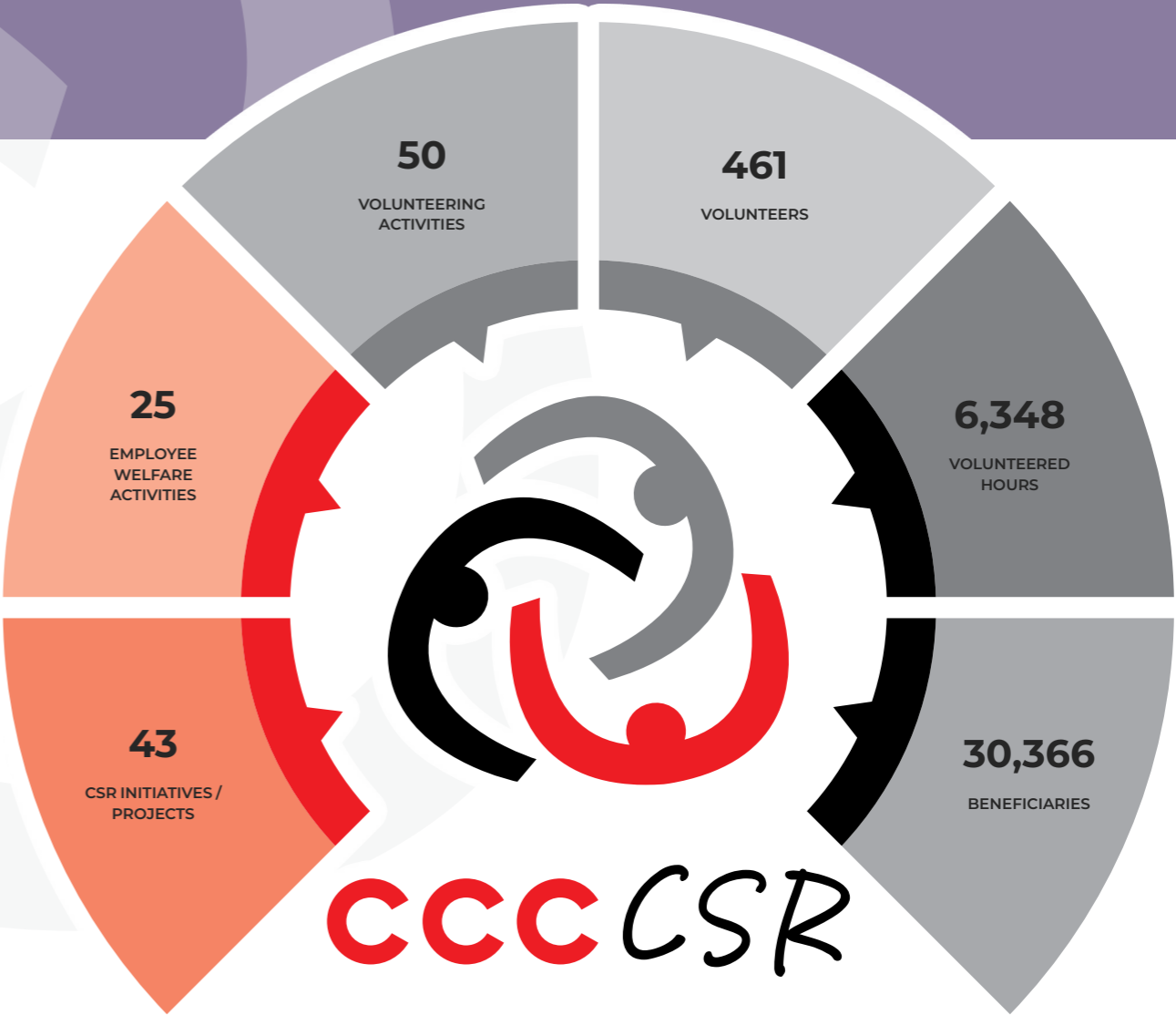
## CSR IMPACT IN NUMBERS

### CSR STRATEGY

Our CSR approach undertakes the role of “Corporate Citizenship” to ensure that CCC’s actions balance between improving and developing the company’s business as well as the quality of life of its workforce, their families, local communities and societies at large.



