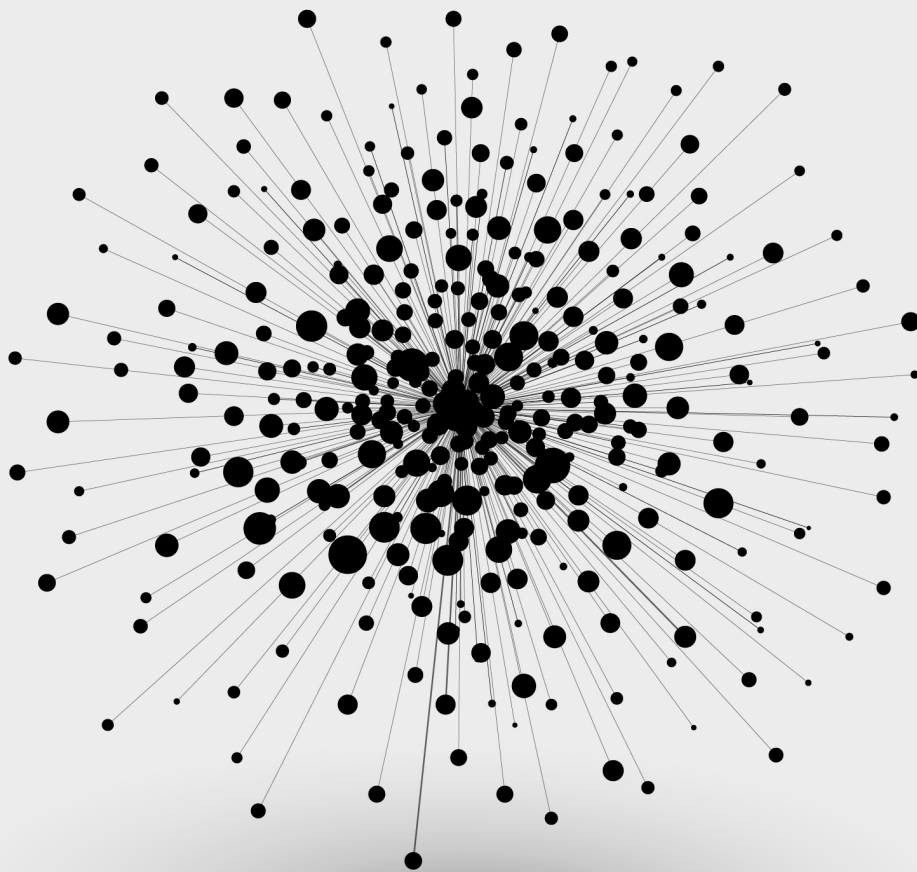


dar

# Communication **on progress**

2019 - **2020**



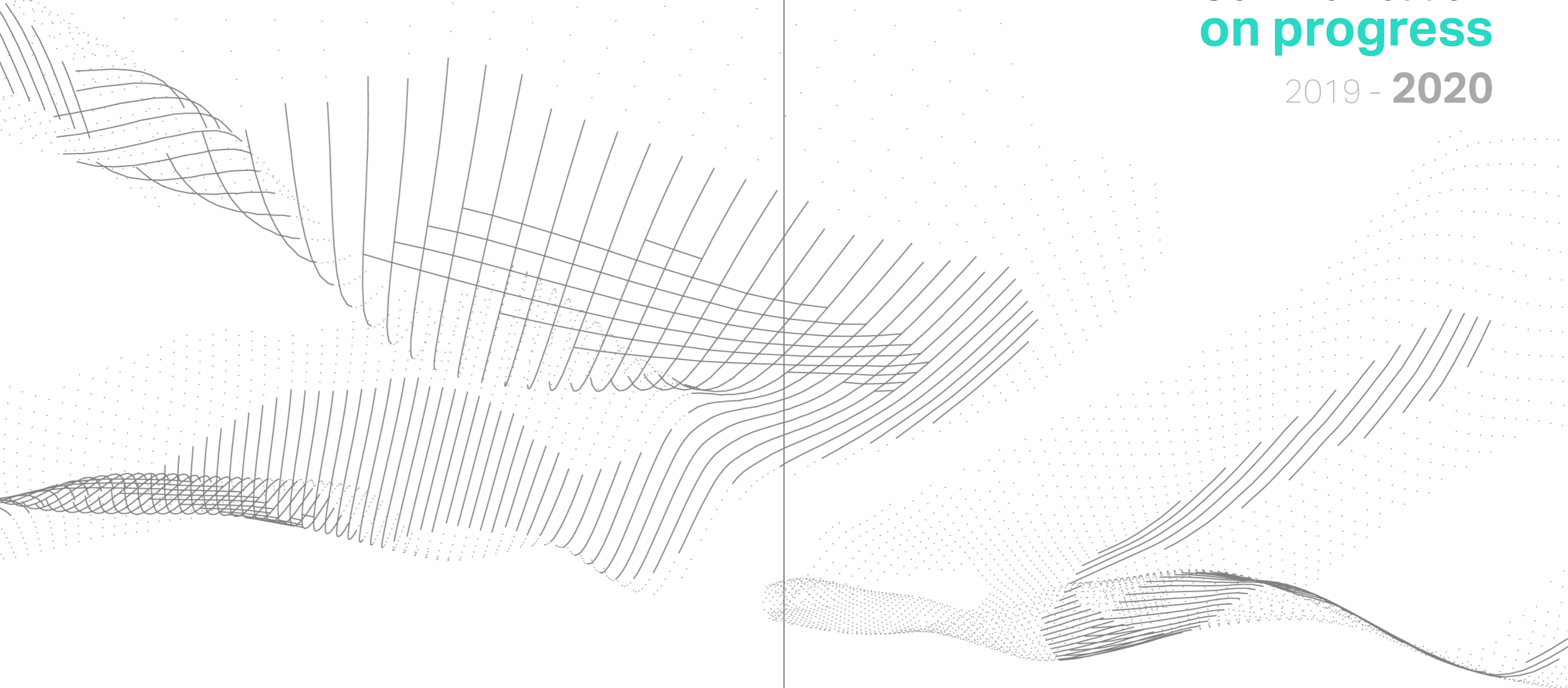
United Nations  
Global Compact



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Communication  
**on progress**

2019 - **2020**



United Nations  
Global Compact



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# 01.

## Statement from Dar Chairman and CEO



To our stakeholders,

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

As part of our commitment to the Compact's principles of public transparency, I am also pleased to present our second Communication on Progress, which describes our efforts to implement the Ten Principles, support the SDGs, and drive sustainable development in the communities we serve.

Dar Al-Handasah Consultants  
(Shair and Partners)

**Talal K. Shair**

Chairman and CEO



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# 02.

## Communication on Progress:

 Human Rights

 Labor

 Environment

 Anti-Corruption and Anti-Bribery

 Pursuing the SDGs through Projects and Business Operations





# Human Rights

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

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

### COMMITMENT TO OUR PEOPLE:

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

### COMMITMENT TO SOCIAL RESPONSIBILITY:

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



## Implementation

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

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

## Monitoring and evaluating performance

As noted in Dar's Modern Slavery Transparency statement, we are committed to tackling concerns relevant to human rights considerations, in particular noting that we have a zero-tolerance approach to modern slavery across our organization, as well as in our supply chains.

- We deliver our services through our high-quality staff and as such we have robust recruitment practices supported by representatives of our Human Resources team. Checks include evidence to support our candidates 'right to work' according to local labor legislation. Through such strict oversight and involvement, we limit the risk of being complicit in trafficking or forced labor.
- We also work in partnership with all our contactors, suppliers and other business partners and, we leverage those collaborative relationships to ensure that our partners share and work towards our opposition to slavery and human rights trafficking. To manage this, as part of our contracting processes, we will work to include specific prohibitions on use of forced, compulsory or trafficked labor, or anyone held in slavery or servitude, whether adults or children, and we expect our suppliers to hold their own suppliers to the same high standards.
- Any violation of Dar's anti-trafficking or anti-slavery principles by an employee or business partner will result in immediate termination of any business relationship with Dar.

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

The purpose of all of these activities is always to evaluate and improve working conditions at Dar.





Dar is a multidisciplinary engineering consultancy that provides clients with a variety of design, architecture, engineering, and project management services. The only way we can do so is by using the capabilities of our highly-educated and highly-qualified staff of engineers, architects, designers, planners, economists, and other professionals.

## I. Anti-Slavery and Human Trafficking Policy

Dar does not have any cases of forced or compulsory labour and no cases of child labour. We do not employ any person below the age of eighteen under any circumstances. Indeed, our human resources department conducts numerous checks on potential employees including, critically, checks for evidence to support their 'right to work.' This close involvement and oversight limits the risk of engaging in child labour or forced or trafficked labour.

Moreover, we have expressed our commitment to international labour conventions and instruments such as the UK Modern Slavery Act 2015 and the United Nations Global Compact and have implemented policies and procedures to ensure that we are never complicit or connected in any way to modern slavery or child labour.

