



ENABLING OPPORTUNITIES





ENABLING OPPORTUNITIES

ANNUAL SUSTAINABILITY REPORT 2020





HIS MAJESTY SULTAN HAITHAM BIN TARIQ

HIS LATE MAJESTY SULTAN QABOOS BIN SAID

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be'ah ESTABLISHMENT STORY

In 2006, a National Strategy Report laid down a cohesive plan to address waste management in the Sultanate of Oman, which depended largely on random traditional dumpsites and lacked the minimum environmental requirements for safe waste disposal. The Draft Strategy Report led to the establishment of the Oman Environmental Services Holding Company (be'ah) in 2007.

In 2009, a Royal Decree (46/2009) granted the Oman Environmental Services Holding Company S.A.O.C (be'ah) the mandate and status as the entity responsible for solid waste management in Oman. Operating under the Oman Investment Authority (OIA), be'ah is in charge of managing municipal, industrial and healthcare waste in the country, providing waste management services from collection to disposal to both private and public sectors.

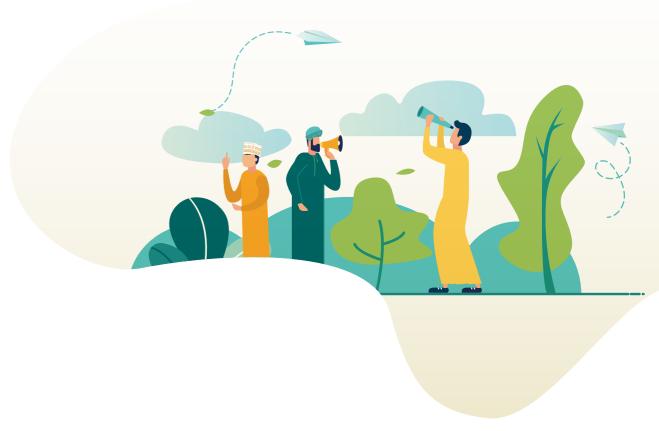
Headquartered in Muscat, be'ah has its operations network spread across all 11 governorates of Oman with an expanding infrastructure to meet future needs and address the aim of a sustainable future through research and adherence to international best practices.

Today, be'ah operates numerous state-of-the-art waste management sites including 10 engineered landfills and 16 transfer stations.

be'ah promises best services through efficient operations and by staying connected with all stakeholder groups on multiple levels, thus using every opportunity stemming from its waste management operations to partner with all groups of society. be'ah has initiated and worked on various collaborative efforts with stakeholders in academia, the local market through SMEs, as well as international partners that have vast experience in research and innovation. In addition, be'ah aims to fulfil this commitment while ensuring that it is done in a sustainable manner and with the ultimate aim of achieving a circular economy business model.

be'ah carries a massive responsibility of maintaining Oman as a pristine country. Further, this responsibility includes building towards a sustainable future with a healthier environment, resilient community and a prospering economy that is powered through waste recovery.





VISION

To conserve the environment of our beautiful Oman for future generations.

MISSION

Together we develop the Waste Management Sector in Oman by providing safe, efficient and most economically and environmentally sustainable services in innovative ways thereby contributing to the overall economy.

be'ah VALUES

be'ah values reflect not just its work, but also the people behind its operations as the Company firmly believes that its operational aims are intertwined with the thought process and culture of those who help implement these objectives.

be'ah corporate values identifying its operational standards, services and efficiency were formulated prior to 2015 when the be'ah brand was being conceptualized. These values focus on minimizing risk and maximizing performance through constant improvements and research.

In addition to these, be'ah came up with a set of cultural values that collectively reflected employees' personal perception of the Company's broader goals. These values had to mirror local culture, diversity, understanding, motivation and the path towards achieving excellence and delivering be'ah's key message. Hence, employees' say in the creation of these set of values was vital. A team exercise was initiated during the Company's annual meeting in 2015 wherein all employees were given the chance to suggest and vote for what values they felt best reflected them. The final list of Company values was formulated based on the results of this exercise.





SAFE

Ensure minimal risk to the environ-ment, service providers and the co munity.



EFFICIENT

Identify, develop and implement optimal strategies and solutions in terms of effectiveness, cost and practicality.



SUSTAINABLE

Educate, motivate and empower the sector and the community to reduce, reuse and recycle.



INNOVATIVE

Harness new technologies and best practices for continuous improvement.



HONESTY

We believe in transparency; we believe that to be successful, honesty and transparency are crucial, especially when it comes to our stakeholders.



RESPECT

We commit to treat others as we expect to be treated; we embrace each individual's unique talent, and value their diverse experience.

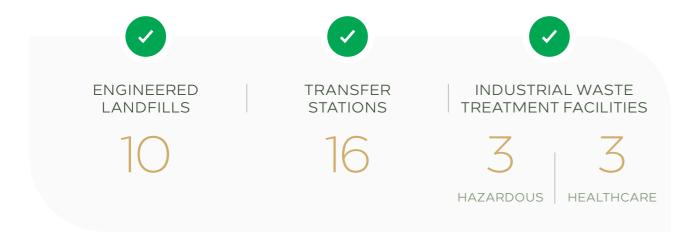


INCLUSIVENESS

We appreciate diversity; diversity among employees and recognition of all individuals will always be our priority.

be'ah JOURNEY SINCE 2012

COMPLETED PROJECTS



		2012	2013	2014	2015	2016	2017	2018	2019	2020
Er La	ngineered andfills	0	0	0	2	3	7	8	9	10
- A	ansfer ations	0	0	0	0	3	7	9	14	16
	ealthcare Waste eatment Facilities	1	1	1	2	3	3	3	3	3
	ehabilitated umpsites	0	0	0	6	12	17	23	31	32
√√ Ha	azardous Waste eatment Facilities	0	0	0	0	0	0	0	0	3

HUMAN RESOURCES

Growth in the number of permanent



SERVICES

Collection, transportation and disposal services

		2012	2013	2014	2015	2016	2017	2018	2019	2020
	MSW Number of covered governorates									11
#	Healthcare Waste Number of covered governorates								11	11

BOARD OF DIRECTORS



ENG. AHMED HAMED AL-SUBHI Chairman of the

Board of Directors



SAIF AL DIN MAZEN AL AAMD



Member of the Board



ENG. ABDULAZIZ SAID AL SHIDHANI

Deputy Chairman

NOOR HILAL AMBUSAIDI Member of the Board



JUMA SALEH AL URAIMI Member of the Board



ENG. TARIQ ALI AL-AMRI Chief Executive Officer



MOHAMMED SULAIMAN AL-HARTHY Executive Vice President -Strategic Development



MOHAMED MOOSA IBRAHIM Sector Head - Corporate Support Services



EXECUTIVE MANAGEMENT

HILAL KHALFAN AL-NOUMANI Executive Vice President -Municipal Solid Waste



ABDULKAREEM QASIM AL BALUSHI Sector Head -Industrial Waste



ENG. AHMED HAMED AL-SUBHI

Chairman of the Board of Directors

CHAIRMAN'S MESSAGE

We look back at 2020 as one of most challenging years for Oman and the entire world, as it saw the passing away of His Late Majesty Sultan Qaboos bin Said - may Allah rest his soul in peace, largescale impact of COVID-19, economic fallout from oil price collapse, among other unprecedented developments. But, we also saw optimism and possibilities.

I take great pride in the manner in which be'ah continued to grow from strength to strength and on behalf of its Board of Directors, extend heartfelt appreciation to its very capable workforce for its relentless efforts and dedication in ensuring that the Company's strategic as well as operational goals were met.

Despite the financial slowdown and COVID-19's far-reaching health risks that imposed new working norms, be'ah's team and service providers proved their dedication to serve the Sultanate. The Board of Directors recognizes these efforts which have led to maintaining the expected level of services throughout the year even during the peak of the pandemic.

The waste management infrastructure that we see today, starting from engineered landfills, transfer stations, treatment facilities, coupled with high-level of professionalism, ethics, operational capability and environmental awareness are just a few examples of the achievements be'ah has accomplished.

We at be'ah see a promising road ahead and our focus will be on preserving company successes and scaling up to provide world class services across the Sultanate.

Looking ahead at 2021 and inspired by the Leadership of His Majesty Sultan Haitham bin Tariq, be'ah, with the cooperation of its service providers and stakeholders, will continue to further raise service efficiency to meet the highest industry standards and customer satisfaction.

This will be reflected in further infrastructural development like completion of the Integrated Hazardous Waste Treatment Facility in North Al Batinah and implementation of waste-to-energy (WtE) projects in coordination with the Authority for Public Services Regulation on related framework.

Guided by its vision of conserving Oman's environment for future generations, the Company will continue raising environmental awareness and targeting wrong practices.

be'ah's Board of Directors and Executive Management accord great importance to establishing and implementing appropriate mechanisms to achieve financial sustainability, which is critical to ensuring service continuity and environmental protection. Additionally, the Company will continue to develop and raise the competencies, capabilities, and knowledge of its human capital, which is the key to the success it seeks. Major focus will be on enhancing company operations aiming for safe workplace free from accidents while maintaining our staff and contractors' occupational health and Safety.

I wish everyone a safe and promising 2021 and hope it will bring us greater achievements that will lead us all closer to our goals and objectives of Oman Vision 2040.

ENG. AHMED HAMED AL-SUBHI

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ENG. TARIQ ALI AL-AMRI

Chief Executive Officer

CEO'S MESSAGE

The year 2020 was predominantly marked by unprecedented challenges, but there has been optimism and achievements as well. be'ah takes immense pride in the way it marked each of the milestones towards its goals by efficiently handling and addressing impacts of the COVID-19 pandemic in every aspect, be it service delivery or staff safety and capacity building. In its multi-faceted role as an organization serving the community, a vital cog in the wheel of national development, and as an innovative waste management service provider, be'ah rose to the challenges and continued to devise strategic plans to meet the objectives of these roles, each of which is linked to the larger goal of sustainable economic growth through path breaking solutions. be'ah is proud of its duties in Oman's transition into an example on sustainable environment protection and conservation.

This year on the national front, Oman saw His Majesty Sultan Haitham bin Tariq take over the reins to ably guide the Sultanate forward on the foundations laid by His Late Majesty Sultan Qaboos bin Said – may his soul rest in peace. The year 2020 also celebrated the 50th National Day capping half a century of Oman's progress with the promise of newer, brighter, and even more progressive changes in all sectors. Making the year an even special one for be'ah was its service milestone of 100% national coverage and further building on its state-of-the-art waste management infrastructure.

Oman is internationally known as a country blessed with immense natural beauty and a clean environment, making it among the top countries to live in and travel to. be'ah carries the national responsibility of maintaining the Sultanate's environment and ecosystem and preserving it for the coming generations. It thus becomes imperative for be'ah to weave the Oman Vision 2040 objectives into its innovative strategies, while also strengthening the link between these strategies and the United Nations' Sustainable Development Goals (SDGs).

be'ah has been aligning each of its strategies, initiatives and projects concerning waste management and the environment in accordance with domestic and international best practices. With the need for an international standard waste management infrastructural set-up largely addressed, the emphasis is now on gradually shifting the current linear economy model to a circular economy model by leveraging the Fourth Industrial Revolution to create sustainable communities. These communities will, in turn, support Oman's economy and further improve the quality of life. For this, the Company will continue to collaborate with stakeholders at every level.

be'ah's social outreach and community engagement campaigns across Oman have helped bring about awareness and behavioral changes. These programs reached out to school and college students and the general public introducing them to the concept of efficient waste management and how they can play an important role in environment protection and conservation.

The challenging economic situation created by multiple factors has forced us all to reanalyze our processes and operating models in order to continue achieving higher efficiency and productivity. be'ah believes in adapting newer, fresher, pragmatic and revolutionary approaches for organizational and national growth. The journey towards it should be propelled by clear and well-defined strategic planning, business intelligence data and cross-organizational collaboration, which the Company has successfully formulated through increased intra- and inter-organizational collaborations and partnering with Government initiatives.

At be'ah, building in-country value (ICV) by combining talent and innovation with sustainability is important to reach targeted holistic growth. The Company continued to build the capacity of its workforce despite restrictions imposed on ground activities. The desired training and development targets were achieved even though we shifted processes online, and are reflected in be'ah's operational efficiency. SMEs form a crucial link in sustainable economic development, which is why be'ah opens up investment opportunities for start-ups in the waste management sector.

We at be'ah and the people of Oman have a clear, unified goal which has brought us all together, and I believe our march towards this will have greater outcomes for every level of our society.

Lastly and most importantly, we use this year's report to wish His Majesty Sultan Haitham bin Tariq a prosperous life, and the people of Oman as well. be'ah also takes this opportunity to call upon the people of Oman to contribute in conserving the environment of our beautiful Oman for future generation.