CCC’s corporate giving strategy is to improve the social and economic livelihood of marginalized and underprivileged communities. It includes cooperating with non-governmental organizations (NGOs) to carry out impactful projects for the benefit of local communities. Additionally, support and in-kind contribution in the form of volunteerism is provided in areas where CCC possesses expertise and leverage. CCC’s CSR goals focus on the specific themes which are in line with the UN Compact Sustainable Development Goals of the UN Global Compact.



# CORPORATE SOCIAL RESPONSIBILITY

## CSR PROJECTS

CCC's CSR programs during 2018-19 involved various areas of operation and included sponsorships, donations and project grant agreements with partners. The projects targeted the disadvantaged and ranged from food, clothes and blood donations, to helping the disabled, health and sanitation, community work, environment, education and capacity building. Below are some examples of projects carried out in Mozambique, Greece, Lebanon, and Egypt:

### WATER FOR MULINDA, MOZAMBIQUE

CCC partnered with WaterAid to deliver a project that provided access to clean water, safe sanitation, and good hygiene practices for the people of Mulinda village. A remote rural community where 700 people relied on the polluted water of a river and where women and children had to travel 8 kilometers per day to get water.



CCC arranged to build a well equipped with a hand pump for the village. Sanitation awareness activities were conducted which motivated 110 families to build household latrines, handwashing facilities, dishracks, and rubbish pits.

### BUILDING RESILIENCE OF YOUNG WOMEN FARMERS, EGYPT

Launched in partnership with Al Fanar in 2019, this project provided support and training in agricultural best practices. Specifically, 450 female farmers from 9 villages in rural Egypt, 8 Ministry of Agriculture engineers and a group of 50 farmers developed essential skills for improving crop production and income generation.



With 65% of Egypt's economy reliance on agriculture, the need to modernize Egyptian farming and create dignified jobs for women in Egypt's rural communities has never been greater. Through CCC and Alfano's partnership valuable lessons in agricultural and farming techniques and business skills were delivered.



### BUILDING A BETTER FUTURE FOR PALESTINIAN AND LEBANESE YOUTH, LEBANON

CCC in cooperation with Zakira; The Image Festival Association, provided a nine-month photography and videography training and career development to 47 Lebanese and Palestinian youth from Ain el Helweh Refugee Camp in Lebanon.

The trainees included jobless youth, students, and housewives who developed photography and video skills and many of them became proficient enough to practice photography and videography professionally. Not only did this project enhance social cohesion between Lebanese and Palestinians, but it also empowered them with new skills, that can help them secure a better economic and social life.



### INCLUSION OF REFUGEE CHILDREN THROUGH ART EDUCATION, GREECE

CCC partnered with the Museum of Cycladic Art in Greece and brought together 60 Greek and refugee children to attend a series of educational workshops to learn and use ancient Greek alphabets as a common language of communication through art.

The children's ages ranged between 14 and 17; the Greek students came from the Pierce College, and refugee children came from shelters run by NGO "Solidarity Now" and came from Syria, Afghanistan, Iraq, Iran and Pakistan.

The program provided the platform for the smooth integration of refugee children into Greek society, enhanced their communication skills, and built their self-confidence and artistic creativity. They learned to use the Cypriot-Minoic script and created art images to share their stories and memories and learn about each other's lives. The project was concluded with an exhibition showcasing the artworks of children.

# CORPORATE SOCIAL RESPONSIBILITY

## CORPORATE VOLUNTEER PROGRAM (CVP)

To further address issues that impact the quality of life of disadvantaged people, CCC established a Corporate Volunteer Program (CVP). A volunteering policy was endorsed to encourage volunteering and provide the opportunity for staff and their families to give back to the communities in which they live and work. CCC has engaged its employees through various social responsible initiatives and volunteering activities that improve the social, economic, and environmental conditions in communities in which it operates. Here are a few examples of the voluntary actions carried out during 2018-19:

### COMMUNITY CIVIL WORKS

In Kazakhstan, dikes were built and installed along the edge of the four kilometer long Kamyskol Lake in Kazakhstan to prevent it from overflowing and flooding the land and houses of the residents of Kulsary. It took 10 days, 18 CCC employees and 376 of volunteered hours to help 7,000 people. Also, in rural Botswana an earth dam and two bridges were built to help villages with water collection and safe passage during the monsoon season.