In 2018, Dar introduced an Anti-Slavery and Human Trafficking Policy: our commitment to ensuring that modern slavery is not taking place anywhere in our businesses or in any of our supply chains. The policy is in line with UNGC Principles 4 and 5 and SDG 8 Target 8.7 (Take immediate and effective measures to eradicate forced labour and end modern slavery and human trafficking).

The Anti-Slavery and Human Trafficking policy applies to all persons working for Dar or on its behalf, in any capacity.

“ Modern slavery is a crime in a number of the jurisdictions in which we operate and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. **We have a zero-tolerance approach to modern slavery** and we are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere in our own business or in any of our supply chains. ”

– Dar Anti-Slavery and Human Trafficking Policy



## Policy regarding business partners and suppliers

At Dar, we want to work with suppliers and other business partners who share our values regarding modern slavery and human trafficking. Therefore, before engaging any supplier or other business partner and even before renewing any existing business arrangement with an existing supplier or business partner, we conduct and document a risk assessment designed to identify if there is a modern slavery risk. Examples of questions we seek to answer include:

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

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

If the business partner is approved and as part of our contracting processes, we include specific prohibitions against the use of forced, compulsory, or trafficked labour or of anyone held in slavery or servitude, whether adults or children.

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

**(A) The supplier or business partner:**

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

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

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

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

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

Moreover, the policy states that any employee who believes or suspects that a breach of the policy has occurred or may occur, or who has any concerns about any issue or suspicion of modern slavery in any parts of Dar's business or any supply chains of any supplier tier, must notify his or her Head of Department or Director as soon as possible.

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

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



## II. The Employee Handbook

Since the success of our business fundamentally depends on the advanced training and specialised skillsets of our employees, we have stringent human resources policies in place in order to attract and recruit the best and most qualified candidates we can find. Moreover, since consistency is key to the performance of our business, we try our very best to retain our employees by offering competitive compensation packages that meet all local labour law policies and by providing additional benefits including but not limited to high-quality medical insurance, extra paid vacation days with more years of experience, educational benefits, and other perks.

Dar is also concerned with protecting the rights of its workforce. Every new Dar employee undergoes the Dar Orientation and Induction Program, which is a program aimed at introducing him or her to the company, to its human resources processes, and to his or her rights and responsibilities. All of these are listed in the Employee Handbook, a virtual copy of which is consistently available to all Dar employees.

### Combatting discrimination

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

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

Operating as it does in multi-cultural and multi-religious communities, Dar fights to ensure that proper respect is paid to all religious employees, and it observes public religious holidays for all sects and offers employees an extra optional holiday that can be used to observe a religious event of their choice. Where appropriate, Dar also offers shorter working days for all employees (Muslim and non-Muslim) during the holy month of Ramadan.

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

	P4+ AND ABOVE					
	MALE		FEMALE		TOTAL	
Beirut	59	39%	11	7%	70	47%
Cairo	52	35%	6	4%	58	39%
Pune	9	6%	1	1%	10	7%
Amman	4	3%	0	0%	4	3%
London	7	5%	1	1%	8	5%
<b>Total</b>	<b>131</b>	<b>87%</b>	<b>19</b>	<b>13%</b>	<b>150</b>	

Figure: Distribution of Dar's managerial positions by gender

The distribution of managerial positions at Dar shows an imbalance between male and female managers at the top level. Still, women at Dar hold positions of great influence. In 2020, Dar appointed its second female director, and due to their skills and qualifications, several women head departments and entire design units in highly technical sectors such as architecture, electrical engineering, information technology, mechanical and structural engineering, marine design, resources and environment, technical coordination, and others. Women also serve as project managers on some of the company's most important projects.

Though Dar operates in countries with high levels of gender-based discrimination and a relatively recent acceptance of women in the general workplace, we are committed to hiring qualified women and offering them opportunities for promotion to the highest levels. There is significant progress still to be made in this domain, but we hope to move forward steadily on this point in the next few years.

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

### Rights and responsibilities

The Employee Handbook familiarises employees with all their rights at the company, and Dar consistently applies all government decrees and labour policies in its countries of operation. For example, Lebanese employees up to 64 years of age are eligible for end-of-service indemnity and are eligible for medical insurance and family allowances for as long as they are employed. Meanwhile, employees up to 60 years of age in Egypt will be eligible for end-of-service pension plan and medical allowance according to local labour law. All employees are also eligible for fully paid leave days and for paid sick leave days, including a specified number of non-consecutive sick days that the employee may take without presenting any medical certificate. Employees are also granted paid compassionate leave whenever first-degree deaths occur in their families. Female employees are entitled to paid maternity leave as per local labour laws, and the company also follows local labour policies in other matters such as providing paid nursing breaks. Moreover, all employees are also granted both life insurance and medical insurance, with the latter covering physician fees for examinations, daily expenses in hospitals, all medically-necessary treatments, and other services.

### Grievance mechanism

Recognising that all employees are entitled to receive answers to questions or clarification of concerns from their immediate director, the Employee Handbook also outlines the grievance mechanisms and employee resolution procedures that employees can use if their requests are not handled satisfactorily or on an informal basis. Under the terms of this procedure, the employee attempts to resolve the issue or concern verbally by an appointment with their immediate director. If the issue is not resolved within seven days, the employee can submit a written request to use the Employee Resolution Procedure, together with a written document outlining specific problems, to his or her immediate director. If no resolution is reached within seven calendar days, the employee can forward the same information to the human resources department. At each level of the meeting, the employee and the immediate director will both be included. The human resources team will submit the final decision to the employee within seven calendar days of their meeting with the employee. A problem resolution procedure may be stopped at any stage with the written consent of all parties concerned. This grievance mechanism is outlined in the Employee Handbook so all employees are aware of their rights and are aware of how to initiate such a procedure.





### III. Occupational Health and Safety

In the last reporting period, Dar successfully achieved the industry’s latest and best standard in occupational safety and health – the ISO 45001.

This step forward comes as we double down on our commitment to health and safety. On our project sites around the region, we provide HSE project committees, technical advice and guidance, and extensive training programs in order to improve employee safety and create better working conditions. Many of our flagship projects have implemented their own reward and recognition programs to promote a positive safety culture, and our company directors are demonstrating their commitment to this cause with periodic HSE-inspection project tours. With the ISO 45001 certification, we are proud to join an elite category of businesses that meet an internationally recognised level of excellence.

In the last reporting period, Dar was also granted the British Safety Council 2020 International Safety Award, which celebrates organisations that have shown true dedication to keeping their workers and workplaces healthy and safe over the last year.

This prestigious award recognises Dar’s continued commitment to providing and maintaining a safe, healthy, and secure workplace for all of our people. This year, we were challenged by the evidence we had to provide to the British Safety Council with regards to our health and safety program, culture, and performance. We are delighted to have been able to demonstrate new innovations and improvements in our HSSE management system and processes.

These achievements also complement the Company Office HSE Procedures updated in 2019. The document clearly outlines numerous safety-related company procedures including, but not limited to, the company’s emergency evacuation requirements procedure, the medical emergency response plan, the HSE travel/transport procedure, accident/incident reporting requirements, DSE risk assessment procedure, task risk assessment procedure, office audit procedure, health and safety guidelines, and emergency environmental response procedures. The procedures are highly detailed and comprehensive. For example, the emergency evacuation requirements procedure includes technical details on the fire detection and management systems, the escape routes, the building layout, emergency numbers, and emergency response teams related to the different design centres. The company medical emergency response plan



International Safety Award  
Winner  
— 2020 —



This is to certify that  
Dar Al Handasah - Cairo Egypt

has achieved an International Safety Award for demonstrating a strong commitment to good health and safety management during 2019.



also lays out the procedures following a medical illness and outlines the internal and external resources that each centre has access to (on-site first aid team and clinic or local hospitals and emergency numbers).

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



### COVID-19

In 2019 – 2020, Dar, along with the rest of the world, faced the coronavirus pandemic, and our existing commitment to health and safety empowered us to respond. From the early days of the crisis, Dar moved to restrict all non-essential business travel. Our human resources and administration departments also consistently disseminated information on the virus in order to raise awareness of healthy practices. For example, the internal company website available to all employees carried various announcements and a comprehensive guide for safety measures designed to combat COVID-19. Moreover, restrictions and informative signage were set up around several Dar offices (floors, elevators, canteens, etc.) to boost awareness and help employees maintain social distancing practices. Regular disinfection and cleaning was also conducted at Dar offices on a daily basis to mitigate any potential spread of the virus.

We also set up and updated online platforms to support remote working. Therefore, when local or national lockdowns were implemented, our employees could already work from the safety of their homes. When lockdowns were lifted, returns to Dar offices around the world were phased in compliance with local guidelines and best practices. Mask-wearing and social distancing measures were also implemented at all Dar offices, and all employees have

to have their temperatures taken before entering a Dar office. Moreover, if any employee tested positive for COVID-19, all those who were potentially in contact with this person were immediately informed and asked to self-isolate and test themselves.