ENG. TARIQ ALI AL-AMRI

be'ah CORE STRATEGIES



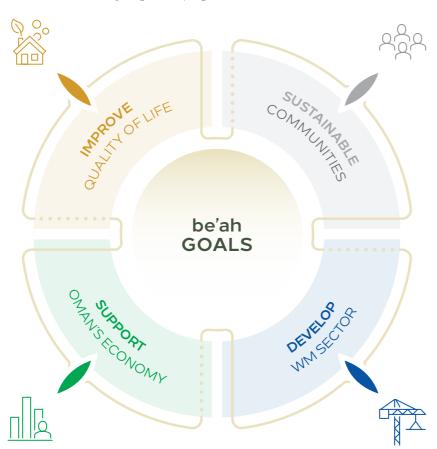
be'ah GOALS

be'ah is committed to its long-term strategic goals whilst addressing current needs. In 2014, be'ah set 4 main goals:

- Damage control.
- Structuring Oman's waste management services.
- Developing the sector.
- Supporting Oman's economy.

In 2020, be'ah reassessed and reanalysed the situation to re-define its strategic goals as follows:

- Improve environmental quality.
- Improve hygiene conditions.
- Neduce health risks caused by illegal dumping.
- Waste management hierarchy (Reduce, Reuse, Recycle & Recover).
- Environmental behaviors.



- Maximizing in-country value by promoting SMEs and capacity building of Omanis.
- Create potential market for investors.

- Services and Operations Excellence.
- Talents & Competencies (Entities & Individuals).
- Governance.



1-IMPROVE QUALITY OF LIFE

Under this, be'ah will focus on quality of life beyond its economic context to include access to waste management services, improved hygiene, and reduced risk to health from improper waste management practices to foster sustainable and healthier communities and urbanization.

2 - SUSTAINABLE COMMUNITIES

be'ah will identify the community's crucial role in urban sanitization and resource-efficiency by inculcating the concept of waste management hierarchy.

3 - DEVELOP THE WASTE MANAGEMENT SECTOR

be'ah plans to foster talent and competencies at both, individual and entities level and attract top local investors to bring the sector on par with oil & gas, banking and telecom sectors.

4 - SUPPORT OMAN'S ECONOMY

be'ah's activities have been maximizing in-country-value, giving priority to experienced local contractors, offering opportunities to local investors and Small and Medium Enterprise (SMEs), creating job opportunities for Omanis and attracting foreign direct investment. Furthermore, be'ah works towards implementing circular economy principles to support Oman's economy.

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be'ah STRATEGIC PHASES

CORPORATE STRATEGIC DIRECTION

be'ah divided its Strategic Direction timeline into 3 main phases along with their focus as follows:





PHASE

(2012 - 2015)

INFRASTRUCTURE ESTABLISHMENT

This phase focused on building infrastructure compliant with global standards. be'ah followed the international WM hierarchy concept, that begins at reducing waste generation; recycling, waste value recovery; and finally, safely disposing the remaining of it.





DHVCE

(2016 – 2020)

OPERATION COMMENCEMENT

This phase focused on optimizing and aligning waste management operations and services to international standards. be'ah set plans by 2020 to reduce the amount of municipal waste to be disposed of in landfills and diverting 60% of MSW by 2025 and 80% by 2030 via energy and material recovery projects.

be'ah's strategy has focused on supporting private sector initiatives for collecting and processing recyclable waste such as Construction and Demolition Waste (C&D), End of Life Tyres (ELT), Lead Acid Batteries (LAB) and Waste Electric and Electronic Equipment (WEEE).

be'ah also supported the Environment Authority (known as Ministry of Environment and Climate Affairs at the time) in creating a new legal framework on waste management as per the Government's policy. be'ah's strategy also positioned the company as a center for environmental excellence.





PHASE III

(2021 - 2025)

be'ah EXCELLENCE, SUSTAINABILITY & WASTE DIVERSION

During this phase, be'ah's strategies are aligned with Oman Vision 2040 which calls for moving from relying on scarce resources towards innovation, knowledge and making use of the opportunities presented by regional and international change.

For this, the Oman Vision 2040 document identifies 4 main themes:

- A society of creative individuals
- A competitive economy
- An environment with sustainable components
- Responsible state agencies

Within the 4 themes, 12 National Priorities have been set to which all Government companies need to be aligned to. The Vision will be implemented via four Five Year Plans (i.e 10th, 11th. 12th and 13th).

• be'ah Excellence: Alignment with Oman Vision 2040 and 10th Five-Year National Plan

be'ah's current focus is on financial stewardship that will lead to diversions and waste streams operations without government funding as well as set the tone for a circular economy.

The diagram below summarizes be'ah's focus areas for Phase III (2021-2025) which are aligned to Oman Vision 2040's priorities:

United nation sustainable development goals Oman vision 2040 National priorities A society of creative individuals ▶ Education, learning, scientific research and national capabilities ■ In-country value Citizenship, identify and national heritage culture Well-being and social protection A competitive economy Economic leadership and management Economic diversification and fiscal sustainability Labor market and employment ■ The private sector, investment, and international cooperation N Development of governorates and sustainable cities An environment with sustainable Environment and natural resources Responsible state agencies • Governance of state's administrative bodies, resources, and projects Legislative, judicial, and oversight system

	be'ah goals						
	be'ah core strategies						
	1, Optimize of infrastructure and improve waste management services						
	2, Develop waste streams and recover lost value from waste in commercial basis						
	3, Strive towards WM governance and financial stewardship						
	4, Enhance internal capacity						
	5, Position be'ah as a center for environmental excellence						
	6, Adapt to global citizenship by implementing environmental solutions						

b	be'ah phase III (2021-2025) focus area				
•	Waste diversion and waste streams				
•	Stages of industrial waste sector				
•	Environmental excellence				
	Financial stewardship				

be'ah CORE STRATEGIES

be'ah's Core Strategies are reviewed annually to include evolving Government national policies and Oman's current situation. The graph below summarizes the Core Strategies timeline throughout the phases followed by comprehensive definition of each strategy:



OPTIMIZE INFRASTRUCTURE AND IMPROVE WASTE MANAGEMENT SERVICES

This strategy aims at raising the efficiency of the municipal and hazardous waste management infrastructure to aspired international standards. As be'ah moves towards financial stewardship, this strategy will ensure balance between operational requirements and implementing profitable operations and ultimately lead to better customer experience.

DEVELOP WASTE STREAMS AND RECOVER LOST VALUE FROM WASTE ON A COMMERCIAL BASIS

This strategy calls for developing a commercial model supported by an appropriate regulatory framework on waste streams as well as recovering lost value from waste. The waste streams include construction and demolition waste (C&D), end of life tyres (ELT), lead acid batteries (LAB), waste electric and electronic equipment (WEEE) etc.

On the other hand, the value recovery strategy supports Oman's economy by providing the private sector with investment opportunities in transporting, collecting, processing and recycling of waste streams.

This strategy has been further defined and sub-categorized under Energy Recovery and Material Recovery.

3 STRIVE TOWARDS WM GOVERNANCE AND FINANCIAL STEWARDSHIP

Within this strategy, be'ah collaborated with the Environment Authority (EA) and Ministry of Legal Affairs to review the current laws and regulations and create a new draft of laws and regulations.

be'ah's financial stewardship model addresses municipal waste tariffs for collection, recycling, recovery, and landfilling; industrial waste tariffs for transportation, treatment and disposal as well as the Gate Fees and extended producer responsibility 'Polluters Pay'. Furthermore, for the development of additional privatization options, subsidiaries to be'ah will be established as per Royal Decree No 2009/46, Article 2.

4 ENHANCE INTERNAL CAPACITY

This strategy aims to expand be'ah's internal capacity either by boosting talents and competencies at individual and organization levels or by upgrading internal processes.

POSITION BE'AH AS A CENTER FOR ENVIRONMENTAL EXCELLENCE

be'ah has emerged as the leader in its field by partnering with international environmental and waste management institutions and associations and remains dedicated to supporting environmental innovation, research, learning and development.

ADAPT TO GLOBAL CITIZENSHIP BY IMPLEMENTING ENVIRONMENT-CENTRIC SOLUTIONS

The 380 traditional dumpsites that be'ah has closed have left a heavy liability on community health and the environment. be'ah is currently remediating and rehabilitating the effected sites in a phased manner. be'ah is also working towards environmentally friendly behaviours by the public. Within this strategy, be'ah aligns itself with the United Nations Sustainable Goals (SDGs) for environmental protection.

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STAKEHOLDERS

This report covers topics related to the three pillars of sustainability: economy, environment and society. be'ah's core activities focus on serving the public and industries, which is why it is imperative to maintain a communication link with these stakeholders to exchange topics which are relevant to each of them. This report is one such communication channel for our stakeholders.

The purpose of this report is to provide transparency and share with stakeholders some of the milestones be'ah has achieved and where it stands today in fulfilling its mandate. Operating in the waste management and environmental sustainability industry ecosystem opens up opportunities to work with a variety of stakeholder groups, with differing points of views and needs. The 2020 Annual Sustainability Report is an opportunity to share be'ah's performance beyond the Company's core business activities and covers points that are relevant to the evolving needs to achieve sustainability. The topics covered here have been chosen keeping this in mind and by using GRI's Reporting Principles.

be'ah continually collaborates with various stakeholder groups, including public and private sectors, as well as academia to shape the country's waste management and environmental sector and move towards a circular economy. Our stakeholders – local as well as international – are defined by the part they play in developing our strategic plan and are listed as groups be'ah is directly and indirectly in contact with, and those through whom our operations take effect. Moreover, be'ah's analysis looked at the different levels of influence, impact and engagement/interest each stakeholder group possesses. As per GRI Materiality principle described in GRI 101 Standard, stakeholder groups, key topics they raised and be'ah's responses to them are tabulated in the following page. Moreover, GRI Material Topics and their boundaries are highlighted in the GRI index table at the end of the report.



Stakeholder Group	Key Issues Raised	Our Response			
Government	In-Country ValueSkill development opportunities for youth/recent graduates	See Better Solutions and People Behind be'ah sections (pg. 60)			
Employees	Remote workingLearning and development opportunities	See People Behind be'ah section (pg. 48)			
Local communities	Enhanced community engagement	See Reaching Out to Communities (pg. 38)			
Environmental entities	 Support in drafting environmental legislations Conservation of globally endangered bird species 	 Banning single-use plastic shopping bags (pg. 66) Raptor Restaurant project to provide food and conserve these species (pg. 73) 			
SMEs	Investment opportunitiesTechnical support	 Provided business opportunities in the WM sector (pg. 60 & 85) Implemented the Eco-innovate Oman (pg. 46) 			
Academia	 Student Internships. Research Funding/opportunities. Data request & assistance for academia projects. 	See People Behind be'ah section (pg. 48)			
Customers	 Communication on service takeover and waste management best practices Efficient and fast pick up services Introduce recycling initiatives 	See Reaching Out to Communities (pg. 38)			

PARTNERS



Air Liquide

A world leader in gases, technologies and services for Industry and Health, Air Liquide is present in 80 countries with approximately 66,000 employees and serves more than 3.6 million customers and patients. Oxygen, nitrogen and hydrogen are essential small molecules for life, matter and energy. They embody Air Liquide's scientific territory and have been at the core of the company's activities since its creation in 1902. The company is a R&D partner with be'ah, providing funding and technical support.





An award winning and comprehensive SME consultancy firm providing world class business advisory services. The firm is currently running a number of SME accelerator programmes and facilitates the development of over 130 Omani SMEs. be'ah is collaborating with them on Eco-innovate Oman (EiO).





A privately-held, boutique firm specialized in Sustainability and Corporate Responsibility consulting, coaching and training.



IEMA

IEMA is an independent and international organization with membership body for more than 15,000 environment and sustainability professionals worldwide. They provide support to individuals and organizations in setting and achieving globally recognized standards for sustainable practice, in turn driving the development and uptake of sustainability skills. Also, they add value for their members by providing the knowledge, connections and recognition necessary to lead change within organizations at all levels.



MEMBERSHIPS







UNITED NATIONS
GLOBAL COMPACT

INTERNATIONAL SOLID WASTE ASSOCIATION (ISWA)

EJAAD

An annual communication on progress (CoP) report that discloses the company's procedures in four areas (human rights, labor, environment and anti-corruption).

be'ah is a national member of ISWA, a platform through which the company can share and learn international waste management best practices. In 2019 be'ah was awarded the right to host ISWA's annual main event, the World Congress 2023.

be'ah utilizes
this platform to
collaborate with
local academia on
research projects
and develop &
implement the
Eidaad internship
program.

RISK MANAGEMENT

be'ah fulfils its commitment to minimize all risks through set standards and procedures and by raising staff awareness. Every employee is required to sign the Company's Corporate Code of Conduct that meets the Institute of Internal Auditors (IIA) criteria and includes a declaration, besides clauses on anti-bribery and conflict of interest.

be'ah's Governance, Risk & Compliance (GRC) body oversees internal audit, risk management, compliance functions and the Legal Department, and ensures the Company's adherence to international standards, public regulations and internal policies and procedures.

The Risk Management function specifically identifies, assesses, evaluates and monitors all risks that may affect business plan, corporate performance, business continuity, integrity among others. It also includes assessing fraud risks as per standards set by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

In 2020, be'ah conducted four risk management trainings:

- A comprehensive session by an external party.
- Online session for all staff covering the basics of risk management via Workplace platform due to COVID-19 situation.
- Fraud risk awareness sessions for all departments.
- Nisk assessment case study for Risk Leaders.

