

Annual Report
**Communication
on Progress**
2020



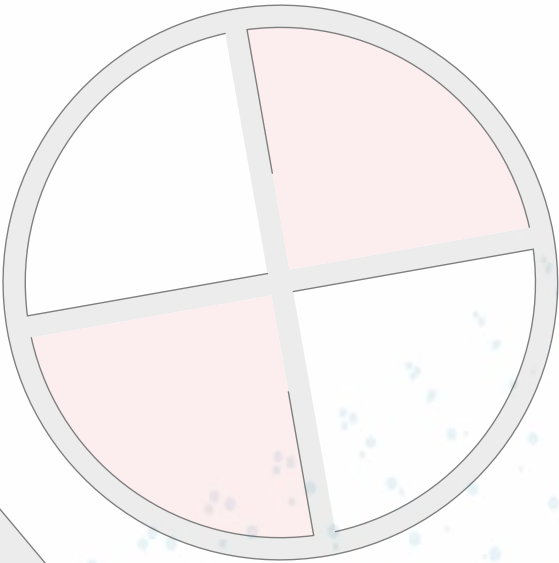
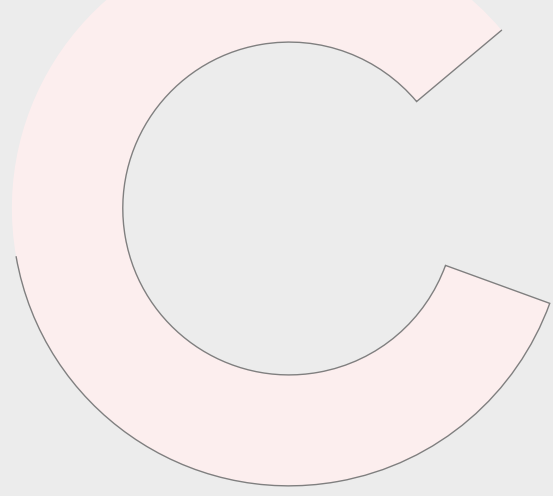
CONSOLIDATED CONTRACTORS COMPANY

the family company that cares

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Annual Report Communication on Progress 2020

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CORPORATE PROFILE

Consolidated Contractors Company (CCC) which was established in 1952 -incorporated under the laws of Lebanon and operating worldwide, has provided more than 69 years of project management, engineering, procurement and construction services to the industry. CCC is currently engaged in 39 ongoing projects globally, and employs around 37,000 people internationally from over 65 different nationalities. The managing office is presently located in Athens, Greece.

CCC is a market leader that has built a diverse portfolio of complex, challenging and demanding projects related to government and transport, sports stadiums and sports facilities, power and energy, water and wastewater infrastructure, industrial and process plants, pipelines-oil, gas and chemicals. CCC is committed to reducing our environmental emissions and lowering our carbon footprint while increasing our energy performance. We are dedicated to understanding how our growth can better interact with the welfare and development of the communities, ecologies and economies wherever we operate. CCC's sustainability strategy is based on the pillars of sustainable development: Economy, Environment and Society. Guided by CCC's distinctive culture, the company manifests its long-term commitment on the basis of responsible growth and respect towards people and the environment.

CCC's construction operations span the globe including the CIS, Africa, Australasia and the GCC (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates) as well as other countries in the Middle East. CCC's partners include some of the most reputable engineering and construction companies in the world including Bechtel, KBR, ABB, Chiyoda, JGC, Linde, Tecnicas Reunidas, Thyssen Krupp, Hochtief, Technip, and Saipem to name a few. The company's landmark construction projects include the Karachaganak Main Works Contract, Kashagan Field Development Project, Dubai Mall, the Abu Dhabi International Airport - Midfield Terminal Building, Riyadh Metro Project, Residential Towers, Hotels, Power Stations, Water and Sewage Treatment Plants and Networks, Roads and Bridges, Industrial and Process Plants and Pipelines around the World.

Consolidated Contractors Company contributes to and is a founding member of The World Economic Forum Partnering Against Corruption Initiative - PACI and is a founding member of The Pearl Initiative. CCC also contributes and is a member of Transparency International and Anti-Corruption London, to ensure its business ethics, anti-bribery and anti-corruption policies and sustainable growth in all forms of its operations.



STATEMENT OF CONTINUED SUPPORT

Management's Commitment to the UN Global Compact



I am pleased to confirm that the Consolidated Contractors Company (CCC) supports the United Nations Global Compact and its 10 principles, with respect to Human Rights, Labor, Environment, and Anti-corruption. CCC is committed to integrating those principles into our daily operations, strategies, and policies and procedures.