Where it is possible to do so, Dar is working with public health authorities to streamline access to COVID-19 vaccines for Dar employees and their families, with the company covering all associated costs.

### Safeguarding employees

The company also aims to raise awareness and protect its employees against external threats they may face. For example, the company keeps important security circulars issued by governmental bodies easily accessible to Dar employees. To cite one example, in times of unrest in Beirut, the company forwarded a “What to Do in Case of an Explosion” circular prepared by the Lebanese Ministry of Interior and Municipalities Civil Defence Directorate General to all its employees and kept the brochure on the intranet as well. The company also prepares and publishes its own brochures to promote security awareness among its employees: these have included a “What to Do in Case of an Earthquake” brochure, which was prepared in-house and preserved on the intranet, where it is accessible to all employees.

Elsewhere, Dar’s information security team consistently provides Dar employees with advice on personal internet security matters such as avoiding hackers, detecting fraud, and protecting their children from online predators, to cite just a few examples. The team uses multiple channels for disseminating such critical information. For example, it often sends in-house generated emails with harmless spam links to employees’ work accounts and follows that up with an email explaining what had happened and how to recognise the key indicators of real spam emails. By doing so on a regular basis, the team ensures that employees remain vigilant against the threat of spam emails and online fraud. Moreover, the team also delivers tip sheets by email and consistently shares specialised articles containing valuable information, publishing them on the intranet where they are easily accessible to all employees.

By offering these services, Dar strives to create a comfortable working environment in which employees can feel safe, secure, and well cared for.



## Environment

In its day-to-day business, Dar promotes environmentally-friendly practices and sustainability both externally – through our projects, the services we offer to our clients, our relationships with suppliers and contractors, and our corporate social responsibility initiatives – and internally, through ambitious targets for our assets and strict standards for sustainability and occupational health and safety within our offices.

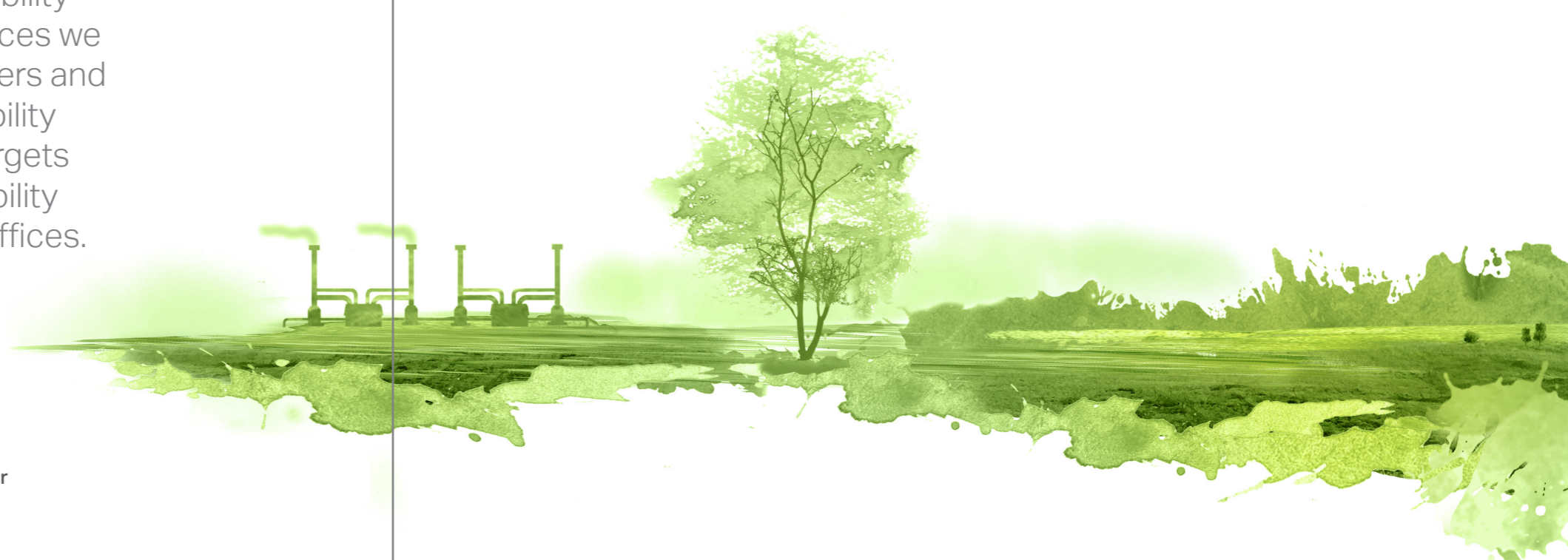
### Internal Policies and Practices

#### Dar's Sustainability Policy

In the last reporting period (July 2020), Dar introduced a comprehensive sustainability policy to ensure that we are exerting every effort to limit our own footprint, preserve our environment, and offer our clients top-grade sustainability consulting with a focus on net zero solutions.

Our commitment to environmental sustainability begins at home with a sustainability policy and procedure that ensures we are exerting every effort to limit our footprint and preserve our environment. Through this policy, Dar recognises its responsibility to fulfil all legal and other compliance obligations. Moreover, the company commits to undertaking sustainable initiatives to promote resource efficiency and adequate management and to reduce the carbon footprints of all our existing and future assets. Our initiatives include:

- **Pursuing strategies for energy efficiency and renewable energy**  
Dar's design focuses on primarily tackling the environmental and economic harms associated with fossil fuel energy by reducing demand and increasing self-supply of renewable energy. Our high-performance building and community design standards are adopted throughout all our projects and new premises to ensure optimised energy conservation and integrate renewable energy as feasible, with a prime focus on designing for zero energy.
- **Pursuing strategies for greenhouse gas reductions**  
To fortify our commitment to mitigating climate change and addressing carbon neutrality, Dar specialists actively calculate greenhouse gas emissions for Dar sustainability projects and premises. We are highly focused on building resilient communities to resolve potential climate risks.



- **Pursuing strategies for transport efficiency**  
Dar promotes and facilitates alternatives to conventionally fuelled automobiles, by providing electric vehicle charging stations, bike racks, shaded pedestrian routes and shuttle buses for promoting carpooling, wherever applicable in our projects.
- **Pursuing strategies for water use reduction**  
Dar is responsive to the earth's water resource depletion and ensures that the design for projects follows minimum sustainable strategies if not net zero water usage. We also highly focus on an integrated sustainable operation and maintenance plan to minimise water losses.
- **Pursuing strategies for solid waste management**  
Our target for zero waste starts from within with a focus on segregation and recycling. We implement a highly sustainable waste management strategy both in our projects as well as across our premises.
- **Pursuing strategies for sustainable materials procurement**  
Dar's sustainable procurement strategy emphasises local/regional materials that are durable, by encouraging the use of local materials to reduce transportation needs, responsibly sourced materials, and materials with high recycled contents, with a prime focus on designing for flexibility in ease of disassembly and reuse/recycling.



“ *Dar’s efforts to implement sustainable performance are tangibly measured in line with formal ISO 14001:2015 environmental management system certification.* ”

One of the principal stipulations of Dar’s sustainability policy is raising awareness by conducting continuous staff training on sustainability and increase the number of green professionals in our influential communities. As we stand today with more than 475 certified green professionals, we strive to increase awareness, qualifications and certifications. This is coupled with community-based development activities for promoting sustainable awareness in schools, universities, organisations, governmental entities, councils, etc., for assisting, where possible, in shaping policies for building a more sustainable future.

## GORD Delivers GSAS Refresher Course and Workshop in Dar Beirut

On January 29 and 30, the Gulf Organisation for Research and Development (GORD) delivered the GSAS (Global Sustainability Assessment System) Design and Build Certified Green Professionals Refresher Course and the GSAS Energy Assessment Workshop at the Dar Beirut Learning Centre.

The refresher course provided Dar’s Certified Green Professionals with information about the GSAS 2019 – 4<sup>th</sup> Edition, the latest version of GSAS, familiarising them with all the updates, alterations, and additional requirements. Meanwhile, the GSAS Energy Assessment Workshop allowed participants to acquire the necessary tools, methods, and expertise to sustainably improve energy conservation, undertake GSAS assessments, and manage projects’ certifications to achieve a sustainable built environment. Attending both workshops allowed Dar’s GSAS CGP-certified staff to fulfil all renewal requirements for their licenses.

The company also adheres to sustainable development by ensuring that all our projects are designed to sustainable standards via an integrated design approach with synergy and communication between all team members. Dar highly engages with its clients to promote sustainable design practices, with all suppliers to raise awareness by asking them for environmental data on their products, and all contractors by means of promoting sustainable construction practices, hence overall strongly supporting and actively encouraging all its stakeholders and partners to adopt a conscientious approach to sustainable high-performance practices.