ADAPTING TO THE NEW NORMS

The COVID-19 pandemic tested the readiness of be'ah's IT support infrastructure. be'ah's robust cybersecurity mechanism, internal communication systems like Skype for Business for its staff saw the Company negotiate through the challenges in an efficient and practical manner without compromising employee productivity.

Despite the restrictions on movement and gatherings imposed as a preventive measure against the virus, be'ah continued its staff's capacity building by conducting training sessions through LinkedIn Learning, making optimal use of this professional networking platform. Similarly, all on-ground activities were shifted online, thus ensuring that valuable hours dedicated to increasing the Company's operational capacity were not hindered even in the times of remote working.

Ever since remote working rules were imposed as the pandemic spread, be'ah saw an uptick in the number of technical support tickets requested by employees. The Company recorded all its work in the ticketing system and also made sure to close and resolve the tickets at the earliest and reduce the waiting time for the end-user. Majority of the tickets were related to VPN issues/installation, Skype & Microsoft Office. Some of the main challenges overcame during the pandemic are listed below:

- Providing technical support beyond working hours.
- Maintaining connection speed/availability to employees for remote access.
- Charting effective work pace and work-schedule to meet the workload.
- Deploying efficient and secure communication tools to stay connected such as Skype for Business, Webex & GoToMeeting.
- Screen sharing through online tools like Skype and AnyDesk.
- Systems Access & VPN implementation.

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ACHIEVEMENTS

The year 2020 remained an unpredictable one due to the COVID-19 pandemic. Despite the challenges that defined the year, be'ah proudly achieved 100% municipal waste service coverage through its 4,172-strong service provider manpower network. The Company now serves all citizens and residents along the length and breadth of Oman, deploying systems, practices and tools that are on par with international standards.

Additionally, be'ah decommissioned all known traditional dumpsites across the Sultanate and is currently working on rehabilitating them. So far, 31 of the 40 sites identified as priority have been rehabilitated. 10 engineered landfills and 16 transfer stations across are in operation across Oman. The 11th landfill and 5 additional transfer stations are currently under construction.

As it is known, be ah treats 99.9% of the healthcare waste generated annually in the safest and most efficient manner at its three treatment facilities, which is a commendable achievement towards safe healthcare waste disposal. be a currently operates 3 sites to handle industrial waste, while an additional state-of-the-art treatment facility for the same is being readied to become operational by 2025.

During 2020, the Omanization rate at be'ah touched 96%. The Company's recruitment process focuses not just on talent acquisition, but also on its development through local and international collaborations and knowledge exchanges. be'ah's online employee training programs also saw positive results with more than 4,000 courses completed using LinkedIn Learning over 3,900 learning hours. In 2020, 77 young Omanis benefited from be'ah's restructured training and internship programs. These initiatives have been boosting in-country value (ICV) and have resulted in the creation of a highly skilled, efficient, and motivated Omani workforce pushing the goals of environmental sustainability and conservation. In another milestone towards boosting ICV, 99.9% of procurement expenditure within be'ah's core business activities was on local suppliers.

A valuable achievement in 2020 has been the successful completion of the first Eco-innovate Oman (EiO) SME accelerator program, which focuses on environmental sustainability and circular economy.

In 2020, be'ah's social outreach and community engagement programs reached 4,800 school students through 84 school visits. A further 80 variously themed events reached about 55,000 members of the public.



Outreach programs and audience numbers drastically dropped due to the pandemic, making be'ah shift resources towards finding innovative ways to spread awareness messages, meeting internal capacity building targets, and tackling service-related challenges.

As Oman embarks upon a new journey towards sustainable development and economic growth, it was only natural that be'ah took steps that aligned its corporate strategy with goals of Oman Vision 2040 that emphasizes on innovation-based solutions.

REACHING OUT TO COMMUNITIES



REACHING OUT TO COMMUNITIES

Achieving be'ah's vision of conserving Oman's environment begins with the people. be'ah recognizes their vital role in driving a culture of sustainability, and designs programs that harness communities' potential, enthusiasm and skills to create a cleaner and greener future.

The overall objectives of these initiatives are met by affecting behavioral changes through multi-pronged approaches, capacity building, lending technical expertise, and raising knowledge on the waste management sector and circular economy. be'ah's community programs target raising awareness, boosting capabilities and creating economic value. In addition, some programs are specifically tailored to target specific groups of the population and/or challenges as they arise and are carried out in collaboration with local and government entities, relevant stakeholders and through partnerships with leading international organizations in sustainability.

These programs have been leaving a positive impact on every level of society, from the public in general to students, educators/academia, professionals, job seekers and SMEs.

be'ah knows that investing in these programs will not just affect the short-term, but will have a ripple effect that will be carried on to coming generations, as they enable the target groups to give back to their communities, institutions and business organizations.

This section details be'ah's continued and dedicated efforts towards empowering and enabling communities.



GENERAL PUBLIC AWARENESS INITIATIVES



ON GROUND ACTIVATION & SPONSORSHIPS

In its continued efforts to engage with the community, be'ah sponsors popular events and optimally uses these as a medium to talk about its objectives, activities and how people can be a driving force towards a sustainable future. Examples of these are the Iron Man and Muscat Marathon events held in February 2020 which saw large scale participation. At these events, be'ah distributed reusable food containers and bags to highlight the importance of waste reduction and reuse, and to promote a sustainable lifestyle.

be'ah also sponsored Darb be'ah, an awareness initiative and carried out by one of the Company's staff members. This initiative focused on raising awareness on sustainability and environmental issues, and promoting be'ah's vision of conserving the Omani environment. This was done through a walk starting from Muscat on Omani Women's Day on the 17th of October and ending in Dhofar on Oman's 50th National Day on the 18th of November. The month long journey stretched over 1,000 km and delivered key messages on the impacts of littering and the importance of utilizing reusable products over single-use ones.



FROM HOME

be'ah saw the 'Stay Home, Stay Safe' measure enforced during the COVID-19 pandemic as an opportunity to engage with Oman's young population, and initiated 'From Home', an online awareness program for children in the 6-11 years age group, on the Company's social media platforms. The program's objective was to raise children's awareness on waste reduction and reuse and in turn, encourage family involvement and engagement in sustainable practices.

Out of 1,000+ applicants from all over Oman, 74 were selected and given three challenges.

1- The Reuse Challenge

Participants were required to reuse old material to create something new and useful and share it with be'ah.

2- The Writing Marathon Challenge

Using Earth as the main theme, participants were asked to write a story and narrate it through a video.

3- The Questions Game

This challenge tested participants' general knowledge on the environment, waste management, and be'ah.



RAMADAN AND EID CAMPAIGNS

Food waste is a serious concern in Oman throughout the year, but especially during occasions such as Ramadan and Eid. These yearly campaigns by be'ah are aimed at waste reduction, proper disposal practices, and educating the public about efforts the Company puts into Eid MSW collection. be'ah continued to reiterate the concept of Reduce by discouraging food waste, which people can achieve by shopping and cooking in required quantities, and also emphasise the health and environmental benefits of correct slaughter and grill waste disposal.

be'ah curated targeted content which included best practices on slaughter and grilling waste disposal, the Company's initiatives, list of nearest skips and spread the message to contact the be'ah Call Center 1881 for enquiries or collection.



#TAKES2SECONDS

It all began in early 2020 with a citizen posting a video of a waste collector picking up garbage thrown outside a designated bin, in searing heat, be'ah used this opportunity to launch the #Takes2Seconds campaign, that went on to successfully address issues resulting from this behavior, like longer collection time, the need to deploy extra resources, increased complaints and poor brand image. The name of the campaign emphasizes the fact that it takes just two seconds to dispose waste inside the bin.

be'ah strategically raised the issue through social media influencers and engaged in public interaction through the company's social media platforms. Such was its success that #Takes2Seconds was leading Oman social media trends within 24 hours of its launch.

The target audience was the general public, house workers, stay-at-home parents, and home owners. Messages in Arabic, English, Hindi, Urdu and sign languages appealed all to use be'ah's high-capacity 2400-litre pedal bins installed in sufficient numbers. The objective was to emphasize the advantages of the pedal bins and that public hygiene was everyone's responsibility.



be'ah KIDS SUMMER PROGRAM

This program uses online platforms to educate students in the 11-16 years age group on environment and sustainability. The objectives of this program are to build children's skills and knowledge on aspects related to the environment, provide diverse facilities that encourage self-development and create a conscious generation.

The program conducted was during July and August 2020 in collaboration with government and social representatives and saw the participation of 60 children. The program was covered through 10 online workshops, each with a unique topic related to the core themes. At the end of the program, participants were surveyed to measure their level of satisfaction, assess if the program objectives had been achieved and to suggest improvements to it. The results of the survey were encouraging for be'ah to continue engaging with this target audience.



BACK TO SCHOOL

It has always been important for be'ah to make the younger generation more aware so that their actions promote sustainability and foster this culture in the coming generations as well. School students and their parents were the target audience of this campaign, which focused on reusing school items, prudent shopping for school supplies, the importance of opting for multi-use supplies over single-use ones, and instilling the culture of donation.

be'ah aimed to promote the concept of Reuse. For this, it leveraged its social media platforms and collaborated with Al Rahma Association, which is known for excellent charity initiatives, to gift donated school clothes and supplies to families under social care.



CALL CENTER CAMPAIGN (MAANA)

The objective of this campaign is to increase public awareness about be'ah Call Centre (1881) and inform people that the Company could deliver an even swifter response through its Call Center (1881), highlight it as a toll-free channel and position it as the main point of contact for quicker action. Majority of service requests/suggestions/complaints/enquiries were being voiced on be'ah's social media accounts and were regarding bulky, green, construction & demolition waste. These would then have to be diverted to the Call Center, delaying prompt action.

An effective slogan – Maana - was coined for the campaign, along with a green palm symbol depicting care for the environment, increased customer satisfaction and service among other things. The target audience were not just customers but also be and satisfaction and service providers.





SUSTAINABILITY LAB

A strategic program, 'Sustainability Lab', was developed to target school teachers in all governorates of the Sultanate. It aims to train them about be'ah's core objectives, modern waste management systems, the best practices on reducing waste generation and environmental conservation so that these are passed onto their students, and through them to communities. Using this program be'ah works to embed sustainability ideas into the curriculum, affect positive behavioral change in daily activities that promote sustainability, spread knowledge and increase awareness by conducting more environmentally focused activities in classrooms.

With the cooperation of the Ministry of Education's Professional Institute for Vocational Training for Teachers, school educators from across Oman were trained through virtual workshops and provided with methodologies on spreading the concept of sustainability.



be'ah WORLD

This technical program has been designed for Oman's college and university students. During 2020, four technical workshops were conducted virtually for students who had registered. The topics of discussion and education for each week were related to various aspects of the waste management sector, ranging from general waste management in Oman, MSW, landfills & transfer stations, healthcare waste, industrial waste, to business development. A total of 525 students attended the workshops and gained insight into be'ah's line of work.

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CAPACITY BUILDING BLOCKS

EJAAD

Ejaad is a platform with which be'ah has partnered with to address industrial challenges related to waste management through research. Through this online platform, be'ah lists challenges to which academia proposes solutions with research proposals. Two R&D projects were posted on Ejaad during 2020 and implemented:

1. Waste Clean, Make Green

be'ah launched this challenge in collaboration with Air Liquide, a leader in gas production and research and development in industrial gas application.

This challenge was to identify innovative, non-incineration treatment to generate energy from waste. the on going research project was awarded to Sultan Qaboos University in 2020.

2. Industrial Waste Data Inventory

be'ah is in the process of establishing its Integrated Industrial Waste Treatment Facility (IWTF) in Sohar industrial free zone for managing all forms of industrial waste, excluding explosive and radioactive waste.

To support its objective of managing industrial waste using international best practices and mitigate its risk on the country, the Company worked to create a database of active industries as well as of the quantity and type (solid, liquid, gas, organic, inorganic etc). In 2020, the inventory project was awarded to Sohar University with the target to cover all regions of the Sultanate.

ECO-INNOVATE OMAN (EIO)

As a step to initiate a shift towards circular economy in Oman, be'ah launched Eco-Innovate Oman (EiO), the Sultanate's first SME business acceleration program in the field of sustainability. This program is designed to support innovative entrepreneurs working on sustainable solutions to meet today's environmental resource challenges. The accelerator's main objectives are to train and develop Omani youths in entrepreneurship and equip them with strategic market research in alignment with Oman Vision 2040 and the UN Sustainable Development Goals.

Fourteen SMEs were selected for the program, which involved a market research boot camp, one-one-one coaching on skills covering various business aspects including financial plans, investor meetings and, pitch making.