**Beneficiaries:** 11,000 people



### HELP SOCIALLY VULNERABLE GROUPS

CCC volunteers in Egypt and Oman participated on more than one occasion, with local NGOs' feeding programs and volunteered in packaging food boxes for underprivileged people who are unable to work and earn an income. These cases vary between the elderly, orphans, widows and/or individuals suffering from chronic diseases. In Greece too, volunteers cooked 200 healthy meals for socially deprived persons, refugees.

**Beneficiaries:** 7,490 people



## EDUCATION, CAPACITY BUILDING, AND HEALTH AND SANITATION

In Greece while some volunteers packaged 250 hygiene kits for vulnerable and socially excluded groups of people, others used their language skills to act as translators for refugee patients during their free consultation at the Doctors of the World Health Centre.

Also, several training workshops for NGOs' staff on project management and sustainability were given in Greece to the Greek Council for Refugees and Smile of the Child. The NGOs cater to refugee needs and children who are victims of violence, children with health problems and children living in poverty.

In Lebanon, Oman and the UAE, staff volunteered as teacher assistants for children with special needs in their classroom activities, accompanied and entertained autistic children in sports competitions and outdoor activities, as well as visited and played games with hospitalized children.

**Beneficiaries:** 1,596 people



### ENVIRONMENTAL ACTIONS

CCC volunteers in Kazakhstan joined the national tree planting campaign to plant 500 trees in and around the CCC Camps in Atyrau, and Tengiz, and several beach cleaning activities took place in Qatar, the UAE and Greece. All kinds of waste products ranging from cigarette butts to plastic bottles, cans and other harmful products were collected and kept from trickling into the sea and from affecting marine life.

**Beneficiaries:** 2,000 people (excludes the beach cleaning activity)



# BETHLEHEM DEVELOPMENT FOUNDATION



Established by the late Said T. Khoury CCC's co-founder, the Foundation's vision is to transform Bethlehem into a vibrant international spiritual destination.

Since its establishment in May 2012, the Bethlehem Development Foundation has been keen on achieving its mission to create a sustainable economy and infrastructure for Bethlehem, which improves the quality of life for residents and acts as an attraction to visitors.

Over the years BDF has utilized great efforts to build fruitful cooperation bridges with local governmental units, donor agencies and international bodies. The Foundation is constantly progressing through three identified set tracks; private sector investments, public infrastructure projects and philanthropic schemes. The objective is to realize our goals of achieving a pipeline of sustainable projects.

*This initiative shall be planted in the heart of Bethlehem and its roots shall dig deep into the soil permanently reinstating peace and tranquillity throughout the land.*

*The Late Said .T. Khoury  
Founder of BDF*

SOLID WASTE MANAGEMENT BETHLEHEM GOVERNORATE (MARCH 2017)



SAID KHOURY SPORTS COMPLEX BEIT SAHOUR (MAY 2016)



## COMPLETED PROJECTS

NATIVITY CHURCH RESTORATION-EXTERNAL FAÇADES (JULY 2017)



NATIVITY CHURCH RESTORATION (INTERNAL PLASTER JULY 2016, 15 COLUMNS DEC 2018, FLOOR MOSAICS JAN 2019)



REHAB SANITATION UNITS OMAR MOSQUE BETHLEHEM (JUNE 2014)



AL SALAM CHILDREN PARK, BEIT JALA (APRIL 2016)



MANGER SQUARE REHAB & BEAUTIFICATION (AUG 2016)



CHRISTMAS TREE DECORATIONS BETHLEHEM (DEC 2012- 2017)



MINI SOCCER PLAYGROUND BEIT SAHOUR (AUG 2015)



MINI SOCCER PLAYGROUND DOHA 5X5 (OCT 2015)



# BETHLEHEM DEVELOPMENT FOUNDATION

## THE AMERICAN FRIENDS OF BDF

A non-partisan, non-governmental and non-profit organization was launched to establish financial assistance, grassroots support, and recognition for the development of the Holy City of Bethlehem.