This policy is displayed in all Dar offices and made available to both our clients and the public upon request.

## Engaging in research on sustainability

Dar is actively engaged with local and international academic entities to contribute and integrate its expertise to deploy and validate best practices in sustainable and resilient communities, via signing memorandum of understanding and engaging in research work for promoting sustainable innovation to foster transition to a zero-carbon world.



GORD Delivers GSAS Refresher Course and Workshop in Dar Beirut



In the last reporting period, Dar signed a Memorandum of Understanding with the American University of Beirut, establishing a framework for cooperation in areas related to sustainability in the Middle East, with special focus on green buildings, green engineering, and sustainable practices in building systems and services. The MoU's proposed objectives include knowledge sharing initiatives and capacity building programs (continuing education, professional e-training courses, etc.) in sustainability and green technologies. Through this MoU, Dar supported "The Fourth International Conference on Efficient Building Design Materials and HVAC Equipment Technologies" Virtual Conference that took place in November 2020 with more than ten most popular sustainability topics presented by Dar experts.



A Shared Commitment to Sustainability: Dar and AUB sign MoU

## Limiting our environmental footprint

Our commitment to environmental sustainability begins with ensuring that we are doing the best we can to limit our own footprint and preserve our environment.

The first of these new facilities was Dar's LEED-Gold certified headquarters in the Smart Village in Egypt. Every year, Dar specialists take architecture and engineering students on a three-hour tour of the facilities to demonstrate how it acquired its LEED certification and to raise awareness on environmentally-friendly building options. The headquarters of Dar Group at 150 Holborn, London was also designed and will be built to LEED Platinum standards and shall target net zero energy, water and waste strategies.

*“ By company policy, all future renovations of Dar’s existing facilities will be LEED certified under “LEED for Existing Buildings Operation and Maintenance,” while any new Dar facilities will be designed in-house to achieve the highest possible levels of LEED certification. ”*



BUE Students Tour Dar Cairo Headquarters at the Smart Village



## Environmental management system and policy

Dar has a written policy on environmental issues, outlined in the Company Office HSE Procedures.

The company's specialized environmental procedure establishes its goal of developing a comprehensive and effective environmental management system for each of its design centers: Amman, Beirut, Cairo, London, and Pune. Under the terms of the company's environmental policy, each Dar office must undertake an impacts and aspects assessment and prepare an environmental plan to detail the necessary actions with the aim of:

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

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

## Raising awareness

One of the principal stipulations of Dar's environmental policy is raising awareness. The policy recognizes that while the company's office locations can take action to minimize their environmental footprints, complete benefit can only be derived if the entire workforce participates fully in any initiative or change, especially since some of these initiatives will require behavioral changes. Therefore, each location is required to develop a comprehensive

program of environmental campaigns designed to support Dar's environmental initiatives and to raise awareness among employees on the importance of environmental protection.

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

## Campaign to Raise Awareness of the United Nations Sustainable Development Goals (SDGs)

An example of one such campaign, that was recognised for its contribution to creating a more sustainable environment by the Institute of Environmental Management and Assessment (IEMA) in its 2020 Sustainability Awards, was Dar's Sustainable Development Goals (SDG) Campaign. The campaign was initiated by the Environment and Sustainability Teams in the London Office, but was taken up internationally by employees across multiple offices and departments.

The campaign was developed to address a knowledge gap; although Dar's Environment and Sustainability teams had good awareness of the SDGs and could aptly apply them to our projects, other departments and disciplines were potentially less familiar with the global goals. The SDGs were not at this stage being holistically applied across all projects and business operations. In short, sustainable development was seen as an environmental issue, rather than a business-wide issue. This was the perception the SDG Campaign set out to influence through the following three phases:

### 1. Start a Dialogue

In order to initiate a company-wide discussion about SDGs a series of articles was planned, developed and published in the online Dar Magazine:

- The first article, written by John Davey, was entitled "Agenda 2030: a new start or our last chance?"
- The second article, written by John McCawley and Sureiya Pochee, looked at the SDGs more specifically and used the Ibadan City Masterplan (a project shortlisted in the 2019 IEMA Awards in the Community and Social Value category and won the Royal Town Planning Institute's (RTPI) International Award for Planning Excellence also in 2019) to exemplify how the goals can be used to measure sustainability.

### 2. Appoint our Sustainability Champions

Through a multi-disciplinary team of well-respected individuals embedded into the fabric of their departments and offices, the ethos of sustainable development was able to permeate into Dar's everyday practices and achieve the campaign's aim of encouraging a more holistic approach to sustainable development. Thus far, SDG Champions have been appointed across key departments, including:

- Mechanical Engineering and Industry;
- Electrical Engineering and Telecommunications;
- Resources and Environmental Engineering;
- Planning and Urban Design; and,
- Architecture.

Each Champion released a video summarizing one of the SDGs and Dar's contribution to achieving it, all of which are available to view on Dar's YouTube Channel:

- [SDG 3: Good Health and Well-Being](#)
- [SDG 4: Quality Education](#)
- [SDG 6: Clean Water and Sanitation](#)
- [SDG 7: Affordable and Clean Energy](#)
- [SDG 9: Industry, Innovation and Infrastructure](#)
- [SDG 11: Sustainable Cities and Communities](#)
- [SDG 13: Climate Action](#)
- [SDG 15: Life on Land](#)



SDG 15 on Life on Land Featuring John McCawley



### 3. Critically Engage

Dar, as a design engineering consultancy, celebrates annually World Engineering Day (WED). In 2020 the theme of WED was Sustainable Development, and this presented an opportunity to step up the campaign and demonstrate how the SDGs can be applied to engineering.

A workshop event was organised whereby the Head of the London Environment Team and campaign team member, John McCawley, asked Dar employees to more critically engage with the SDGs and



Figure 1: Photo from WED SDG event in Dar's London Office

think how they may be applied to their projects. An interactive format required colleagues to look over the targets associated with each of the SDGs and discuss which projects have contributed to their attainment. A photo from the workshop is shown in Figure 1. The suggested projects were then mapped, as shown in Figure 2, and shared with the participants to demonstrate our impact on the SDGs.

John concluded by encouraging Dar employees to actively engage with the SDG framework as a mechanism for ensuring our projects are environmentally, economically and socially sustainable.