FOUNDATION CERTIFICATE IN ENVIRONMENTAL MANAGEMENT (IEMA)

In September 2020, be'ah marked the successful completion of its first-ever virtual professional training program, the IEMA Foundation Certificate in Environmental Management. This course covers a wide range of environmental, sustainability and governance principles, giving learners an understanding of the breadth of the sustainability agenda, and the management tools and skills that they will need when working within this area. It enables participants to apply these principles with



organizations, products and services. All 15 available slots were booked by participants representing different sectors and experience levels. Despite being delivered via a teleconferencing platform, the engagement between the trainer and participants as well as amongst the participants themselves was remarkably high and led to fruitful discussions and exchange of ideas. A satisfaction survey was held after the training and the overall feedback was positive.

CERTIFIED ADVANCED SUSTAINABILITY PRACTITIONER PROGRAM (CSR)

During 2020, be'ah offered two such courses with successful results. This challenging two-day training program offered by be'ah in collaboration with CSE aimed at equipping participants with the latest practical tools and resources to implement or upscale corporate sustainability and ESG ratings to generate more value and create effective strategies. Targeted at professionals from various fields, the course offers competitive advantage when taking vital decisions.

INTERNATIONAL SUSTAINABILITY RESOURCES AND TECHNOLOGY CONFERENCE (ISRTC)

During 2020, be'ah prepared to host ISRTC, which is scheduled for November 2021. This international conference will bring global sustainability experts to Oman with the objective of sharing knowledge on latest waste management technologies, raising capacity and discussing sustainability in areas like smart cities, smart ports, waste management and resource management, and creating an environment of knowledge sharing.

PEOPLE BEHIND be'ah



PEOPLE BEHIND be'ah

be'ah considers its employees amongst its most important stakeholders. They are what drives the Company forward and it is only through their efforts and commitment that the Company fulfills its aspirations and duties. be'ah is proud to have a workforce with a strong local core that continues to grow in knowledge and capacities. By the end of 2020, be'ah had 259 permanent employees and 26 on a short-term basis, while achieving an Omanization rate of 96%.

be'ah recognizes the importance of investing in employees through training & development, as well as that of youth empowerment through educational and internship programs. be'ah's carefully formulated programs directly reflect on achieving its overall sustainability goals while contributing to Oman Vision 2040's objective of sustained economic progress by upskilling the local workforce and fostering innovation.

TRAINING AND DEVELOPMENT

LINKEDIN LEARNING FOR EMPLOYEES

In 2020 due to COVID-19, be'ah evolved its training & development methodologies to ensure continued learning and skill-building. Without losing time to pandemic-related restrictions enforced in March, the Company adopted LinkedIn Learning in April providing all employees and interns with access to a vast resource of educational videos and courses online.

The LinkedIn Learning program offers customized courses targeted in particular at individual training needs as identified by the Company using specifically designed Learning Paths, and departmental requirements in general. Learning Paths are roadmaps for employees to better their skills and are based on their competencies and business needs.

In August, be a launched the internal Linked In Learning Tournament to encourage more participation. This was a fun way of enhancing employee engagement and the results were promising as the Linked In Learning account activation rate showed an overall increase of 6% since its launch to reach 90% by the end of the year. The Tournament tracks monthly individual's progress and displays the names of top performers on a leaderboard. The total courses completed by employees increased by 350% after the launch of the Tournament.

IN 2020, USING LINKEDIN LEARNING, EMPLOYEES COMPLETED 4,095 COURSES OVER 3.900 LEARNING HOURS

be'ah 101 PROGRAM

The Company continued to offer the be'ah 101 Foundation Program, which is a comprehensive 18-module course targeted at new employees, short-term contract employees, trainees, interns and external stakeholders. It equips participants from every background who may have little or no experience in the waste management industry, with foundational knowledge necessary to carry out their tasks effectively. The short courses cover topics of environmental ethics, leadership, career development, innovation & design thinking, and writing skills. This program was initially designed for the participants of the Apprenticeship program, however due to the encouraging results, be'ah plans to extend the program to more participants including external stakeholders.

OMANI YOUTH DEVELOPMENT PROGRAMS

be'ah CREATIVE CENTER (bCC)

The Company's design center, be'ah Creative Center channelizes local creative talent to promote best practices on waste management and sustainability.

bCC delivers high-quality multimedia content on environmental sustainability and gives 10 young Omani youths the opportunity to apply and enhance their creative skills while contributing towards the Company's communication outreach goals. The Center works on creative projects including campaign posters, videos, branding, motion graphics, 2D graphics, social media content, and corporate and awareness campaigns. be'ah has dedicated a special area in its office which has been designed with the aim of demonstrating the concepts of reduce, reuse and recycle as every element in this space has been upcycled from waste.

ENVIRONMENTAL EXCELLENCE APPRENTICESHIP PROGRAM

This is a multi-faceted and symbiotic program that benefits communities as well as the apprentices who enroll in it. Every year be'ah trains a minimum of one Omani apprentice from each governorate to act as its ambassador implementing social outreach and community engagement initiatives. During 2019-20, 14 participants underwent intensive training in people interaction, interpersonal skills, computer knowledge, customer service and other soft skills that enable them to effectively carry out their roles during site visits, meetings with community members, interactions with young children, government officials etc. These apprentices extend be'ah's technical and onground activities on positive behavioral change among the target audience.

The program is open for Omani individuals from all governorates and aims at enhancing be'ah's relationship with its most important stakeholders - the general public - by creating a direct communication channel with them. In return, the participants get training and hands-on field experience and certificates that give them a competitive edge in the job market. Looking at its success, be'ah plans to train another batch in 2021.

ENGINEERING PROGRAM

This is a successful internship program under be'ah's strategic goals and initiatives. It is targeted at internal technical skill and capability development of Omani university graduates having degrees in the fields of engineering and soil and environmental science.

Additionally, the training program prepares fresh graduates to become specialists with expert-level knowledge in landfill engineering, operations and rehabilitation. The objectives of the training program is to add in-country value through building the capabilities of the Omani workforce in design, construction, and operation of engineered landfills including gas management, closure, post-closure, leachate management and rehabilitation of dump sites.

INTERNSHIP PROGRAMS

be'ah INTERNSHIP PROGRAM

In 2020, be'ah worked on restructuring and standardizing its internship opportunities with the objective of further enhancing their outcomes. The first step towards this goal has been the 8-week be'ah Internship Program that gives a broad overview of the Company's objectives and its strategic goals.

For this program, be'ah has set standard procedures to be implemented uniformly across the organization. This program is based on a well-planned methodology, which involves weekly rotation through be'ah's various technical and non-technical departments, where the interns are given clearly defined responsibilities and are individually assessed on a weekly basis. The interns also undergo a final assessment at the end of the program. In 2020, 12 Omanis enrolled in this program.

EIDAAD

Eidaad is a national-level program for students from all disciplines developed by the Ejaad online platform in collaboration with be'ah and other industry stakeholders wherein top applicants are given the opportunity to train with participating companies. Aimed at narrowing the gap between industry and academia, Eidaad runs for an entire academic year to allow students to fully experience multiple aspects of be'ah by being rotated in various departments. Thus, the program enhances practical application of their theoretical academic courses through a structured and accredited involvement with the industry. During 2020 - 21, 4 students attended this program at be'ah.

WALK-IN INTERNSHIPS

Seen as an enabler, be'ah regularly receives enquiries and requests on internship opportunities. These are recorded by the Company and candidates are invited as per departmental needs. These interns, who are fresh graduates, work for these departments for a period of two months or as needed and enhance their knowledge and skills. In 2020, 21 Omanis interned with be'ah through these opportunities.

HEALTH, SAFETY AND BENEFITS

be'ah is committed to the highest HSE standards in all its operations and implements stringent measures that raise awareness and internal capacity about correct HSE procedures. be'ah's occupational health and safety system adheres to local laws and regulations such as MD 286/2008 and Environment Authority standards and utilizes international standards such as ISO45001:2018, ISO14001:2015 and ISO9001:2015. The service providers and contractors be'ah engages with, too, are contractually obligated to abide by its HSE policies and procedures. Regular communication and site inspections ensures compliance at all be'ah buildings and facilities. Any HSE related incident is required to be recorded and reported. A report is submitted for each incident and an investigation carried out along with meetings with all related stakeholders to discuss lessons learned and prevention efforts. All incident and accident cases during 2020 have been communicated and closed with relevant parties. Moreover, no significant fines or sanctions for non-compliance with environmental laws were incurred during the year.

In 2020, employees underwent various HSE training and awareness sessions. Among other programs, HSE Week, an internal campaign, was held to further enhance HSE culture and practices in the organization.

EMPLOYEE-CENTRIC POLICIES

be'ah's policies adhere to the Omani Labor Law, the Social Security Law and international best practices. As stipulated by the local law, an annual increment of 3% is applied to the basic salary and pay parity is ensured between women and men on the same positions, levels and pay-grades. be'ah is committed to foster a healthy and productive work environment for which it applies flexible work hours, an open-door policy with managers across all departments, and a whistleblowing policy. Due to COVID-19, the Company introduced a work-from-home policy early into the pandemic to continue extending its services without disruptions, while ensuring the health and safety of its workforce.

All employees are entitled to health insurance for themselves, their spouses, and up to three children under the age of 21.

All employees, including those on short-term contracts, work full time. Short-term employees are also entitled for health insurance. Employees are provided workmen compensation and group life insurance.

National employees completing a minimum of one year of service are entitled to endof-service benefits provided they are registered with the Public Authority for Social Insurance (PASI). Non-national employees too are given the same health insurance and post-service gratuity, provided their families accompany them during their service in Oman.

All permanent employees get parental leave, with female employees entitled to 45 working days of maternity leave and one hour per working day for nursing till the child's first birthday once they resume work. Male employees are entitled to 2 days of parental leave.

All operational changes at be'ah are carried out following a one-month notice to employees. No member of the be'ah workforce has opted to be covered by collective bargaining agreements such as trade unions. The Company stands against employment of individuals aged under 18 years and any form of forced and compulsory labor.

be'ah covers part of the education expenses of employees who also pursue studies with work, based on their academic performance. All permanent employees are appraised at the end of each year to ensure performance and continued growth in the right areas.

HUMAN RESOURCES

The below data is collected and maintained by the be'ah Human Resources department as of end of 2020

ALL EMPLOYEES



OMANIZATION

96% 94% 2020 2019

> 90% 2018



TOTAL **EMPLOYEES**

2020 2019



GENDER



PERMANENT EMPLOYEES



TOTAL PERMANENT **EMPLOYEES**

259 238 2020 2019



EXECUTIVE MANAGEMENT



MIDDLE





MANAGEMENT



NEW EMPLOYEES



NEW **EMPLOYEES**

34 54 2019 2020



0 68% 32% D



AGE GROUPS

UNDER

30 YEARS

30-50 YEARS

ABOVE 50 YEARS

EMPLOYEE TURNOVER



EMPLOYEE TURNOVER

14 2020 2019





UNDER **30 YEARS**

30-50 YEARS

ABOVE 50 YEARS

SHORT-TERM EMPLOYEES AND INTERNS



TOTAL SHORT-TERM **EMPLOYEES**

26 2019 2020



GENDER

⁰ 79% 21% ^Δ



37

61 2019 2020

TOTAL NUMBER OF INTERNSHIP **OPPORTUNITIES** PROVIDED

INTERNSHIP PROGRAM

EIDAAD

WALK-IN INTERNSHIPS

*We saw a fall in the number in 2020 due to COVID-19 and the restructuring of the internship programs



LEARNING AND DEVELOPMENT



ANNUAL AVERAGE HOURS **EMPLOYEES SPENT TRAINING**

20.3 Å

in



TOTAL LINKEDIN LEARNING COURSES COMPLETED



TOTAL LINKEDIN **LEARNING HOURS** COMPLETED



PARENTAL LEAVE

NUMBER OF FEMALE EMPLOYEES THAT WENT ON MATERNITY LEAVE

RETURNED TO WORK BEFORE THE END OF 2020

**Remaining employees expected to return in 2021

No male employees chose to avail Parental leave in 2020

58

HEALTH, SAFETY & ENVIRONMENT

INTERNAL HSE CAPACITY BUILDING

HSE AWARENESS	
Sessions	Total
NSE workshops	4
► HSE induction	89
Mock drills	70
Environmental workshops	1
Environmental awareness sessions	7
Publishing weather alerts	15
NSE awareness messages shared	93

HSE TRAINING	
Sessions	Total
Covid-19 awareness	105
Chemical handling	4
Safe driving	112
First aid	23
Fire warden	7
NSE incident reporting	103
Evacuation procedure refresher course	27
IMS awareness session	15
IMS internal audit course	14
Implementation of HSE check list inspection sessions	13
Road safety	24
Health awareness	23
Total attendees	470

FATALITIES AND HIGH CONSEQUENCE INJURIES

All rate calculations are based on 200,000 hours worked

be'ah EMPLOYEES	2019	2020
Total number of hours worked	1,607,704	2,114,888
Number of fatalities	0	Ο
Rate of fatalities	Ο	Ο
Number of high-consequence injuries (LTI)	Ο	0
Rate of high-consequence injuries (LTI)	Ο	Ο
Number of injuries	1	0
Rate of injuries	0.12	Ο
\ Total incidents	4	0
Rate of incidents	0.50	Ο

The implementation of the work from home policy this year avoided all minor and serious incidents

SERVICE PROVIDERS EMPLOYEES	2019	2020
Total number of hours worked	19,078,699	11,455,200
Number of fatalities	2	1
Rate of fatalities	0.021	0.017
Number of high-consequence injuries (LTI)	2	1
Rate of high-consequence injuries (LTI)	0.021	0.017
Number of injuries	10	17
Rate of injuries	0.10	0.30
■ Total incidents	56	95
Rate of incidents	0.59	1.66

BETTER SOLUTIONS



BETTER SOLUTIONS

Under the Royal Decree issued in 2009 granting be'ah the mandate to manage waste across Oman, the Company has set key goals to achieve its vision of conserving Oman's environment for future generations. This approach prioritized mitigating the damage from earlier improper and unsanitary waste disposal practices and establishing a sustainable waste management infrastructure that included transfer stations and engineered landfills as per the United States Environmental Protection Agency (US EPA) standards.