## BDF HIGHLIGHTS 2018-2019

### RESTORATION OF THE CHURCH OF NATIVITY

Works are progressing to finalize the restoration of the last 11 columns of the central nave of the Nativity Church.



### DOHA MULTIPURPOSE HALL

Upon completion of this project the Doha municipality is hoping to be able to serve nearly 15,000 people yearly and to create job opportunities.



### NETWORKING AND FUNDRAISING EVENTS

#### NEW YORK CITY, USA



#### WASHINGTON D.C., USA



#### HOUSTON TX, USA



#### VATICAN CITY, VATICAN



# APPENDIX I

## GRI CONTENT INDEX

This report has been prepared in accordance with the GRI Standards: Core Option.

The UN's 17 Sustainable Development Goals (SDGs) will be achieved by 2030 through concerted action by both the public and private sector in all countries. The following table links the SDGs to the relevant indicators and disclosures of the GRI Standards contained in CCC's Sustainability Report 2018-19.

The report was submitted for the SDG Mapping Service, and GRI confirms that the SDGs are correctly mapped against the GRI Standards and that these disclosures are easily traceable in the report.

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 101: FOUNDATION				
GENERAL DISCLOSURES				
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE			
	102-1	Name of the Organization	6-7	
	102-2	Activities, Brands, Products and Services	6-7	
	102-3	Location of Headquarters	6-7	
	102-4	Location of Operations	6-7	
	102-5	Ownership and Legal Form	6-7	
	102-6	Markets Served	6-7	
	102-7	Scale of the Organization	10-11	
	102-8	Information on Employees and other Workers	56-57, <b>Human Resources:</b> Our Global Workforce	Goal 8
	102-9	Supply Chain	23	
	102-10	Significant Changes to the Organization and its Supply Chain	23	
	102-11	Precautionary Principle or Approach	70	
	102-12	External Initiatives	Appendix II	
	102-13	Membership of Associations	Appendix II	
	STRATEGY			
	102-14	Statement From Senior Decision-Maker	4-5	
	102-15	Key Impacts, Risks and Opportunities	3, 4-5	
	ETHICS AND INTEGRITY			
	-102-16	Values, Principles, Standards and Norms of Behaviour	68-69, <b>Governance:</b> Corporate Values, CCC's Code of Practice	Goal 16
	GOVERNANCE			
	102-18	Governance Structure	66-67	
	STAKEHOLDER ENGAGEMENT			
	102-40	List of Stakeholder Groups	12	