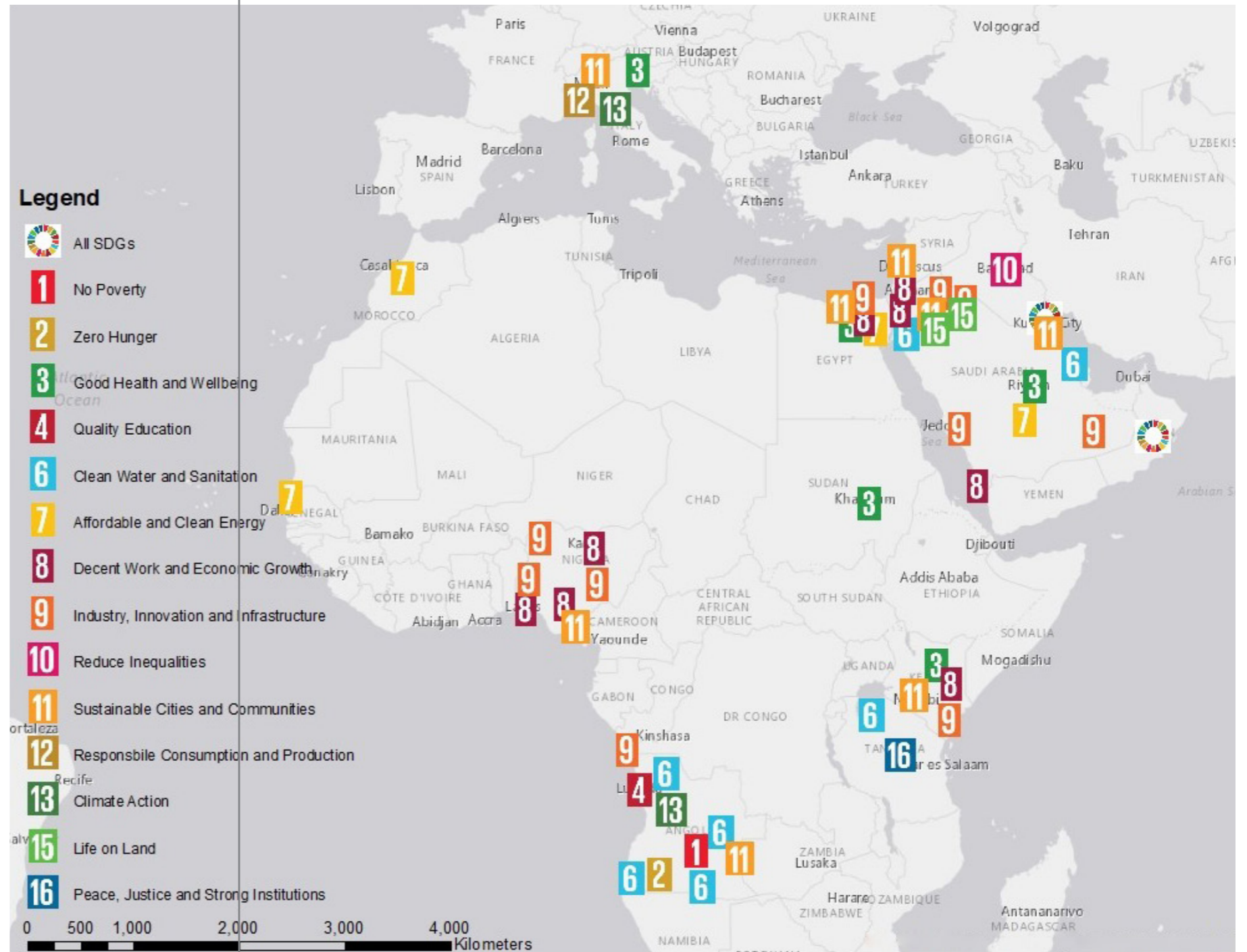


Figure 2: Results of SDG Workshop

Plans to hold similar events in other offices have been affected by the Covid-19 outbreak but the campaign team is looking for alternative methods of engagement. Moving forward, Dar plans to disseminate the adopted approach to its sister companies in the Dar Group.



## Initiatives and programs to reduce consumption of resources

### 1. Water

Dar's company office environmental procedure also dictates that offices should develop a method to monitor and reduce water usage to the minimum possible.

Methods of reducing water usage at Dar include:

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

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

### 2. Electricity

A significant part of Dar's commitment to environmental sustainability is its ability to reduce its own footprint as compared to international standards for typical office applications in the relevant climate.

To achieve this goal, company procedure dictates that each office should endeavour to promote the use of green power generation where appropriate and should develop a method to monitor and reduce energy usage to the minimum. Dar Cairo, for example, uses a building monitoring system that automatically turns off lights after working hours if no motion is detected. Offices and employees are also encouraged to use energy-saving measures to reduce their energy usage.

Dar also tries to identify alternatives to reduce its environmental impacts through minimizing the number of trips, prioritizing videoconferencing, focusing on low emission cars, and trying to reduce the number of unnecessary journeys. The first of these two measures was bolstered during this reporting period by an increased uptake in virtual communication as a result of the restrictions imposed by the coronavirus pandemic.

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



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

## Reducing and recycling waste materials

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

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

Waste is then removed from the office to a licensed area for further processing by a licensed waste contractor. The waste contractor will issue regular reports detailing the types of waste collected and approximate weight of each waste stream. The intent is to recycle as much waste as possible and reduce the amount sent to landfill. Moreover, company policy dictates that all waste management contractors should be audited in order to verify their compliance with local regulations and that all waste is tracked to its final destination by the administration with technical input from the HSE unit. The HSE manager undertakes an annual review to ensure the proper implementation of this procedure. The administration also keeps waste management related records and reports them to the HSE department for analysis and management review. For safety reasons, all offices must ensure that proper, clean, and well-maintained storage areas are provided for occasions when any food or toxic, hazardous, medical, and sanitary waste is stored on site prior to disposal.



The company also introduced initiatives to segregate and recycle waste. Dar Beirut, for example, introduced specific bins at the entrance to each Dar-affiliated building and parking in order to collect batteries and dispose of them in an environmentally-friendly manner. Dar Beirut also partnered with FabricAID, a non-governmental organization that collects, sorts, and redistributes used clothes to disadvantaged communities at micro-prices (\$0.3-\$2 per item) in order to meet a need and reduce fabric waste.

Also, Dar members have volunteered to effectively collect broken glass as a result of the Beirut explosion and contributed to recycling of countless glass doors and windows in order to reduce waste to landfill.

## Dealing with Environmental Incidents

By company policy, each office must produce an environmental aspects and impacts register. The HSE manager is responsible for developing the register for each location; for authorizing, updating, and safeguarding the procedure; and for coordinating any necessary actions. The process of developing this register is identifying and specifying local environmental legislation or rules; identifying all direct or indirect environmental aspects and their potential positive or negative environmental impacts (air pollution, noise nuisance, indirect impacts, and others); evaluating each impact and estimating frequency of occurrence and severity; and compiling the register. The risks are then evaluated through a company risk assessment matrix and characterized as "low risk," "medium risk," or "high risk."



The policy also sets out a company emergency environmental response procedures for environmental incidents with significant impacts. The head of the administration department is responsible for the procedure and for nominating the emergency coordinator, who takes charge of and coordinates all activities during any emergency situation. The policy sets up a procedure for immediate incident reporting and mechanisms for assessing and responding to incidents and for evacuating the offices if necessary. These comprehensive procedures are set in place even though it must be noted that Dar offices do not store large quantities of toxic chemicals, that significant releases are not expected, and that it is unlikely that any environmental incident would occur that would require evacuation of an office.

Dar has experienced no investigations, legal cases, rulings, fines, and other relevant events related to the environmental principles in the last reporting period.





## Offering Clients Expertise in Sustainability

Dar is a global leader in sustainable design and environmental consultancy: providing thought leadership on sustainability issues on an international scale, supporting global targets for environmental sustainability, and pioneering high performance design in the region.

Working with international and local partners to promote green building and sustainability, Dar has been a Platinum Member of the USGBC since April 5, 2007, regularly attending the USGBC Green Build Conference & Expo as well as the annual sustainability summits and congresses. At a company level, Dar also sponsors and participates in multiple events for green buildings and sustainability awareness (organized by the World Green Building Council, local green building councils, or local orders of engineers and architects). These were mainly events held in the United Arab Emirates, Lebanon, Jordan, India, and Egypt that tackled matters of advancing sustainability towards net zero targets. Dar is also a member of GORD academy to support in promoting sustainability in the state of Qatar. Dar sustainability experts also continuously conduct research related to the sustainability, high performance building design targeting net zero energy, water and waste and accordingly publish several papers and journals, including but not limited to conferences, to promote the concept of sustainable design.

## A minimum established baseline for sustainable design in all Dar projects

Dar adheres to principles of sustainable development by ensuring that all of our projects are designed to sustainable standards via an integrated design approach, implemented through synergy and communication between all team members across related disciplines. In practical terms, whether our clients are seeking sustainability certifications or not, our internal policy establishes a minimum baseline for sustainable design standards that must be met on all Dar projects. Our baseline includes reducing CO<sub>2</sub> emissions as well as energy and potable water consumption; eliminating hazardous materials; and storing and collecting waste recyclables on all of our projects.

To achieve these ambitious targets, Dar engages with clients to promote and encourage the adoption of sustainable design practices (up to and including net zero), with suppliers to raise awareness, and with contractors to implement safe and sustainable construction practices. In doing



so, our experts offer strategies for promoting water and energy efficiency and management, transport efficiency, indoor air quality and occupant health and wellbeing, solid waste management, options in renewable energy, measures to reduce greenhouse gas emissions, and sustainable materials.

Our policy is displayed in all Dar offices and made available to both clients and the public, hence actively encouraging all stakeholders and partners to adopt a conscientious approach to sustainable high-performance practices.

## An ambitious, comprehensive, and thorough in-house training program

A company-wide timetable was established and is currently underway for all Dar professionals in related disciplines to become LEED Accredited Professionals with Specialties. Dar has set a target to reach 600 LEED APs across the company. To support these objectives, the company provides an in-house training program dedicated to boosting our professionals' competence in sustainability. This program comprises providing professional in-house support, workshops, and various study materials on a regular basis.

To date and through this program, Dar has facilitated the certification of more than 475 LEED professionals, from LEED Green Associates to LEED Accredited Professionals with Specialties as well as a number of SITES, TRUE, and WELL Accredited Professionals, and even USGBC LEED® Faculty™.

To cover a more diverse spectrum of sustainability systems, we also have professionals certified and trained for systems such as EcoDistricts, Estidama, GSAS, Al Sa'fat and Mostadam.



## Core Values for Stakeholder Engagement

In the last year the London Office has led the development of Dar's Core Values for Stakeholder Engagement (SE). SE is a fundamental, yet often underestimated, component of project success. A stakeholder can refer to anyone who has an interest in a project's social, environmental and economic sustainability. Each and every stakeholder, whether they be our clients, regulatory bodies, international funding institutions, non-governmental organizations or a concerned individual, has a voice. By upholding our Core Values for SE in all that we do, Dar strives to ensure these voices are heard and where necessary amplified so that, in collaboration with our stakeholders, we continue to make progress together.

Due to the diversity of locations, sectors, disciplines and clients Dar works with, stakeholder engagement approaches and plans must be tailored on a project-by-project basis. Dar's Core Values for Stakeholder Engagement (as shown in Figure 3), however, remain consistent for all projects.