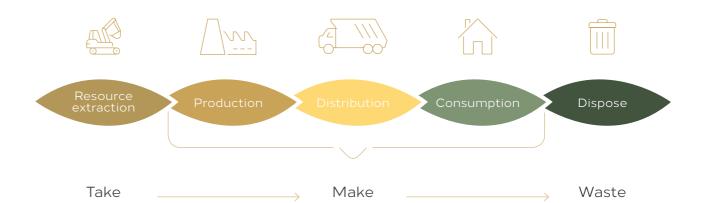
The key focus of be'ah's waste management strategy combines two important objectives: A system that reduces the negative impact of waste on health and the environment, and solutions that drive a shift from waste management in a linear economy to resource management within a circular economy by following successful examples and best practices from developed countries.

For this, it is crucial to implement the Ideal Waste Hierarchy (which includes the four Rs of Reduce, Reuse, Recycle and Recover among other measures) using innovative practices that encourage reducing waste generation at source; promote reuse of disposed resources that have not completed their lifecycle; promote material recovery; optimally recover energy from mixed municipal solid waste and organic waste; raise awareness about the use of recyclables and ensure that treatment and disposal of waste have no adverse impact on human health and the environment.

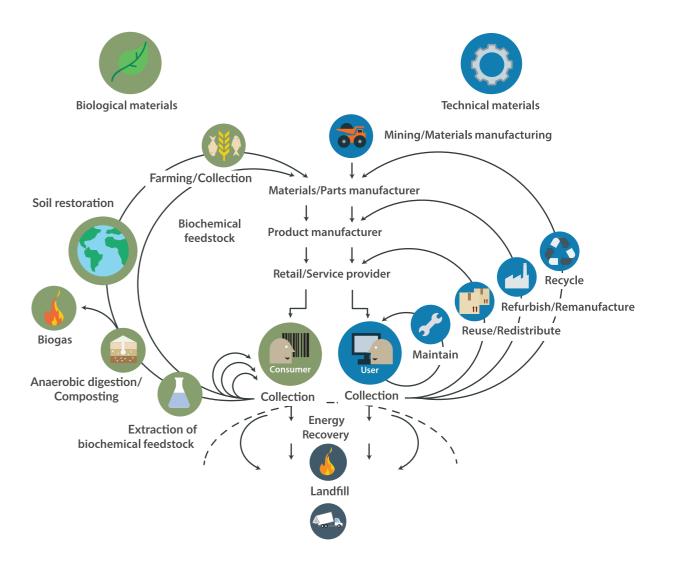
As be'ah nears achieving its waste disposal infrastructural targets, it has successfully initiated steps towards a circular economy in Oman.

CIRCULAR ECONOMY

Having built the foundation for a solid and sustainable waste management system, be'ah's core strategies, moving forward, have shifted focus towards adopting a Circular Economy (CE) model and gradually doing away with the traditional Linear Economy (LE) model. The CE model is aimed at reducing the rate of consumption of natural resources by extending the average lifecycle of materials and goods. LE, on the other hand, is an outdated and undesirable model wherein resources are often utilized only once and immediately disposed of after their primary use is exhausted eliminating the possibility of generating revenue at the end of their life cycle. By adopting the CE model, be'ah aims to reduce the waste management industry's impact on the environment and more importantly, influence the economy positively and contribute towards achieving Oman's Vision 2040 targets.



* The Linear Economy (Wautelet, 2018)



^{*} The Circular Economy (Ellen MacArthur Foundation, 2012, p. 24)

The first very important step be'ah has highlighted in its adoption of the CE model is to retain waste streams within Oman as these streams are at the heart of most CE initiatives. For this, be'ah has worked closely with the Royal Oman Police (ROP) and other concerned agencies to regulate and streamline the import and export of waste. In November 2020, the be'ah Access Page was launched and integrated into ROP's online customs system Bayan to digitalize and streamline the process of obtaining approvals from be'ah and the Environment Authority (EA). The system will also provide be'ah the opportunity to collect and maintain real and accurate data on waste quantity and its movement. As most recyclable waste of value was exported in the past, the data collected will unlock further opportunities for the Company by allowing it to assess the economic potential for local industries that can recycle this waste.

The list of restricted material includes the following:



Used Cooking Oil



Used Motor Oil



Lead Acid Battery Waste



Plastic Waste



End of Life Tires



Wood Waste



Paper Waste & Cardboards



Glass Waste



Ferrous Metal Waste



Nonferrous Metal Waste



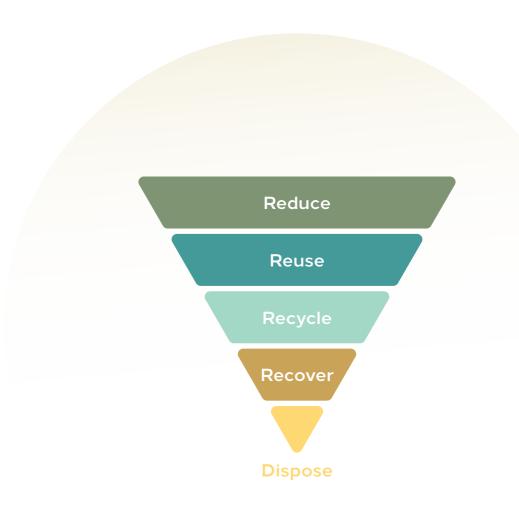
Waste Electrical &

Electronic Equipment

IDEAL WASTE HIERARCHY

At the core of the CE model is the new waste hierarchy that redefines waste and how we interact with it to achieve the model's environmental and economic goals. Waste hierarchy prioritizes waste avoidance, strategies that are not capital intensive and largely rely on behavioral change. This is followed by strategies that work on extending lifecycles of waste stream materials and giving them a second life. As certain waste streams degrade in economic value, their calorific value is captured through waste to energy (WtE) projects. Remaining waste of negligible or no value is safely disposed of in modern and sanitary landfills.

The Ideal Waste Management Hierarchy



66

REDUCE

Waste reduction is the most important step towards overcoming all challenges related to waste faced by all levels of society. Reducing waste refers to any action related to change in design, manufacture, purchase or use of materials and products that can lead to a reduction in the amount of waste generated. Waste generation is proportional to operational costs, emissions, environmental and health risks among others. As waste generation figures decline, so will related risks and challenges.

Prevention is better than cure, or in this instance, treatment. This holds especially true when it comes to waste, as waste reduction initiatives are low-capital investments and rely largely on changing people's behavior. Prioritizing waste reduction has obvious advantages and can be considered as the least expensive method. However, waste reduction comes with its challenges. Changing human behavior often takes time and is harder to quantify and thus, it requires continuous commitment and initiatives to enforce its importance.

be'ah has integrated waste reduction into its strategies and especially in initiatives with external stakeholders. The Company continues to support the Government in formulating rules and regulations that foster correct waste management practices and that are aimed at reducing generation of waste and its harm on Oman's environment. For this reason, be'ah proudly contributed to and supported the Ministerial Resolution 23/2020 in March 2020 banning the use of single-use plastic shopping bags which have been highlighted as a growing issue for the Sultanate's environment, especially its rich marine life. The Company see this as a great step towards increasing awareness about the risks of single-use products and encouraging sustainable practices among citizens. Moreover, waste reduction is repeatedly emphasized as a priority in all of be'ah's educational, awareness and media campaigns by utilizing the underlying theme - Plan First, Act Second. One of them is the Ramadan & Eid Campaign which encourages people to pre-plan their shopping and cooking to avoid food waste.

REUSE

Reuse refers to using products more than once for the same or slightly different purpose. It is an important step in extending the lifecycle of materials and products. Consumers often stop using products much earlier than their intended life cycle ends. This is usually due to change in behavior, taste or specific needs and not because the product is no longer resourceful or intact to serve a purpose. For these reasons, products end up as waste much sooner than they should, which increases waste generation and under-utilizes their potential.

Strategies to address this issue give goods a second life and/or use by avoiding their disposal and instead, reassigning them to people and uses where they are in need. Examples include donating used but working electronics, furniture, clothes, toys etc.

Non-profit organizations (NGOs) and charities typically excel in this field and they are a great example of how our communities and stakeholders can be a driving factor in implementing and encouraging efficient waste management practices. For this purpose, be'ah plans to increase collaboration with local NGOs to achieve mutual



objectives. The be'ah Creative Center, with the use of reusable items throughout its interior design, exemplifies the concept of reuse and highlights the fact that unlike recycling and recovery strategies, preparing goods for reuse requires considerably less resources and time. Reuse also avoids the need for complex processes as it only involves mainly logistics and ensuring that the goods are in a safe and useful state. Furthermore, reusing items does not eliminate the prospect of utilizing them in recycling and recovery strategies further down the line.

REUSE CENTER

The Reuse Center, conceptualized in collaboration with Sultan Qaboos University (SQU), is a novel concept towards waste diversion and circular economy. The Center, to be set up on the university's campus, will act as the link between recycled items and their new users. It will receive donated items from NGOs, schools, commercial organizations etc, refurbish them by repair or redesign, and put them up for sale. Items with no recovery value will be passed on to recyclers, opening up opportunities in the recycling industry. Through this Center, SQU will promote campus sustainability by encouraging participation by staff, students and surrounding communities. These activities will optimize in-country value by offering training and job opportunities to underprivileged members of the population.

THE REUSE BACK TO SCHOOL CAMPAIGN

Similar to Reduce, the concept and advantages of Reuse are highlighted through be ah's multidimensional campaigns that encourage utilizing items for multiple purposes and support creativity in finding new purposes and homes for old items. The Back to School Campaign was one of be ah's most direct campaigns focusing on the concept of Reduce by educating and sensitizing school children and their parents on how they can affect a social and environmental change and foster sustainability by reusing or donating used school supplies, shopping for items with multiple uses and buying only what they really needed.

RECYCLE

People around the world are becoming increasingly aware of environmental challenges such as unmanaged plastic waste, over-exploitation of finite natural resources and vast amounts of rubbish going to landfills. Recycling, seen as part of a holistic solution, is the process of removing materials from waste streams and using them as raw material to create new products. Recycling has multiple environmental benefits as it minimizes landfilling and reduces the rate at which natural resources are consumed. Moreover, it is a multibillion-dollar global industry that provides various opportunities in manufacturing, innovation, employment etc.

As items reach the end of their intended life cycle, be'ah looks at innovative solutions that can utilize their different components and materials.

A key component and challenge in waste recycling is its segregation. Waste segregation refers to the sorting and grouping of waste by material and/or physical and other properties. There are various waste segregation strategies as evident in the study of international approaches to this challenge.

Strategies adopted by countries depend on their local challenges and context. This is why waste segregation categories differ from country to country, and sometime city to city.

To identify the most efficient at-source segregation strategy for Oman, be a hhas initiated several pilot studies which, measure behavior, response, awareness, engagement and performance. The collected data enables be a to create and implement optimal segregation solutions. These pilots are not bound by a timeframe as be a be dedicated to identifying the most sustainable solution.



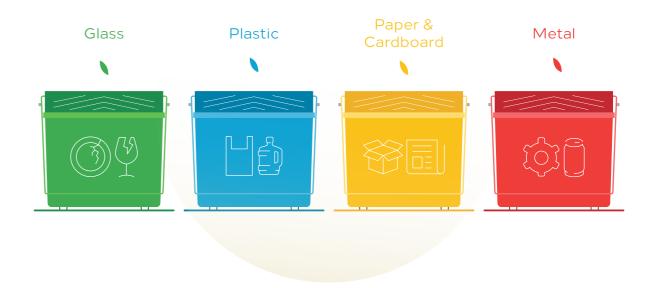
PILOTS INVOLVING PEOPLE

TWO BIN SYSTEM

In 2020, in collaboration with our service provider, be'ah worked on planning and initiating the awareness phase of this first pilot study in Muscat. Under this pilot program an additional green bin apart from the regular black bin, was distributed to every household in Muscat's Al Sarooj area for segregation and collection of dry recyclables. Prior to this distribution, be'ah team visited each household in the area to inform people of this pilot study's objectives and to measure their awareness on recycling. A total of 328 green bins of 240 L capacity each were distributed in Al Sarooj by the end of the year. The pilot next plans to cover Al Bustan. The data collected to measure performance and engagement levels will be analyzed to enhance the study.