Since its founding, CCC's approach towards its stakeholders is based on core values and principles of integrity, transparency, accountability, business fairness, and ethical behavior which are expressed in its Core Values, Guiding Principles and Code of Practice and Ethics and the Anti-Corruption Program Manuals. We believe that by instituting a culture of integrity within the company and with our partners, clients, subcontractors, suppliers and society at large is the way to flourish and succeed on the long-term.

CCC is committed to carrying out its projects in an environmentally friendly manner by reducing the environmental burden as per its Sustainability Policy Statement, and conducting its business in a manner that will benefit the local and global communities. CCC is committed to giving back to society by carrying out social development initiatives based on the needs of the communities where CCC conducts its business and in line with the UN Social Development Goals.

I am pleased that our Company remains dedicated in its commitment to contribute to the global effort for human and labor rights, environmental protection, and anti- corruption measures, and I will ensure that CCC continues to advance the principles in everything we do.

Samer S. Khoury
Chairman



BRIEF SUPPORT STATEMENT

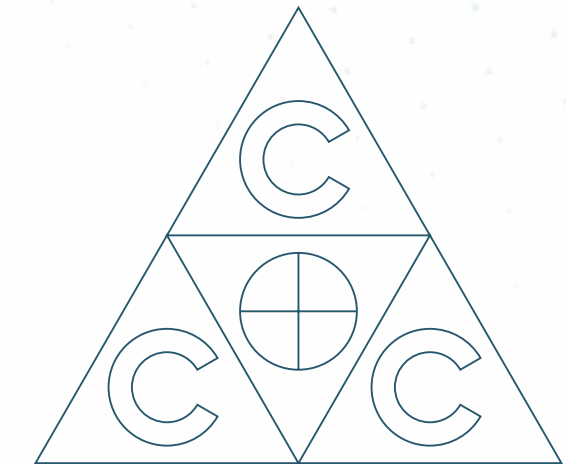
We Support
the UN Global Compact's
Ten Principles

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

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

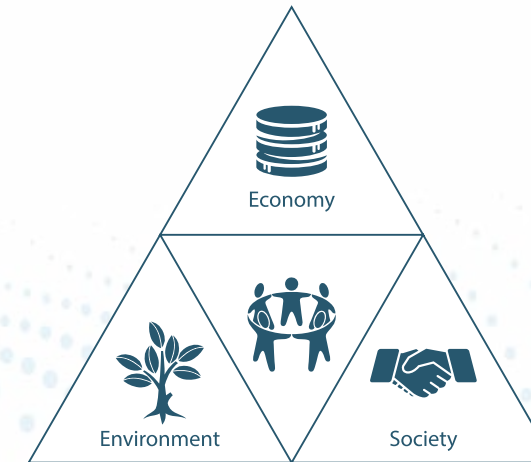
This report was created and developed by a select task-force composed of staff stemming from diverse departments such as human resources, renewable energies and innovative solutions, construction support and development, health and safety and corporate social responsibility.

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





OUR COMMITMENT



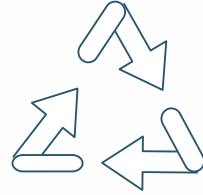
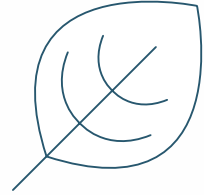
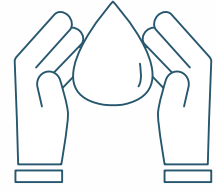
We recognize that CCC's long-term success is directly linked to the existence of a prosperous global society and a greener environment. Therefore, we are committed to understanding how our growth can better interact with the welfare and development of the communities, ecologies and economies which we operate in.

In line with our sustainability strategy, the following report highlights the progress we made economically, environmentally and socially during 2020. We appreciate that CCC's company policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of law, ethical standards and international norms in Human Rights, Labor Standards, the Environment and Anti-Corruption.





OUR COMMITMENT



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

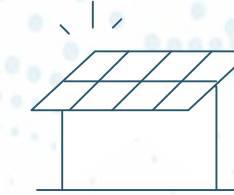
We are advocates of the global sustainability agenda and support the realization of the Paris Climate Change Agreement and the United Nations Sustainable Development Goals. As signatories to the United Nations Global Compact (UNGC), the progress report serves as our annual communication on the progress for the implementation of the ten UNGC principles, in addition to highlighting our efforts to advance the United Nations' Sustainable Development Goals (SDGs).

Recognizing the corporate value and the increased public attention associated with sustainability disclosures, CCC has established procedures to monitor and disclose sustainability performance.