### Stakeholder Engagement Core Values



Figure 3: Dar's Core Values for Stakeholder Engagement

## An internationally recognized thought leader in sustainability

Dar also leverages its extensive expertise and experience in green technologies and sustainability to provide thought leadership through a number of different forums. In the last reporting period, Dar was involved in a number of such initiatives.

**1. Global Climate Change ASHRAE Committee (TC02.05):** Dar's sustainability team has one representative on board the Global Climate Change ASHRAE committee, contributing to a handbook on climate change and stratospheric ozone depletion. Also, Dar sustainability professionals are active members of the Smart Building Systems ASHRAE Technical Committee 7.5 concerned with the performance and interactions of smart building systems (SBS), the impact of smart building systems on the total building performance, methods for achieving more intelligent control and operation of building processes





**2. Sustainability Technical Committees:** Dar is a member of the LEED Technical Committees and is further contributing to this year's Greenbuild Educational Sessions. Dar sustainability specialists are also active members in Council for Women in Energy and Environmental Leadership (CWEEL), American Society of Mechanical Engineers (ASME) and Association of Energy Engineers (AEE), continuously participating in research work and conducting webinar series for awareness both at the level of students and professionals. Dar sustainability specialists are members of the Female Engineers Committee in the Order of Engineers and Architects (OEA) effectively participating in Beirut Safety damage assessment of building.

Furthermore, Dar Sustainability experts are members of Green building Council and Standards Institution contributing and amending green building codes and standards in their area of influence.

**3. Research and academic contributions:** Dar contributes biannually to the academic field. Its experts participate in ASHRAE conferences on energy efficiency and have published several papers on topics such as Net zero Energy and Water for Commercial buildings, Sustainable Operations Management, design optimization for maintaining occupants' outdoor thermal comfort, hydrothermal engineering analysis of walls and roofs in hot and humid climates, prediction and control of noise and vibration within a sport facility, and others.

## Development and diffusion of environmentally friendly technologies

Dar is extensively involved in various projects employing renewable energy solutions, including traditional and bifacial photovoltaic systems, wind energy, and hydropower. We also incorporate renewable energy into various project types including educational facilities, corporate headquarters, airports, buildings, and others.

In the last reporting period, Dar provided consultancy services for the recently inaugurated Kabad Photovoltaic Plant, one of three renewable energy plants commissioned by Jordan's Social Security Investment Fund (SSIF) to offset the energy consumption of hotels owned by the Social Security Corporation (SSC), SSC branches, and the SSIF headquarters. With a total capacity of 18.75 MWp, the plants are not only a step forward for greener energy and sustainable development, they are also expected to reduce the client's annual utility bill by approximately 10 million USD a year, with a payback period of less than three years. As the Project Consultant, Dar provided comprehensive engineering consultancy services covering the full lifecycle from the feasibility study until handover, including capacity definition, site selection, energy yield assessment, conceptual design, specifications and tender documents, tender assessment, design review, project management and construction supervision.

Moreover, Dar is heavily invested in activities that could improve the energy efficiency of the designs we offer our clients. In the last reporting period, for example, we have continued developing our capabilities in green buildings. We have a proven track record in providing designs that allow buildings to meet the certification requirements of green building rating systems such as LEED, BREEAM, Estidama PRS, and GSAS. Our designs can reach up to LEED Platinum and GSAS 5-star standards.



Kabad Photovoltaic Plant

As of 2020:

**65**  
green  
certified  
projects

**1000**  
hectares of university  
campuses, residential and  
commercial campuses,  
residential and commercial  
buildings, transportation  
hubs and airports, healthcare  
facilities, labs, and others

**An active member of the US Green  
Building Council (USGBC) and the UK  
Green Building Council (UKGBC)**

**Official Global Sustainability Assessment  
Scheme (GSAS) Service Provider**

## Navigating the pandemic – creating healthier indoor environments

Finally, we at Dar are committed to helping our communities navigate the challenges they could face. As the COVID-19 pandemic resets major lifestyle trends, Dar has already responded by assembling a task force of expert employees to deploy all resources in order to address pandemics and prepare buildings and staff for future epidemics. For instance, we use analysis tools that improve the design of HVAC systems for all types of buildings to achieve rational solutions for infection control and energy use. We are highly focused on assessing the working environment's redesign strategy towards ensuring an optimum indoor microclimate with controlled infection transmission.

A significant feature of our work within the innovation group, this prototype will further serve as a leading model for our upcoming projects. This mission of the Dar innovation hub is practically to accelerate the application of smart sustainable technology that promotes environmental impact reduction, lower operating and maintenance costs, and safe and comfortable built environments. Strategies studied so far include but are not limited to kinetic flooring, phase change material and smart glass.

By offering such expertise to clients and communities around the region, Dar works towards a healthier, more environmentally-friendly, and more sustainable built environment for everyone involved.





## Anti-Bribery and Corruption

At Dar, we are committed to adhering to the highest standards of ethical behaviour in the conduct of our businesses across the globe. We aim to foster long-term relationships with our clients and communities, relationships that are founded just as much in trust, honesty, integrity, and ethical business practices as they are in technical excellence and the pride we have in our work.

### A comprehensive anti-bribery and anti-corruption commitment

To meet these objectives, Dar has a publicly stated formal policy of zero tolerance for any form of bribery or corruption, a commitment that forms a core part of the company's Anti-Bribery and Corruption Policy. This policy is modelled after the United Kingdom's Bribery Act 2010, which is widely recognised as the strictest anti-corruption policy in place at the moment. The rationale behind this choice is that Dar operates in many different jurisdictions, each with its own rules, regulations, and business cultures. By aiming to meet the gold standards of the Bribery Act 2010, Dar consistently strives to comply with all relevant laws in place in its different areas of operations.

The policy was launched with express support from the highest management levels at Dar. In a message introducing the Anti-Bribery and Corruption Policy, Chairman Talal Shair stated that "the Board of Dar Al-Handasah Consultants Shair and Partners Ltd (DIFC) has approved a Compliance and Anti-Bribery and Corruption Policy Statement and is introducing this Anti-Bribery and Corruption



Policy, not only to ensure that Dar Al-Handasah complies with the anti-corruption laws and conventions applicable to its worldwide operations, but to continue to be a leader in best business practices." The same commitment was reiterated in an anti-bribery and corruption policy statement which announced that Dar is "committed to complying with laws and regulations designed to combat bribery and corruption" in all areas of operation.

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

Dar operates in numerous countries around the world. Some of these countries have high rates of corruption and bribery, while others have local

practices and customs surrounding gift exchanges which may potentially blur the lines of bribery. To navigate such pitfalls, Dar enforces an absolute prohibition on giving or receiving gifts, hospitality, or travel benefits and on paying expenses were doing so might, or might be perceived to, improperly influence a business decision, for example during a contract/ tender process. Any form of gifts, hospitality, travel, or other advantage offered and received is subject to an assessment on its acceptability and appropriateness, regardless of the amount or value.

Under the policy, interactions with public officials are subject to heightened attention and stricter conditions. Facilitation payments, of any amount and to any recipient who is not legitimately entitled to receive them, are prohibited. Dar also prohibits offering or making any kind of political contribution either with the company's funds or on its behalf.





Furthermore, Dar has human resources policies in place to ensure that all hiring decisions are made on the merits and qualifications of the candidate and that no internships, offers of employment, and sponsorships of visas are offered or provided with the purpose of gaining an improper business advantage.

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

## Detailed policy on anti-corruption regarding business partners

Dar's Anti-Bribery and Corruption Policy extends beyond company employees and applies to all persons or parties associated with Dar, including joint venture partners, consultants, suppliers, and any other persons providing services for, or on behalf of, the company.

In order to combat the spread of corruption and anti-bribery and to maintain its high business ethics and best practices, Dar mandates that risk assessment and, where appropriate, due diligence be carried out when engaging any third parties or even renewing an existing business relationship. Potential risks include but are not limited to jurisdiction risk (proposed services will be performed in countries which are perceived as having a high risk of bribery), a transaction risk (the proposed service is likely to involve, among others, promotional expenditure, travel allowances, several contractors, and cash payments or comprise obtaining government licenses and permits or public procurement), and personal relations. Responsibility for carrying out the risk assessment and due diligence remains with the team leading the engagement of the applicable third party, and that team is identifiable by reference to the Dar Director who is ultimately responsible for approving the engagement. For concerns or queries regarding the proposed engagement, the applicable Director or Head of Department may liaise directly with the Compliance Officer or the DIFC Board of Directors, as appropriate.