MOBILE RECYCLING UNITS

This pilot study was launched in Barka, South Al Batinah at the end of 2020, to test the effectiveness of community recycling drop-off centers. Each drop-off location has 4 bins to segregate glass, plastic, metal and paper & cardboard. This initiative is coupled with various other awareness tools designed to ensure that nearby communities and businesses are aware of the pilot's objectives and the purpose of each bin type. In 2021, the pilot will be further extended to the nearby cities of Nakhal and Rustag.





REVERSE VENDING MACHINES (RVMs)

Plastic is the second most-produced waste in Oman accounting for 21% of the total waste generated, with PET bottles making up a majority of this percentage. be'ah targeted this waste stream as it guarantees the availability in high and continuous volume. In 2020, be'ah signed an agreement with multiple partners who share the same sustainability objectives, to launch Reverse Vending Machines in 2021.

RVMs are kiosks where people can dispose of PET bottles. These machines have the ability to identify PET bottles and reject any other bottles/items. The accepted bottles are periodically collected by be'ah.

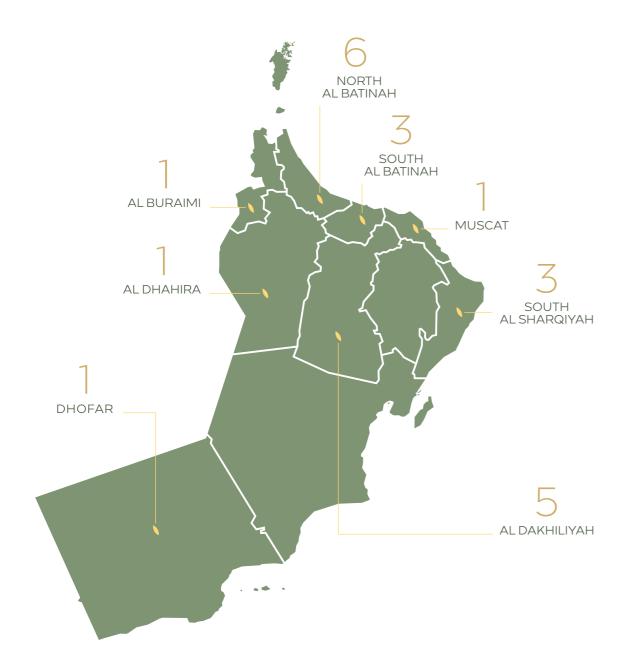
RVMs also offer a points reward system to encourage recycling practices, by tracking users input and offering a variety of rewards sponsored by be'ah's partners. To test project feasibility, 25 RVMs will be deployed initially out of the total 50 planned for Muscat governorate. A parallel campaign to inform the public about this initiative in general will be launched. Data will be continuously collected and analyzed to study project effectiveness and aid similar recycling initiatives in future.

RECYCLING CONSTRUCTION AND DEMOLITION (C&D) WASTE

Construction and demolition waste (C&D) constitutes a significant percentage of the total waste generated in Oman. This waste stream holds immense potential for recycling as well as recovery. In 2020, be'ah's designated facilities received 2,560,954 tons of C&D waste.

To derive optimal value from this stream, be'ah has allocated 21 sites across Oman for its management. Out of these, 19 are dedicated for collecting and stockpiling C&D waste for future use, while the remaining two sites recycle the waste or further segregate it into various types (wood, concrete, metal etc.). This has led to enhancing local added value through reuse of C&D waste in numerous applications, and reducing depletion of natural resources.

be'ah has allocated 21 sites for the management of C&D waste across all governorates.



LEAD-ACID BATTERIES RECYCLING

be'ah is actively working to limit improper practices related to hazardous Lead-Acid Batteries (LABs) waste, which includes activities such as breaking open the batteries and causing acid and other dangerous substances to leak into the soil and damaging groundwater. These practices not only cause harm to the environment, but represent a lost opportunity in capturing the value that this waste stream possesses. be'ah has signed with Arab Lead Company (ALC), a state of the art treatment facility, to safely treat hazardous LABs. The facility at ALC utilizes desulphurization processes to extract high purity lead ingots from LABs. The acid from LABs is neutralized and remaining plastic components are segregated and sent to separate recycling facilities. Furthermore, to ensure all LAB waste is captured, be'ah signed several agreements with large LAB generators to ensure safe and systematic collection and diversion of all LABs to the approved treatment facility.

RECYCLING TO DERIVE VALUE FROM OTHER WASTE STREAMS

There are several other waste streams that hold immense economic potential through recycling. These include green waste, End-of-Life Vehicles, used motor oil, scrap metal, fish waste etc. be'ah continues to study their recyclable value and is working on developing strategies for their efficient collection, transportation and recycling. Over the coming years, be'ah will detail plans which, will ensure that optimal value is derived from these waste streams, while minimizing their environmental impact and achieving overall sustainability. For this, be'ah is looking to collaborate with local as well as international partners.



Plastic Waste



End of Life

Tires



Green Waste



Waste Electrical & Electronic Equipment



Vehicles

RECOVERY

Recovery refers to generating fuel and energy through Waste to Energy (WtE) projects. As waste streams become unfeasible to utilize and/or recycle, innovative solutions are put in place to recover energy and generate economic value. Furthermore, it is common industry knowledge that WtE projects such as incineration can reduce waste volume by over 90% and further lower reliance on landfills. They also extend the life of landfills and reduce the need to utilize land and other resources for future landfill expansion. WtE projects are widely considered to be a source of renewable energy. Once initiated, these projects will contribute to national initiatives aimed at meeting Oman Vision 2040 targets for renewable energy consumption percentage of total consumption (35%–39%).

WtE PLANT PROJECT AT BARKA

In collaboration with Oman Power and Water Procurement Company (OPWP), be'ah is working on constructing an incineration plant in Barka, South Al Batinah. The 160 mega watts facility, expected to be operational in 2025, will incinerate up to 60% (around 4,000 tons per day) of landfilled MSW in a safe and controlled environment to generate energy. be'ah is currently in process of preparing key documentation and alignment with project stakeholders on the commercial tariff structure to proceed with tendering expected in 2021.

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PDO WtE PROJECT

A feasibility study was conducted together with Petroleum Development Oman (PDO) for establishing a WtE plant. The plant, planned for 2025, is to be constructed in PDO's concession area with the aim of generating stream to be used in PDO's Enhanced Oil Recovery (EOR) operations. Waste input will comprise of waste generated on PDO premises as well as waste diverted away from be'ah landfills. The project will help PDO achieve its renewable energy targets and be'ah, its waste diversion targets.

TIRE-DERIVED FUEL (TDF) FOR THE CEMENT INDUSTRY

TDF has been identified as a solution for End of Life Tires (ELT) waste stream, which has been notably growing at a rate of 5% annually. be'ah signed an agreement with Oman Cement Company (OCC), which will see OCC offtake around 30,000 tons of ELTs annually to be utilized as an alternative energy source in its cement kilns in a safe and controlled environment. ELTs, which no longer possess the qualities that serve their original purpose become a breeding ground for pests and are a potential fire hazard that produce smoke that contains carbon monoxide and other harmful gases harmful to both humans and the environment. Through be'ah's 11 ELT processing sites and its partners, the Company aims to develop similar projects that mitigate risks from this waste stream.

BIOGAS PLANTS

Organic waste is biological waste that is currently mixed with other household waste streams and disposed in landfills. be'ah finalized a feasibility study for establishing biogas plants at the Barka Landfill, Sultan Qaboos University and Omani Agriculture Association. Anaerobic digestion technology will be utilized to produce biogas as an alternative and renewable source of energy. Daily 150-200 tons of several organic waste streams will be source-segregated and diverted to the proposed biogas plants, expected to be launched in 2024.

BIODIESEL FEASIBILITY STUDY

be'ah is conducting a market assessment study for the potential establishment of a treatment facility for Used Cooking Oil (UCO). This study includes quantifying and sizing the needed collection system, assessing available technologies and carrying out a financial assessment to establish a biodiesel production facility. The aim of this project is to recover value from UCO by producing biodiesel oil and preventing environmental pollution and health risks associated with the current disposal methods. be'ah is also considering opening up this opportunity to SMEs.

DISPOSAL

Waste should only be disposed when it is no longer useful, and no value can be extracted from it. Disposal is the last stage of the ideal waste hierarchy. It includes ensuring that waste is safely disposed while minimizing any potential harms to the environment, health and development in the area.

However, for Oman, a state of the art disposal infrastructure was prioritized, given the fact that the Sultanate had over 360 traditional dumpsites that were having a negative environmental and health impact. be'ah primary focus was to first to decommission these on an urgent basis. For this, it was imperative to set up a disposal infrastructure

that met international standards and also factored in Oman's gradual shift to a circular economy. These sites were gradually decommissioned and through a high-risk analysis study, be'ah identified around 40 high-priority dumpsites and set a plan into motion that has so far rehabilitated 31 of them.

As of 2020, be'ah operates 10 engineered landfills and 16 transfer stations. The 11th landfill is currently under construction.

be'ah manages the disposal of healthcare waste through three treatment facilities while industrial waste is handled through two designated facilities, while a third is currently under construction in Salalah.

INNOVATIVE DISPOSAL PRACTICES (RAPTOR RESTAURANTS)

be'ah continues to innovate to find better solutions to waste disposal challenges. It strives to include the local biodiversity and wildlife in its scope as these are important pillars and the reason for all initiatives towards sustainability.

Raptors are attracted to landfills due to availability of food. It is common to see raptors circling above be'ah's landfills in large numbers for food. Notably among these are Egyptian Vulture and the Steppe Eagle, which are classified as 'endangered' in the (IUCN) Red List of Threatened Species.

Earlier studies carried out under collaborations between Environmental Society of Oman (ESO), Office for Conservation of Environment under the Diwan of Royal Court and Dr. Mike McGrady, recorded large sightings of these birds in Al Multaqa, Tahwa, Masirah and Raysut, sites which had open dumspites. These conservation bodies approached be'ah with this data, and concerns that the birds' local population was falling, citing decline in food availability due to decommissioning of traditional open dumpsites, as the reason. The Company worked on an initiative that could boost their numbers in these areas and thus, Raptor Restaurants were born.

Developed after studying international conservation practices, the restaurants are dedicated sites where clean and safe waste from slaughterhouses is laid out for the raptors without compromising the safety and hygiene of the US EPA-standard landfills. To test the success of this idea, a small-scale pilot study was launched in late 2019. It showed positive results, with bird numbers increasing from under 20 to around 500. be'ah plans to establish up to two Raptor Restaurants in our facilities in 2021.

ACHIEVING TARGETS

Waste management is a national responsibility revolving around actions that also account for the future. be'ah's service and operations targets are intertwined with the Company's larger comprehensive goals, which in turn, are aligned with objectives defined in the Oman Vision 2040 document, and the United Nations Sustainable Development Goals.

By adopting the circular economy model and its envisioned projects, be'ah aims to meet its strategic corporate targets of 60% waste diversion from landfills by 2025; 80% waste diversion from landfills by 2030 and reducing the average daily waste generation per person from 1.2 kg to below 1.0 kg by 2040.