We have been diligently tracking our sustainability impacts and contributions since 2012. At CCC, we place particular significance on assessing our environmental data, such as energy use, carbon emissions, water consumption and waste production. Our sustainability key performance indicators (KPI's) are grounded upon internationally recognized standards. Specifically for capturing carbon emissions, our approach also follows the Greenhouse Gas (GHG) protocol standards for the Carbon Footprint Inventory.

CCC is aware that its core business sectors (building and infrastructure construction) have an impact on the Earth's natural resources. Therefore, we strive to effectively understand and manage the environmental impacts of our day to day operations and project execution.

OUR COMMITMENT

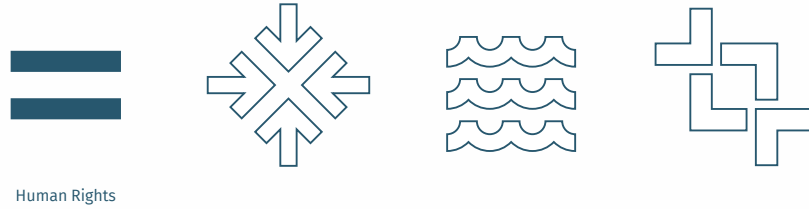


The key areas we focus on are:

- Energy and Emissions
- Water and Wastewater
- Waste Management
- Material Management

To increase transparency, our system for grasping CCC's environmental impacts is based on the Sustainability Standards of the Global Reporting Initiative (GRI). Key performance indicators (KPI's) are being collected and analyzed since 2012, when we introduced procedures for assessing our environmental performance. Our records provide us with a basis for strategic thinking, detailed planning and guided execution in terms of managing our environmental performance.

We strive to reduce our energy consumption and carbon footprint. CCC's greenhouse gas emissions (GHG) inventory process follows the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas Protocol (a corporate accounting and reporting standard). CCC discloses the GHG emissions in Scopes 1 and 2 from sources over which we have operational control. Our GHG inventory includes data from individual projects, camps and the vehicle fleet we use for our operations. We collect data for our own recording and reporting purposes. The total number of project sites changes from year to year during the course of the reporting year, this is due to the nature of the construction industry. We report our carbon intensity based on the man hours worked.



Human Rights

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1. Welfare and Health Management

CCC creates a working environment where employee-health is valued, supported and promoted through a comprehensive workplace-health programs, procedures, policies and benefit. CCC builds a culture of health-awareness which benefits all levels of the organization, and establishes a workplace-health and medical management system which shall be an integral part of business operations aligned with our overall business goals.

We are committed to establishing a world class health care system which includes high-quality clinics and medical facilities, qualified health personnel, excellent welfare arrangement, effective health training and awareness programs, and necessary resources needed to ensure excellent health and well-being of our workers and employees.

CCC's ultimate health-goal is to prevent ill-health and protect workers' health by preventing and controlling occupational diseases, eliminating hazards and risks which may lead to health related illnesses and incidents, and providing adequate social and health services to all workers and employees.

CCC complies with all requirements of the occupational-health and welfare international standards and local legislations, and strive to apply the best common practices within the health industry in order to maintain the health and wellbeing of our workers. We are

committed to exerting all efforts and allocating all resources to fight or at least control the harm and negative effects of the COVID-19 Pandemic and other infectious diseases.

CCC strongly believes that dignified living and appropriate working conditions including improved standards of health, safety, environment and welfare are essential to unlocking human potential. CCC recognizes that their personnel are fundamental to its success and strive to maintain the highest standards of HSE and welfare arrangements that will fulfill their contentment. Ethical recruitment and employment practices, safe work practices, as well as safe and healthy living and working conditions are critical elements to our approach of delivering work.

CCC recognizes that welfare arrangements and quality will not only improve workers' health and well-being but will also enhance their performance, efficiency, health and safety. The safe practices and dignified conditions are also essential to achieving our target of "Zero Philosophy" and our mission of helping clients build a better and more sustainable world.

CCC shall ensure that adequate arrangements are in place to safeguard the health, safety, environment and welfare of all employees at its projects. CCC is committed to establishing and maintaining high worker welfare standards for all employees.





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CCC shall be in full compliance with all clients, HSE and welfare requirements, as well as all local and International regulations. CCC believes in protecting and preserving dignity of workers throughout the entire service cycle which includes recruitment, mobilization, living and working conditions.

As an employer, we in CCC keep in mind that employee well-being is better for workers, better for the business and better for creating a better working environment and motivating employees.