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

Moreover, the company's policy mandates that agreements with associated persons contain appropriate anti-bribery and corruption provisions. By policy, Dar's standard terms and conditions for purchases and services must contain anti-bribery and anti-corruption provisions. Furthermore, these provisions cannot be removed or amended without the approval of the Compliance Officer. All other contracts with associated persons must include provisions stating that the associated persons must not pay or receive any bribes and must comply with the requirements of the anti-corruption laws applicable to Dar's business operations. Associated persons must also agree to comply with and act in a manner consistent with Dar's Anti-Bribery and Corruption Policy and to keep proper books and records available for inspection not only by Dar but also by auditors or investigatory authorities. Finally, associated persons must agree that any violation of Dar's Anti-Bribery and Corruption Policy will be ground for the immediate termination of their business relationship with Dar.



## Dar Participates in the Global Compact Network Lebanon's 5<sup>th</sup> Lebanon Collaboration for the SDGs Event

On Wednesday May 29<sup>th</sup>, the UN Global Compact Network Lebanon (GCNL) held its fifth Lebanon Collaboration for the SDGs (Sustainable Development Goals) event in the Maamari Auditorium at the American University of Beirut.

Designed to showcase several partnerships and ongoing efforts taking place in Lebanon in relation to the SDGs, the event featured an impressive line-up of speakers representing different stakeholders and shedding light on regional and national efforts to advance the SDGs in Lebanon. The two themes of anti-corruption and the environment were the main focus of the event.

Due to its commitment to the United Nations Global Compact (UNGC) and its valuable experience in the field of anti-corruption, Dar was invited to collaborate with the UNSDG Lebanon Network on this milestone. Dar Group General Counsel Mr. Teymour Salaam represented Dar at the event and participated in a panel discussion on anti-corruption. Mr. Salaam presented a practical case of anti-corruption, sharing Dar Group's experience in implementing a stringent anti-bribery and anti-corruption policy in operations across the Middle East, Africa, and Asia.





## Implementation:

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

## Communication and training for all employees on the anti-corruption commitment

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

The detailed modules first introduce employees to bribery law and enforcement, the consequences of bribery, various offences and related penalties, and real-life cases prosecuted worldwide. The course also explains how bribes are offered and received: it covers how bribery works in practice, tackles gifts and hospitality, and explains why "no intent to bribe" is not a valid defence and why vigilance against bribery is always required.

A dedicated module relates specifically to the bribery of public officials. The final module of the course examines the corporate offence of failing to prevent bribery explaining who can be found guilty (organisations and individuals) and outlining the steps organisations should take to protect themselves against bribery charges (including the adequate procedures defence).

Anti-bribery and anti-corruption training is also provided to all personnel immediately following the opening of any new Dar office. All employees are required to certify annually that they have read and understood the Anti-Bribery and Corruption Policy.

Where appropriate, training is also offered to third parties providing services to Dar.

Senior management and the compliance team are also available to provide guidance where and when required. Managers at all levels are also responsible for ensuring that those reporting to them understand and comply with the Anti-Bribery and Corruption Policy, and that they are given adequate and regular training on it.

Dar recognises the critical role employees play in helping their company maintain the highest standards of honesty, openness, and accountability.

As mentioned previously, all Dar employees are trained to recognise bribery, and employees will usually be the first to know when someone connected with a transaction is doing something illegal or improper. Company policy requires employees to report any suspected or observed violations of anti-bribery and anti-corruption laws, set by either the Anti-Bribery and Corruption Policy or by any other Dar policy. The policy also guarantees that no employee will suffer any demotion, penalty, or other adverse consequences for reporting incidents in good faith or refusing to engage in bribery, even if such a refusal results in Dar losing business. Moreover, the policy stipulates that any attempts to deter individuals from raising concerns or any subsequent retaliation against individuals who speak up will be treated as a serious disciplinary offence.

To encourage employees with knowledge of wrongdoing to come forward and draw attention to such matters, Dar's Anti-Bribery and Corruption Policy establishes communication (whistleblowing)

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

channels through which employees can report concerns and seek advice. Employees can make formal reports at any time either orally or in writing to the Compliance Officer, their Head of Department, or the Director to whom they report, depending on their preferences and on the nature of their concern including the seriousness of the malpractice and who they think is involved. Employees are encouraged to report concerns and are not expected to have absolute proof of any misconduct or malpractice, though they will need to be able to explain the reasons for their concerns.

Dar guarantees that no employee will be penalised for drawing attention to illegal or improper actions and that, whenever possible, all reported information will be handled internally with the utmost confidentiality.

The company also commits to doing everything possible to keep the identity of the reporter secret, if he or she wishes to remain anonymous.

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





## Internal checks and balances

The Anti-Bribery and Corruption Policy explicitly states that Dar's directors and managers intend to foster a culture of integrity and create a "top-down" message and commitment that bribery is never acceptable and that the requirements of the policy must be strictly adhered to at all times by every Dar employee and every person associated with the company or acting on its behalf. The company's Board takes overall responsibility and accountability for the implementation of Dar's anti-corruption commitment and policy and for ensuring that the policy complies with Dar's legal and ethical obligations. Meanwhile, primary day-to-day responsibility for implementing the policy and monitoring its use and effectiveness falls to the company's Compliance Officer. The policy lists out the activities that require consultation with or permission from the Compliance Officer, and this person is readily available at all times for anyone seeking advice or answers to questions and concerns related to the Policy.

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

## Measurement of outcomes

In the last reporting period (October 2019 – October 2020) Dar has not been involved in any legal cases or rulings related to corruption or bribery. In that period, the company moved to introduce a number of measures to better implement its anti-bribery and anti-corruption commitment.



**1. Soliciting external review:** To achieve this objective, Dar has retained the services of the U.S.-based law firm Troutman Pepper to provide an external review of the Anti-Bribery and Corruption Policy, judge its effectiveness, and ensure that it continues to meet best practices in the industry, including a new set of guidelines issued by the United States Department of Justice.

**2. Hiring and empowering local compliance officers:** In the last reporting period, Dar has increased the number of local compliance officers in its various offices. The company has also moved to empower local compliance officers to complete their duties effectively. One measure is to provide every compliance officer with a letter of appointment,

reviewed by law firms Troutman Pepper and Greenwoods GRM. The letter is sent by the office's managing director or Director of Operations to all office staff, introducing the compliance officer, explaining his/her duties, and requesting full cooperation. The overall target remains to ensure that each of Dar's major offices has a dedicated local compliance officer capable of monitoring all relevant activities and ensuring the implementation of the Anti-Bribery and Corruption Policy.

As we seek to strengthen our anti-bribery and anti-corruption systems, it remains our objective to seek certification or independent assessment of our anti-bribery and anti-corruption arrangements.



## Anti-bribery and anti-corruption across the Dar Group

Dar's commitment to anti-bribery and anti-corruption is an extension of the similar and wider commitment made by Dar's parent company, Dar Group, to this same cause. In 2018, Dar Group management took steps to further strengthen the oversight of Group activity at the level of the Board of Directors and bolstered Group resources, adding a key role in risk and compliance, namely the Group Head of Risk and Compliance. In 2019, Dar Group also created a new Risk and Compliance Committee, which is a sub-committee of the Group's Executive Committee. Made up of senior management professionals and responsible for ensuring compliance in both Dar and the wider Dar Group, the Risk and Compliance Committee reports to the Executive Committee and annually to Dar Group's Board of Directors and is overseen by the Board's Audit Committee.

Attempts to continue building a robust compliance program also included enhancing communication among compliance managers across all of the Group's operating businesses. This has been facilitated by the establishment of a Risk and Compliance Forum which brings together compliance and legal officers from across operating businesses and regions to collaborate, share insights and best practices, and set new targets.

In the last reporting period, the Risk and Compliance Committee has put forward a number of Group-wide initiatives related to anti-bribery and anti-corruption.

**1. A Group-wide policy:** The committee continued to work towards rolling out a Group-wide Anti-Bribery and Corruption Policy, one that is fully up to date and fully aligned with the requirements of the different countries in which Dar Group operates.

**2. Due diligence knowledge-sharing platform:** The committee is also sponsoring an exercise to identify and implement a Group-wide due diligence system, which will enable due diligence to be undertaken on external parties (including but not limited to any sanctions, tax evasion, forced labour allegations, etc.). In this way, any Dar Group company looking to hire or associate with an outside party may utilise the system to check for any red flags. The database would also save companies the effort of conducting new due diligence that had already been completed by a sister company. The committee is also leading work on data protection, conflicts of interest, and other ethical issues.

**3. Enterprise risk management:** A top-down enterprise risk management exercise has been completed at Dar Group level and exercises for operating Dar Group businesses is in the process of being rolled out to gather information on risks including those related to bribery and corruption across the whole Group.

**4. Group-level whistleblower policy:** The committee is also looking to introduce a Group-level whistleblower policy and a separate investigations procedure to guide the investigation process should any potential issues be raised.



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

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



## Pursuing the SDGs through Projects and Business Operations

In the last reporting period and within its normal business operations, Dar has been involved in numerous high-impact projects that serve to promote several of the UN's Sustainable Development Goals. A selection of illustrative examples from among these projects is offered in this section.