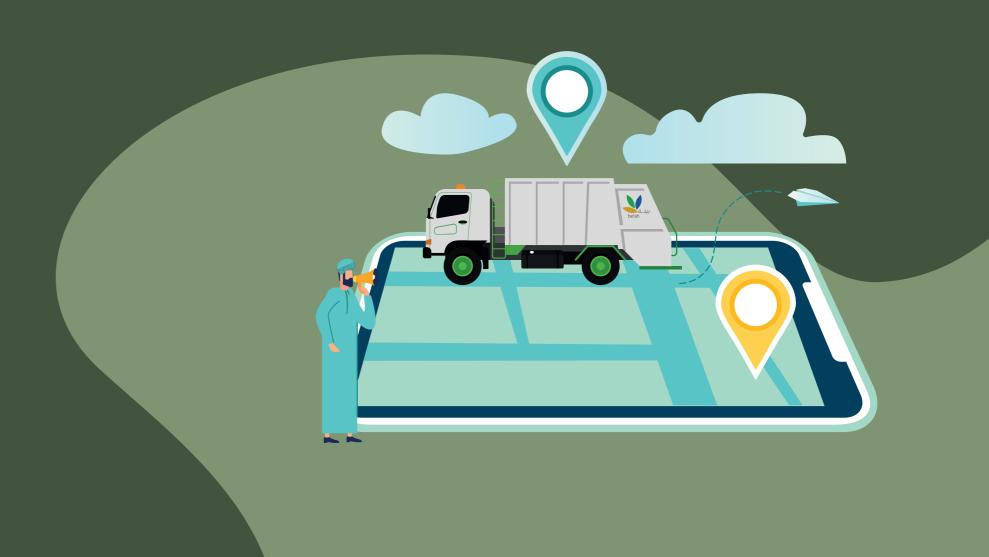
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By building on and continuing to modernize the waste management sector, be'ah will contribute towards achieving the following targets which embody corporate, national and international goals:

		itrategies nitiatives		Alignment With Oman Vision 2040					
No.	Strategy Description	Example Initiatives	National Priority	Objective	Sustainable Development Goals (SDGs)				
	infrastructure construct and improve of moder waste holistic so	Complete construction of modern and holistic solid waste management	Development of governorates and sustainable cities	Smart, sustainable and vibrant cities and a vital countryside with a viable architecture that ensures high quality of life, work, and leisure					
1			Environment and natural resources	An environment that ensures balance between environmental, economic and social requirements according to sustainable development guidelines	11 SCHMANG CHECK				
				Environmental ecosystems that are of high quality and free from pollution					
							The private sector, investment and international cooperation	An effective public-private partnership to improve production efficiency and a governance framework to monitor the privatization of projects and public services	8 MONT MINISTER OF THE PROPERTY OF THE PROPERT
				Labor market and employment	A labor market that attracts talents and skilled labor through clear and standardized recruitment policies	8 NOOM WORK AND			
2	Develop waste streams and recover lost value from waste on a commercial basis	Developing various recycling and WtE projects		innovation and	8 SCAN WOR AND STANDARD CONTRACTOR CONTRACTO				
			Environment and natural resources	Renewable energy, diversified sources of energy, and rationalized consumption to achieve energy security	7 ATTRIBUTE DIS				
				Environmental ecosystems that are of high quality and free from pollution.	12 storount constraint and resources				

No.	Strategy Description	Example Initiatives	National Priority	Objective	Sustainable Development Goals (SDGs)
	Strive towards WM governance	Developing multiple revenue generating	Legislative, judicial and oversight	Flexible legislation an independent legislation branch possessing full power	8 OCCUSY WORK AND TOURISHED CHAPTER
3	and financial stewardship	projects with the aim to build a self- reliant company	Economic diversification and fiscal sustainability	Informed, integrated and sustainable policies, and budgets that ensure effective use of public revenues	9 SOUTH MONTHS
4	Enhance internal capacity	Optimize internal processes, multiple learning and development programs, implement R&D projects aimed at continuous enhancement of company activities	Education, learning, scientific research & national capabilities	National talents with dynamic capabilities & skills that are competitive locally and internationally	8 recent work and recommendation from the second se
	Position be'ah	Establish be'ah's environmental center of excellence, promote and implement circular economy projects, establish	Environment	A green and circular economy that addresses national needs and moves consistently with the global trends	11 SIGNAME CHILL AND DAMAGES 12 REPORTED 14 HOPPING CHILL AND HO
5	as a center for environmental excellence	international partnerships, build high-level educational and awareness programs aimed at building local capacity in the field of sustainability and circular economy	Environment and natural resources	Environmental awareness coupled with the effective implementation of sustainable consumption and production rules.	11 ACCIONANTE OTRE DE COMMENTA DE COMMENTA DE COMMENTA DE COMPANTA
	Adapt to global citizenship by implementing environmental solutions Decommissioning and remediating traditional dumpsites that were in use in the past for waste disposal in Oman, raising awareness and instilling behavioral change with the aim of reducing waste generation and incorrect waste practices in Oman		A green and circular economy that addresses national needs and moves consistently with the global trends	11 SETUNDATE OFFICE OFFICE OFFICE OFFICE OFFICE OFFICE OFFICE OFFI OFFI OFFI OFFI OFFI OFFI OFFI OFF	
6		raising awareness and instilling behavioral change with the aim of reducing waste generation and incorrect waste	Environment and natural resources	Sustainable use of and investment in natural resources and wealth to deliver high added value	11 SERVINGELLE DE 12 RECONSELLE MODERNIN AND PROCECTION AND PROCEC

OPERATIONS



78 One

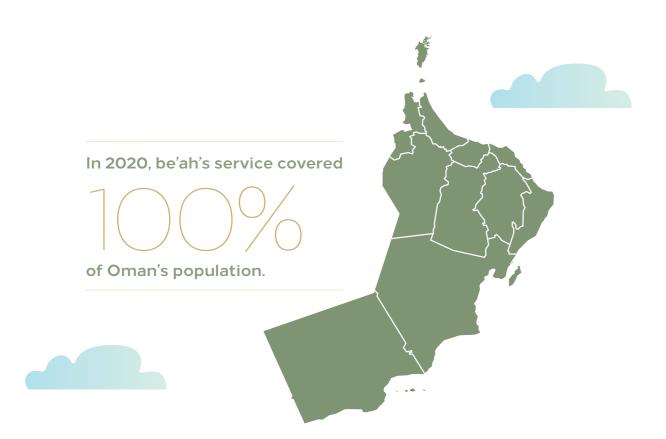
OPERATIONS

be'ah efficiently manages three waste types: municipal, healthcare and hazardous. Before the decommissioning of traditional dumpsites, these waste types were dumped together and buried in pits, burnt and left exposed to the environement. This waste attracted scavengers, created an unhealthy environment, and contributed to soil, water and air contamination in the area. These traditional dumping grounds, which were over 300 in number, were also a breeding ground for pests besides being a source of various infections as they received all waste types and had no provision for their safe disposal.

The continued and varied risks to public health, the local ecosystem, the environment, and the economy from such legacy practices called for prioritizing damage control using innovative, far-sighted and sustainable measures.

be'ah knew that the first step towards sustainable waste management was to close all traditional dumpsites. Making gradual and focused progress, it systematically began decommissioning such sites as soon as the nearest engineered landfill or transfer station became operational.

The Company also began identifying the various waste streams and devised strategies to extract value before they were disposed.



1. MUNICIPAL SOLID WASTE

Current MSW Infrastructure Status



By the end of 2020, be'ah's MSW management services expanded to cover 100% of Oman's population through outsourcing of several operations to specialized companies. be'ah's contractual service providers operate a 3,340-strong manpower network tasked with all activities pertaining to waste collection - from bin and fleet supply, waste collection, transfer and final disposal, to allocation, maintenance and regular sterilization of bins. be'ah continuously monitors and assesses the performance of these service providers, who are mandated to submit monthly reports. The Company takes action if needed, to ensure enhanced service delivery.

be'ah's efficient waste management services were further highlighted given the challenges of COVID-19, during which the Company worked with its service providers to maintain the expected level of service.

All complaints and requests received through the be'ah's Maana Call Center (1881) are addressed through service providers in the respective governorate.

MSW SERVICES ACROSS THE GOVERNMENTS

Service Area	Start of Operation	No. of Engineered Landfills	No. of Transfer Stations	No. of bins deployed	Average daily MSW received in landfills (tons)	Service provider	Service provider manpower	No. of collection trucks deployed	Average distance travelled by trucks (km/month)	Total traditional dumpsites decommissioned	Total dumpsites rehabilitated
South Al Sharqiyah In Addition To Wilayat Of Mahout, Al Wusta	2015	1	4	10,158	306	Ecovision Suma	403	152	282, 731	25	4
South Al Batinah	2016	1	1	18,670	554	Urbaser	327	127	303,260	49	3
Al Dakhiliyah	2016	1	6	23,227	524	Averda	416	133	462,410	43	8
Dhofar	2017	1	2	18,368	697	Averda	353	99	528,881	21	5
Al Dhahirah	2017	1	-	12,532	342	Al Ramooz	330	61	- 385,551	51	1
Al Buraimi	2017	1	-	4,954	311	National Veolia	34	303,331	24	1	
North Al Batinah	2017	1	1 (2 Under Construction)	27,750	1,609	Imdaad Al Batinah	478	171	734,240	53	4
Musandam	2018	1	1	3,320	44	Baunan				8	1
North Al Sharqiyah	2019	1 Under Construction	3 Under Construction	16,407	188	Al Ramooz National Veolia	273	85	364,518	26	4
Muscat	2017	1	1 Under Construction	33,301	2135	Averda	684	173	828,625	53	0
Al Wusta	2019		-	3,101	368	Renaissance	52	23	86,722	10	0
*Special Economic Zone, Duqm	2020	1	-	80	2.7	Sager Environmental Solution	24	5	22,197	7	0

TOTAL	MSW Collected	Operating Landfills	Operating Transfer Stations	No. of Bins Deployed	Service Provider Manpower	No. of Collection Trucks
in 2020	2.59 Million tons	10	16	171,868	3,340	1,063

*Holistic MSW operations: be'ah's pilot project in Special Economic Zone Dugm

The Special Economic Zone in Dugm (SEZAD) is a vital economic hub for Oman with many local and international companies setting up operations here. The Sultanate of Oman has developed this zone as a focal point in its economic diversification plans. Made to international standards, this economic zone daily generates 2.7 tons of waste on an average. The zone was seeking specialised services beyond just MSW management. Using this opportunity, be'ah collaborated with the Special Economic Zone Authority Duqm to launch a first of its kind pilot project that is part of a bigger objective of developing and implementing a holistic MSW strategy for Oman.

Launched in May 2020, be'ah's operations in the special economic zone extend beyond MSW management to cover street cleaning, street signage and pest control. This is one of the first steps be'ah is taking to further expand and improve its MSW operations and is aligned with the shared vision of both companies to deliver sustainable services. Through constant monitoring and assessment, be'ah continues to further develop the pilot study to make it more effective.

2. HEALTHCARE WASTE (HCW)

Due to its nature, HCW poses a significant risk of infection, contamination, and injury. It is generated from hospitals, health and dental clinics, blood banks and veterinary facilities, as well as medical research institutions and laboratories.

HCW can contain infectious agents, sharp objects, toxic material, hazardous chemicals or pharmaceuticals, that can be radioactive and genotoxic. Healthcare institutions across Oman annually generate around 4,500 tons of HCW, the highest quantity of which is produced in Muscat Governorate. Dhofar, North Al Batinah and South Al Sharqiyah governorates come second in this regard. About 15-20% of the total healthcare waste generated, is hazardous in nature. All individuals exposed to hazardous healthcare waste are potentially at risk, including those within healthcare establishments and those who handle such waste. Mismanagement or careless handling of such waste can have serious consequences on public health.

be'ah provides Healthcare Waste Management (HCWM) services on commercial basis to all governmental and private healthcare institutions across Oman. be'ah's state-ofthe-art healthcare waste treatment facilities have been established as per the latest international standards recommended by the World Health Organization (WHO) to ensure safe management and disposal using the latest scientific methods and technologies. be'ah's facilities use incineration and autoclave techniques. The autoclave technology, deemed as an eco-friendly technology, shreds all waste and sterilizes it to eliminate all pathogens to prepare it for safe disposal in engineered landfills. Incineration whereas, can be used to treat all types of HCW streams. be'ah, however, uses this process to mainly treat pharmaceutical products, cytotoxic and genotoxic waste etc. be'ah's treatment centers combined with its modern disposal facilities, create an integrated structure for healthcare waste treatment services. Through its pilot projects and recommendations towards implementing the best practices for healthcare waste management, be'ah has successfully launched the management of carcinogenic waste (genotoxic and cytotoxic) in Oman, which will enable proper segregations of such critical waste streams and streamline the process of managing and selecting a proper treatment at healthcare waste facilities.

be'ah has introduced specialized purple bins to segregate cytotoxic and genotoxic waste at The Royal Hospital and the Sultan Qaboos University. The color purple is a recognized international waste segregating code for such healthcare waste.



The following table shows the total amount of HCW received and treated at be'ah's facilities:

Waste Treatment Facility	Waste Received In 2020 (Tons)	Waste Treated In 2020 (Tons)
Al Multaqa	3,178	3,120*
Liwa	1,012	1,013**
Thumrait	476	476

^{*}The remaining HCW will be treated in the following cycle.

be'ah's EFFORTS DURING COVID-19

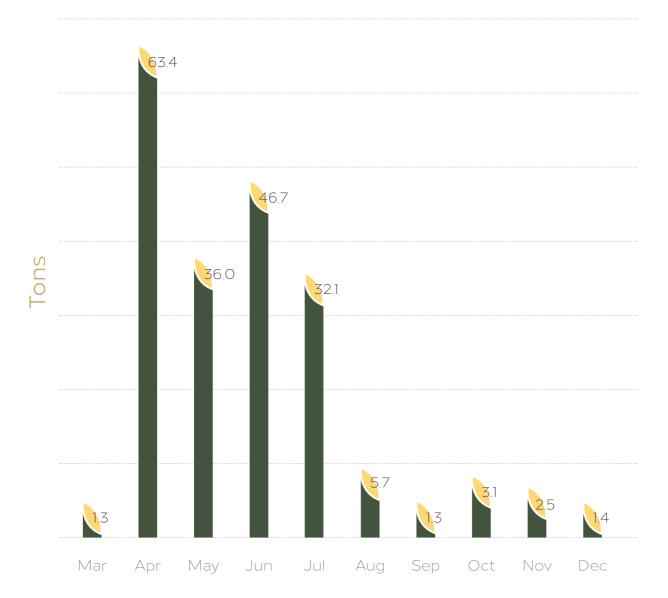
With the outbreak of the pandemic, be'ah activated its HCWM contingency plan in cooperation with the Ministry of Health. Under this plan, the frequency of HCW collection from all healthcare institutions across the country was increased. be'ah has sustained this momentum countrywide, ensuring prompt collection, transportation, treatment and final disposal of HCW. Under an agreement with the Ministry, be'ah continues to engage with high-level health officials on providing HCWM services at designated COVID-19 institutional isolation and quarantine centers. The Company's services have expanded to cover all newly added centers. At the peak of the pandemic, be'ah was providing HCWM services to 40 such centers.