# APPENDIX I

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE		PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 101: FOUNDATION					
GENERAL DISCLOSURES					
GRI 102: GENERAL DISCLOSURES 2016	102-41	Collective Bargaining Agreements	CCC advocates constant and effective communication between all levels of staff which is supported by the open channels that are in place. CCC has established rigorous policies and welfare communities defining the living and working conditions of its workforce and ensuring a fair, respectable and equitable working environment.  With regards to collective bargaining there are various corporate arrangements in full compliance with the labor and employment laws wherever we operate. Specifically, the percentage of employees covered by collective bargaining agreements in CCC's major countries of operation are: ▶ <b>Oman &amp; Kazakhstan:</b> 100% of local manpower. ▶ <b>Qatar, United Arab Emirates &amp; Saudi Arabia:</b> 0%, no collective bargaining agreements entered according to prevalent laws. ▶ <b>Kuwait &amp; Egypt:</b> 0%, collective bargaining not binding.	Information unavailable. We currently report percentages of employees covered by bargaining agreements in countries with our major operational presence and not in all countries.	Goal 8
	102-42	Identifying and Selecting Stakeholders	12		
	102-43	Approach to Stakeholder Engagement	12		
	102-44	Key Topics and Concerns Raised	12		
	REPORTING PRACTICE				
	102-45	Entities Included in the Consolidated Financial Statements.	<b>Financial Statements Cover:</b> Consolidated Contractors Group. This sustainability report does not include associate companies.		
	102-46	Defining Report Content and Topic Boundaries	12		
	102-47	List of Material Topics	12		
	102-48	Restatements of Information	No restatements		
	102-49	Changes in Reporting	No significant changes		
	102-50	Reporting Period	2018-2019		
	102-51	Date of Most Recent Report	Issued September 2018		
	102-52	Reporting Cycle	Our cycle is bi-annual.		
	102-53	Contact Point for Questions Regarding the Report	Please share your feedback with Samir Thabet, Sustainability Manager, Email: <a href="mailto:Sthabet@ccc.ae">Sthabet@ccc.ae</a>		
	102-54	Claims of Reporting in Accordance with the GRI Standards	This report has been prepared in accordance with the GRI standards: Core Option.		
	102-55	GRI Content Index	88		
	102-56	External Assurance	CCC's sustainability report was not reviewed by a third party agency.		

# APPENDIX I

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 200: ECONOMIC				
	ECONOMIC PERFORMANCE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct Economic Value Generated and Distributed	10-11, <b>Group Profile:</b> Key Facts & Figures, Financial Highlights 26, <b>Group Profile:</b> Creating Local Value 76-81, <b>Community:</b> CSR 82-85, Bethlehem Development Foundation	Goal 2, 5, 7, 8, 9
	ANTI-CORRUPTION			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 205: ANTI-CORRUPTION 2016	205-2	Communication and Training On Anti-Corruption Policies And Procedures	71, <b>Governance:</b> CCC's Strategy for Business Integrity	Goal 16

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 300: ENVIRONMENTAL				
	MATERIALS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 301: MATERIALS 2016	301-1	Materials Used by Weight or Volume	In 2018 & 2019, 12 projects reported the consumption of 235,654 tonnes of materials.	Goal 8, 12
	301-2	Recycled Input Materials Used	40, <b>Environment:</b> Working Towards a Circular Economy, Using Materials with a High Recycled Content	Goal 8, 12
	ENERGY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 302: ENERGY 2016	302-1	Energy Consumption Within the Organisation	34, <b>Environment:</b> Climate Positive	Goal 7, 8, 12, 13
	302-3	Energy Intensity	35, <b>Environment:</b> Climate Positive	Goal 7, 8, 12, 13
	302-4	Reduction of Energy Consumption	35, <b>Environment:</b> Climate Positive	Goal 7, 8, 12, 13
	WATER			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 303: WATER 2016	303-1	Water Withdrawal by Source	WATER SOURCES	TOTAL VOLUME OF WATER USED (MILLION M <sup>3</sup> )
			Drinking water	
			Non Drinking water	
			Groundwater (dewatering)	
			Recycled Water (STP)	
	303-3	Water Recycled and Reused	<b>Environment:</b> Working Towards a Circular Economy, Reusing what Already Exists, Water Conservation	Goal 6, 8, 12

# APPENDIX I

## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 300: ENVIRONMENTAL				
	BIODIVERSITY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 304: BIODIVERSITY 2016	304-2	Significant Impacts of Activities, Products and Services on Biodiversity	42, <b>Environment:</b> Working Towards a Circular Economy, Reusing what Already Exists, Land Conservation	Goal 6, 14, 15
	EMISSIONS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG Emissions	34, <b>Environment:</b> Climate Positive	Goal 3, 12, 13, 14, 15
	305-2	Energy Indirect (Scope 2) GHG Emissions	34, <b>Environment:</b> Climate Positive	Goal 3, 12, 13, 14, 15
	305-4	GHG Emissions Intensity	35, <b>Environment:</b> Climate Positive	Goal 13, 14, 15
	305-5	Reduction of GHG Emissions	35, <b>Environment:</b> Climate Positive	Goal 13, 14, 15
	EFFLUENTS AND WASTE			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 306: EFFLUENTS AND WASTE 2016	306-1 *	Total Water Discharge by Quality and Destination	In 2018 & 2019, 14 projects reported discharge of 1.549 million cubic meter of water, 0.72 million cubic meters were treated via CCC's owned sewage treatment plants (STP), which are located on projects. The reset was sent to the local municipalities' facilities.	Goal 3, 6, 12, 14
	306-2	Waste by Type and Disposal Method	43, <b>Environment:</b> Working Towards a Circular Economy, Waste Diverted from Landfill	Goal 3, 6, 12
	SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	New Suppliers that were Screened Using Environmental Criteria	23, <b>Group Profile:</b> Supply Chain Sustainability	