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

As a regional leader in providing healthcare design and engineering services, Dar has been involved in several efforts to promote the availability of quality general and specialised healthcare in the communities it serves.

For example, in Angola, the company has continued to play an active role in supporting the development of the healthcare sector. In the last reporting period, Dar supported the renovation and refurbishment of a number of departments in the Central Hospital of Lubango, including the emergency and surgical departments, the central sterilisation services department (CSSD), and the intensive care unit. Dar also provided consultancy services for the addition of new facilities (including a maternity unit and a haemodialysis unit) as well as for the refurbishment of the paediatric hospital building, a process that was phased in such a way as to ensure the continuous operation of the hospital.

In Egypt, Dar was commissioned by the Magdi Yacoub Heart Foundation – a charity NGO with a commitment to providing free medical services and advanced training for medical personnel – to provide the detailed design of the Aswan Heart Centre.

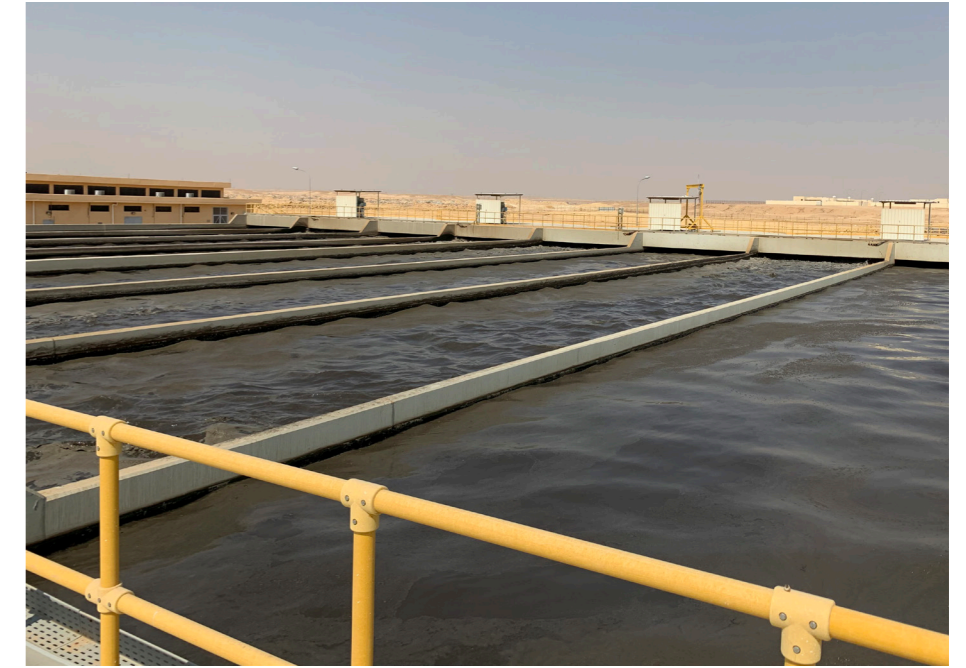


According to research by the foundation, cardiovascular disease is the leading cause of death out of all non-communicable diseases in Egypt, and the available medical facilities cannot meet the extensive and urgent demand for treatment. With the new centre and with the latest technologies and techniques in cardiovascular medical care, the foundation expects to triple the number of hearts it saves, all while providing free-of-charge services in order to grant easy access to vulnerable populations.

In collaboration with Foster + Partners, Dar recently completed the design of the Magdi Yacoub Heart Centre. The design offers a physically and spiritually comforting setting for patients and caregivers, a setting that features lush green landscaping and regales inpatients with panoramic views of the lake and the Giza Pyramids. The design also stipulates exceptional sustainability performance, incorporating innovative systems and sustainable engineering measures to augment energy efficiency and reach LEED Gold standards.

For ambitious new healthcare projects, Dar delivers the complete range of services, state-of-the-art technologies, internationally-recognized design processes, and a willingness to instigate transformational change in a local healthcare market in order to meet the targets of SDG 3.





## Goal 6: Clean Water and Sanitation

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

In the last reporting period, Dar began preparing a water supply and sanitation master plan and investment plan for lots in a number of states in Nigeria (including IMO, Abia, Anambra, and Bayelsa) with the goal of increasing access to enhanced water supply and sanitation services and improving the financial viability of existing water utilities. The scope of work includes preparing an inventory of existing water and sanitation infrastructure; assessing the sector's ability to cater for the real demand; and identifying gaps, needs, and priority areas for investments.

Dar also supported the water sector in Tanzania through a number of highly impactful projects. The company was commissioned to study and design a stormwater drainage system as well as a Drainage and Sanitation Development Plan for Mwanza City throughout the period 2020-2040. The plan defines the structural and non-structural, environmental, financial, and institutional measures needed to develop, maintain, and operate stormwater drainage, wastewater collection and treatment, and faecal sludge management systems and processes for the 2020-2040 period. Dar also began conducting strategic environmental and



social appraisal for integrated water resources management plans (IWRMDPs) designed for six Tanzanian water basins. The purpose of these studies is to ensure consideration of the perceptions and concerns of main stakeholders especially vulnerable groups, formulate water-related policy recommendations, build capacity, and others.

Elsewhere and through complex groundwater modelling, Dar determined the optimal operation scenarios for a highly-strategic groundwater reservoir, designed to singlehandedly supply the desert city of Abu Dhabi with sufficient freshwater in emergency conditions and for a time period of up to 90 days. A highly ambitious venture, the project comprises a freshwater reservoir with a volume of  $26 \times 10^6 \text{ m}^3$ .

In Lebanon, Dar designed a wastewater collection system to serve the villages of Mteinm, Machyakha, Aintoura, and Majdal Tarshish. The project features a sewage and wastewater treatment plant with an ultimate capacity of  $3,500 \text{ m}^3/\text{day}$  as well as a pumping station, gravity mains, and force mains.





## Goal 7: Affordable and Clean Energy

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

Through the largest integrated, public, renewable energy intervention programme in sub-Saharan Africa, Dar is providing consultancy services to facilitate the construction of seven photovoltaic power plants with one million solar panels, designed to deliver 370 MW of clean, sustainable, and reliable energy to over one million people in Angola.

Elsewhere, Dar designed a highly-efficient bifacial rooftop photovoltaic system that provided an onsite

renewable energy production option while optimising the building's energy performance. The innovative system was an integral part of the National Bank of Kuwait's new LEED Gold headquarters, an instant landmark in the Financial District of Egypt's rising New Administrative Capital, which is envisioned to be a masterpiece of efficiency, sustainability, and aesthetics.

In the last reporting period, Jordan's Social Security Investment Fund (SSIF) inaugurated the Kabad Photovoltaic Plant, the first of its three renewable energy ventures that will offset the energy consumption of the hotels owned by the Social Security Corporation (SSC), SSC branches and the SSIF headquarters. With a total capacity of 18.75 MWp, the plants are not only a step forward for greener energy and sustainable development, they are also expected to reduce the SSC's annual utility bill by JD 7 million Jordanian dinars (approximately 10 million USD) per year, with a payback period of less than three years. As the Project Consultant, Dar provided comprehensive engineering

consultancy services covering the full lifecycle from the feasibility study until handover, including capacity definition, site selection, energy yield assessment, conceptual design, specifications and tender documents, tender assessment, design review, project management and construction supervision.

Apart from projects that are strictly related to renewable energy, Dar also provides extensive design and engineering consultancy services for large-scale electrification projects that promise to bring reliable electricity and power to communities. In the last reporting period, the President of the Republic of Mozambique, His Excellency Filipe Jacinto Nyusi laid the first stone for one of the longest and most ambitious power transmission lines in Africa — Mozambique's new 367-km-long, high-voltage 400 kV transmission line extending from Chimuara to Alto-Molocue. Along with the two new 400/220 kV substations in Chimuara and Alto Molocue, the line comprises the first phase of the transformational Chimuara-Nacala power

transmission venture, which will empower residential communities and continuously growing industries in Northern Mozambique. As the company in charge of design review, project management, and construction supervision, Dar contributed extensively to this critical development project, which promises to create job opportunities for local people, expand the electrical grid to rural communities, and promote commercial and industrial investments in Mozambique.

Dar also promotes the pursuit of clean and affordable energy wherever possible. For example, in creating master plans for new developments such as the Al-Maktoum International or the Ain Al-Soukhna Special Economic Zone in Egypt, Dar promotes the incorporation of sustainability initiatives that both produce clean energy and reduce energy requirements. Through such initiatives and others, Dar hopes to continue working towards making clean and affordable energy available to ever wider communities across the region.



## Goal 9: Industry, Innovation, and Infrastructure

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

A number of projects we have undertaken fall under those goals.

In Egypt, Dar is designing and supervising the construction of all infrastructure elements serving the Central Park at the New Administrative Capital, while in Nigeria, the company is preparing the detailed design of the main roads and infrastructure supporting a 1000 ha site within Eko Atlantic City.