The table below shows the volume of waste in various regions since the COVID-19 pandemic until December 2020.

^{**}The additional 1 ton of HCW treated at the Liwa facility was from the previous collection.

84

Waste Collected From COVID-19 Institutional Quarantine Centers



Total= **193.5** tons



3. INDUSTRIAL WASTE (IW)

IW is waste that arises from industrial processes and includes waste from oil and gas activities, manufacturing processes and energy and water production. It can be hazardous or non-hazardous in nature.

Hazardous waste is waste that causes or poses a threat to a person or to the environment due to its physical, chemical or biological nature. It may arise from industrial activities, health services or even in day-to-day household activities, and includes oil and chemical substances as well as hazardous compounds listed by the authorities in Oman.

be'ah has been devising strategic solutions to collect, treat and dispose industrial waste as per its nature (hazardous or non-hazardous). The Company adopted international standards to implement multidimensional sustainable IW management solutions, including providing opportunities to SMEs in transportation of hazardous waste.

HAZARDOUS WASTE MANAGEMENT

Besides developing an Integrated Waste Treatment Facility (IWTF) in Sohar, be'ah has created an online manifest for waste generators to record the movement of hazardous waste and to provide documentation for its safe transport and final disposal according to environmental standards. Waste generators (companies as well as industries) are required to fill this manifest before sending waste their waste to be'ah's facilities. This step ensures that be'ah's team of chemists and specialists can evaluate the waste, plan for its correct treatment, and advise on its transport and packaging procedures. The manifest serves both as a transport document and as a certificate of treatment/ destruction of the waste.

The IWTF is designed to treat all types of industrial waste such as oil and chemical waste generated across Oman. The project, and the facility infrastructure, are being completed

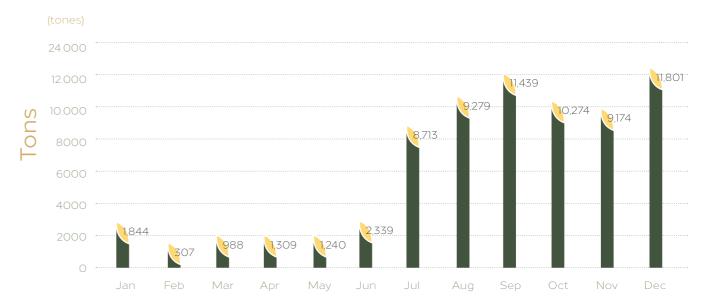
in a phased manner. Currently in its first phase of operations, which includes IW landfills, storage facilities and waste reception. The first phase also includes a solidification plant which is currently under construction as well as a laboratory in installation phase. The second phase will have an incineration unit, a physical and chemical treatment unit and pre-treatment facilities to make the facility a completely integrated one. Moreover, as part of the current Operation and Maintenance (O&M) contract, waste stored at Liwa temporary hazard waste storage facility is being transferred to Sohar IWTF for final disposal. Approximately 57,446 tons have been transferred so far with the remaining 12,468 tons to be transferred in due course. Once all waste has been moved out, the Liwa facility is planned for closure.

Current Status of the Integrated Hazardous Waste Handling and Treatment Facility

PHASE 1



Waste Received Sohar IWTF 2020



Total= **68,707** tons

INDUSTRIAL WASTE FACILITY IN DHOFAR

At Dhofar, be'ah has finalized a strategy where a specialized area in the Thumrait MSW landfill has been allocated to receive IW suitable for single lined landfilling, and an inert landfill in Raysut. be'ah also finalized the plan for a storage and handling area for organic waste destined for incineration and that that requires further treatment before landfilling in Raysut.

Studies are also underway to assess the requirements of oil and gas concession areas in order to establish the requisite infrastructure and find solutions for the IW generated in them.

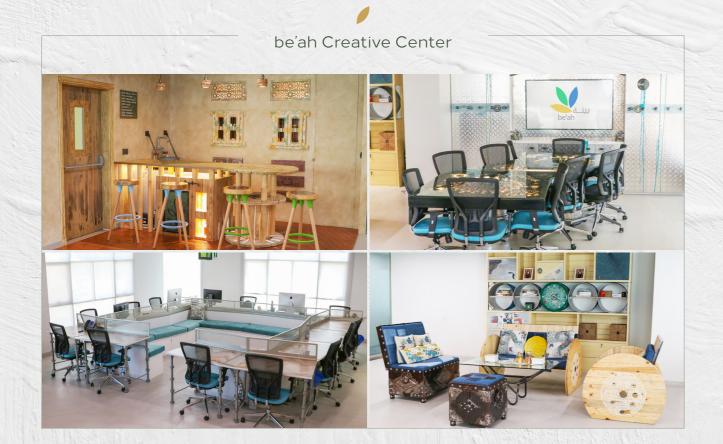
INDUSTRIAL WASTE FACILITY IN DUQM

In collaboration with the Special Economic Zone Authority Duqm (SEZAD), be'ah has constructed and is operating a facility to handle both MSW and IW. The landfill has been designed to accept inorganic waste with the highest classification for waste in Oman, as defined in the landfill acceptance criteria. It also includes general IW receiving facilities and a storage & handling area for organic waste destined for incineration and that that requires further treatment before landfilling. be'ah started receiving IW at this facility in late December, with a first shipment of approximately 6 tons.

PHOTO GALLERY





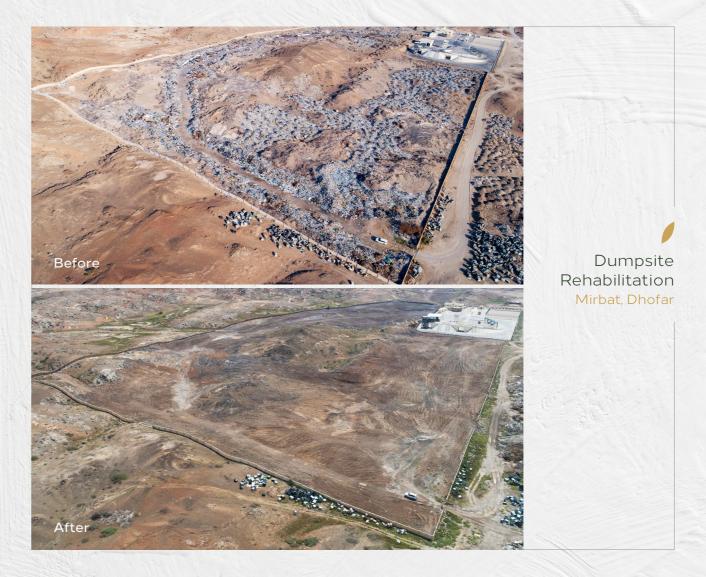


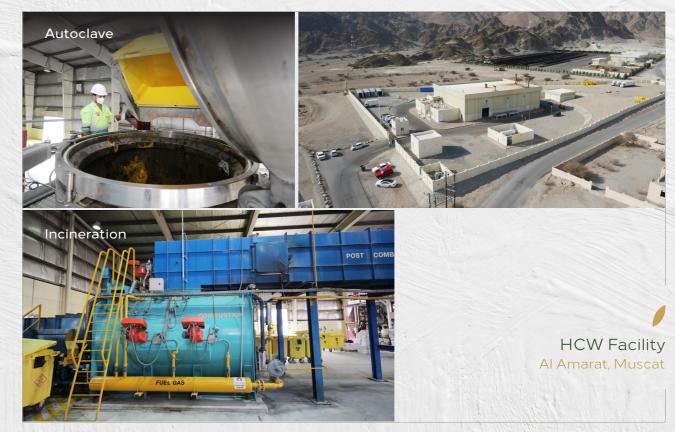












IWS Treatment Facility in Sohar

















Mobile Recycling Unit

GRI CONTENT INDEX



GRI CONTENT INDEX

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

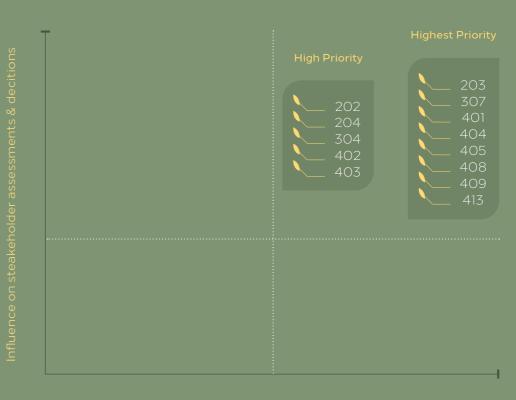
		General disclosures	
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Top-specific		Significant impacts of activities, products, and services on biodiversity	
disclosures		IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 307: Enviro	nmental con	npliance (topic boundary: be'ah, government, costumers, local communities, service providers	, suppliers)
		Explanation of the material topic and its boundaries	
Management approach		The management approach and its components	
		Evaluation of the management approach	
Top-specific disclosures		Non-compliance with environmental laws and regulations	
		GRI 401: Employment (topic boundary: be'ah, government)	
		Explanation of the material topic and its boundaries	
Management approach		The management approach and its components	
		Evaluation of the management approach	
		New employee hires and employee turnover	
Top-specific disclosures		Benefits provided to full-time employees that are not provided to temporary or part-time employees	

	Material topics						
	Number	Disclosure	Page				
GR	l 402: Labo	r/Management relations (topic boundary: be'ah, government, local communities)					
		Explanation of the material topic and its boundaries					
Management approach		The management approach and its components					
		Evaluation of the management approach					
Top-specific disclosures		Minimum notice periods regarding operational changes					
GRI 403:	Occupation	nal health and safety (topic boundary: be'ah, government, costumers, service prov	iders)				
	103-1	Explanation of the material topic and its boundaries	23, 52				
Management approach		The management approach and its components					
		Evaluation of the management approach					
		Occupational health and safety management system					
		Hazard identification, risk assessment, and incident investigation					
Top-specific		Occupational health services	52, 58-59				
disclosures		Worker training on occupational health and safety					
		Workers covered by an occupational health and safety management system					
	403-9	Work-related injuries	59				
GRI 404: Train	ing and edu	ucation (topic boundary: be'ah, government, local communities, academia, service	providers)				
		Explanation of the material topic and its boundaries					
Management approach		The management approach and its components					
		Evaluation of the management approach					
		Average hours of training per year per employee					
Top-specific disclosures		Programs for upgrading employee skills and transition assistance programs					
		Percentage of employees receiving regular performance and career development reviews					
GRI 405: Diversity and equal opportunity (topic boundary: be'ah, government, local communities, international communit							
	103-1	Explanation of the material topic and its boundaries	10-11, 53				
Management approach		The management approach and its components					
		Evaluation of the management approach					
Top-specific		Diversity of governance bodies and employees					
disclosures		Ratio of basic salary and remuneration of women to men					

	Material topics						
	Number	Disclosure	Page				
GRI 40	8: Child lab	or (topic boundary: be'ah, government, local communities, international communi	ty)				
		Explanation of the material topic and its boundaries					
Management approach		The management approach and its components					
		Evaluation of the management approach					
Top-specific disclosures	408-1	Operations and suppliers at significant risk for incidents of child labor					
GRI 409: For	ced or com	pulsory labor (topic boundary: be'ah, government, local communities, international com	munity)				
		Explanation of the material topic and its boundaries					
Management approach		The management approach and its components					
		Evaluation of the management approach					
Top-specific disclosures	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	53				
GRI 413: I	Local comn	nunities (topic boundary: be'ah, government, costumers, local communities, acade	mia)				
		Explanation of the material topic and its boundaries					
Management approach		The management approach and its components					
		Evaluation of the management approach					
Top-specific disclosures		Operations with local community engagement, impact assessments, and development programs					

Topic Prioritization Visualization



ignificance of economic, enviroment & social impacts

ENABLING OPPORTUNITIES

ANNUAL SUSTAINABILITY REPORT 2020



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ANNUAL SUSTAINABILITY REPORT

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Statement of Continued Support from the Chief Executive Officer

To our stakeholders:

I am pleased to confirm that the Oman Environmental Services Holding Company, be'ah, reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labor, Environment and Anti-Corruption.

be'ah's corporate and cultural values reflect its commitment to corporate sustainability and we vow to acquire best practices and deliver in areas of Human Rights, Labor, Environment and Anti-Corruption.

This year, we chose to submit our Annual Sustainability Report titled *Enabling Opportunities* to better communicate our progress on the three pillars of sustainability and our alignment with the United Nations Global Compact and Sustainable Development Goals. We also commit to sharing this information with our stakeholders using our primary channels of communication.

Sincerely yours, Eng. Tariq Al-Amri be'ah, CEO



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.