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 300: SOCIAL				
	EMPLOYMENT			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 401: EMPLOYMENT 2016	401-1	Total Number and Rates of New Employee Hires and Employee Turnover by Age Group, Gender And Region	57, <b>Human Resources:</b> Our Global Workforce	Goal 5, 8
	LABOR / MANAGEMENT RELATIONS			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 402: LABOR/ MANAGEMENT RELATIONS 2016	402-1	Minimum Notice Periods Regarding Operational Changes	Minimum 30 Days or More if the local labor law permits	Goal 8

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## GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE OR DIRECT ANSWER	OMISSION	RELEVANT SUSTAINABLE DEVELOPMENT GOAL
GRI 300: SOCIAL				
	OCCUPATIONAL HEALTH AND SAFETY			
GRI 403: OCCUPATIONAL HEALTH AND SAFETY	403-2	Types of Injury and Rates of Injury, Occupational Diseases, Lost Days, and Absenteeism, and Number of Work Related Fatalities	54, <b>Health, Safety &amp; Environment:</b> Health & Safety Performance	Goal 3, 8
	TRAINING AND EDUCATION			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average Hours of Training Per Year Per Employee	53, <b>Health, Safety &amp; Environment:</b> World Class HSE Training 59, <b>Human Resources:</b> Training and Development	Goal 4, 5, 8
	DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
	HUMAN RIGHTS ASSESSMENT			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	412-2	Employee Training on Human Rights Policies and Procedures	62-63, <b>Human Rights</b>	
	LOCAL COMMUNITIES			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programmes	74-81, <b>Community:</b> CSR	
	LOCAL COMMUNITIES			
GRI 103: MANAGEMENT APPROACH 2016	103-1 103-2 103-3	Management Approach		
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	New Suppliers that were Screened Using Social Criteria	23, <b>Group Profile:</b> Supply Chain Sustainability	Goal 8, 16

# APPENDIX II

## STRATEGIC INITIATIVES AND MEMBERSHIPS

EXTERNAL INITIATIVES	SUPPORTED SINCE
United Nations Global Compact ( <i>UNGC</i> )	2001
United Nations Sustainable Development Goals	2015
World Economic Forum - Partnering Against Corruption Initiative ( <i>PACI</i> )	2005
The Pearl Initiative	2010
Transparency International	2012
The Global Reporting Initiative	2012
European Network for Construction Companies Research and Development ( <i>ENCORD</i> )	2011
U.S. Green Building Council ( <i>USGBC</i> )	2015
Greenhouse Gas Protocol	2015
Education for Employment ( <i>EFE</i> )	2007
Global Business Coalition against HIV, AIDS, Malaria & Tuberculosis	2010

### MEMBERSHIP OF ASSOCIATIONS

- International Pipeline & Offshore Contractors Association - USA (IPLOCA)
- American Society of Heating, Refrigerating, and Air Conditioning Engineers
  - World Safety Organization (WSO)
  - Institution of Occupation Safety & Health (IOSH)
  - British Safety Council (BSC)
- American Society of Safety Engineers, Kuwait Chapter & Gulf Coast Chapter (ASSE)
  - Emirates Safety Group (ESG)

# CREDITS

The compilation of CCC’s Sustainability Report 2018-19 is a concerted team effort stemming from various disciplines.

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