CCC's achievement of "world class" welfare management is demonstrated through several themes and practices:

- a. CCC truly commits to the welfare of its workers and will remain uncompromised during the whole duration of the project execution.
- b. CCC always ensures the availability of potable water, sanitary facilities (toilets and washrooms) and welfare facilities (rest facilities, protection from sun/rain and changing rooms) throughout the project sites and during all working hours.
- c. CCC provides workers with a high standard accommodation, catering and recreational facilities easing the ruggedness of living in a remote location and ensures that all workers get the proper relaxation and rest which is of considerable importance.
- d. CCC goes one step further in-camp entertainment and facilities.

- e. CCC ensures that all workers shall be compensated on time for all efforts exerted in the execution of the work and never deprived from any entitlements for benefits or subsidies in full compliance with the Client HSE requirements as well as CCC HR procedures.
- f. CCC ensures that adequate medical and emergency facilities are operated within the project facilities and that all labor laws governing health and medical treatment for workers are fully enforced.
- g. CCC ensures protecting and promoting the local-national population's health.
- h. CCC ensures low health risk level and provides an adaptable technical base, in order to consistently and reliably restore, protect, maintain and promote health on the project with no harm to the local population.
- i. CCC ensures the prevention of accidents and the spread of disease by comprehensive training and careful pre-employment medical screening (fitness assessment/fitness to task assessments).
- j. CCC ensures that minor/moderate injuries and illnesses are diagnosed and treated by on-site medical professionals.
- k. CCC confirms that seriously ill or injured staff are evacuated from the site to the medical facilities capable of more comprehensive care indicated by the nature of the serious injury or illness.
- l. CCC ensures that health surveillance/health monitoring programs for wellbeing of the personnel on site are implemented.

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1.1. *Welfare and Health Goal*

CCC achieves its health and welfare goals through the following:

- a. Developing, communicating, distributing and implementing a certified health and medical management system including procedures and policies which are in line and full compliance with the requirements of recognized International standards and local regulations.
- b. Monitor implementation and evaluate performance of the health and medical management system continuously.
- c. Employing qualified medical staff and providing adequate health and medical facilities.
- d. Conducting a "Fit-To-Work" program including pre-employment, post-employment and routine medical screenings, and identifying workers and employees with chronic diseases who need close monitoring, periodic check-ups and special medical care.
- e. Conducting occupational health audits, hygiene inspections, medical surveillance, employee vaccinations, water-testing, and routine alcohol and drug testing.
- f. Provide formal and mandatory training to enhance health awareness among workers.
- g. Maintaining a zero-tolerance policy and implementing stringent an enforcement scheme to ensure full compliance with all health and procedures by all levels of employees within CCC.
- h. Maintaining transparent reporting of health-incidents, conducting incident investigations in order to identify root causes of incidents and injuries, conducting effective case-management of injuries, conducting studies and trend-analysis of incident-statistics, and therefore recommending corrective actions to prevent the re-occurrence of similar incidents.
- i. Monitoring and studying the non-occupational fatalities in order to identify potential trend-type causes and recommend solutions to eliminate or reduce the number of non-occupational fatalities.
- j. Establish and implement procedures, programs and policies to prevent, control or at least minimize the spread-out and the effect of the COVID-19 pandemic and infectious diseases.





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1.2. Welfare Arrangements

CCC welfare arrangements and accommodations are always of a high standard and well regarded by our clients. CCC has implemented the clear guidelines and procedures stipulated in the Corporate Camp Sanitation and Hygiene Manuals as well as, the Welfare Management Plan and the Health Management Plan.

The above-mentioned plans define the specifications and procedures of Camp and Welfare Pertinent aspects which are and not limited to the following:

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

The manuals will also address the Food Handling and Preparation:

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

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1.3. Manage Work Related Stress

Workforce well-being is the core of human rights. Work stress, tight deadlines, distance from family, long working hours and many other life and work pressures are a contributing factor that is affecting CCC workforce well-being; leading to stress, depression, anxiety etc.

CCC, in all its projects globally is conducting employment medical screening. On a regular basis, (i.e. semiannual or annual) a post-employment medical screening is conducted. With stress becoming such a valid concern, we are including it as a factor in our risk assessments and therefore reducing the risk as low as reasonably practicable. CCC is aware that the psychological factors are affecting the work performance and should be taken care of. The below table shows our actions toward psychological risk. CCC is taking a number of actions to improve workforce well-being that are beyond the traditional activities as follow:

| No | Agent | Source | Harmful Health Effect from Overexposure | Minimization Efforts |
|----|--|-----------------------------|--|---|
| 1 | Long and irregular working hours; working cycles; shift work | Potential in all operations | Acute: Impaired or unsafe performance (may lead to a safety incident or production loss) Chronic: Psychological stress; depression; absenteeism | Adequate manpower to avoid long and irregular working hours |
| 2 | Organizational stress e.g. poor communication, inappropriate targets | Potential in all operations | Acute: Impaired or unsafe performance (may lead to a safety incident or production loss) Chronic: Psychological stress; depression; burn out; absenteeism | Proper work allocation |
| 3 | Post-traumatic stress, e.g. explosions, fire | Plant personnel | Acute: Post-traumatic stress syndrome including impaired performance (may lead to a safety incident or production loss) Chronic: Depression; absenteeism | Proper counseling |
| 4 | Loneliness, boredom, unhygienic | Isolation from family | Acute: Mental stress, fear Chronic: Depression | Recreation / entertainment facilities are provided. Health and Welfare activities available |
| 5 | Psycho somatic illness | Lack of support | Body sickness | Counselling |





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1.4. Add Benefits to the Workforce

- The Incentive scheme is intended to reward those who show consistent compliance and commitment to Health, Safety and Environment (HSE) and shall be implemented by all CCC projects.
- The allocated cash awards are to be given only to charge hands and labor. Foreman and supervisors are to receive certificate awards.
- Candidates for HSE awards are to be selected fairly and based on good safety performance. The candidates may be nominated and selected by the construction supervisors and HSE officers.
- Selection of receivers of safety incentives may include but not be limited to: safe driver of the month based on the In-Vehicle Monitoring System (IVMS) monthly report; best safety observation card; best job safety task instruction; safety officer of the month; best TBT (toolbox talk); best safety improvement suggestion, etc.
- Publicize the winners of safety awards and incentives through meetings, TBT's and Safety Bulletin boards in order to raise safety awareness and to encourage and reinforce HSE.
- Generous monthly incentive schemes for good HSE performance for construction staff, HSE staff and office staff (Administration, Technical support, others, etc.).



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1.5. Welfare Resources

CCC welfare consist of actions and procedures striving to promote the basic well-being of individuals or a group. These efforts strive to improve the employees living conditions, in other words their health, happiness, safety, and prosperity. CCC believes that there exists a direct correlation between the productivity and harmony on site and the contentment of workers.

CCC's primary objective is to comply with the local community rules and regulations declared by the local and national governmental institutions and to comply with the camp facilities minimum standards requirements, and to respect all nationalities, ethnic groups, religions and different backgrounds, and to provide them with decent living and working conditions.

CCC shall ensure that provision of adequate maintenance of welfare facilities that fully complies with the minimum requirements of the Client and CCC Welfare management plan, and these are:

- Protection from the weather and adverse environmental effects of wind, rain and extreme temperatures for site personnel.
- Mid-day rest facilities for all site personnel in the immediate area.

- Facilities to allow consumption of food protected from hazardous environmental exposure.
- Supply of drinking and fresh water for workers.
- Hand washing and toilet facilities for work crews.
- Availability of first Aid Kits, Emergency first aid equipment and trauma packs.
- Drinking water will be provided in hygienic water containers delivered by dedicated trucks to all work sites.
- Provide all, housing, working and living conditions of labors as appropriate and in accordance with the minimum requirements of the client.
- Provide transportation.
- Provide necessary medical facilities which include health professionals, ambulance, equipment and medicines.
- Catering-food will be prepared according to the workforce culture.
- News sheets with news from home countries will be printed weekly.
- At recreation facilities, Wi-Fi, videos, cinema, and music are provided for all nationalities.
- Sporting and recreational competitions with its incentive awards will be encouraged between different nationalities and groups to facilitate healthy relationships amongst all employees.





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2. Medical / Health Culture

CCC has made great strides in introducing the concept of “Culture of Health” at its projects and areas of operations. CCC’s commitment to its employees’ health and wellness is one of its main “Core Values” which found its expression in the well-established HSE policies and Procedures.

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

CCC’s Culture of Health is the creation of a working environment where employee health and safety is valued, supported and promoted through workplace health programs, policies and benefits. Building a culture of health involves all inter grating levels of the organization and establishes the workplace health program as a routine part of business operations aligned with overall business goals.

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

1. Health Prevention

- Weekly Occupational Health and Hygiene Inspections (including catering facilities Food Safety Inspections and Audits).
- Monthly Water Tests.
- 100% of CCC staff must be appropriately vaccinated.
- 100% of CCC staff must be screened and their “Medical Fitness to Work Certificates must be up to date.
- 1% of CCC staff in safety sensitive positions undergoes random testing for alcohol on a regular weekly basis.
- Zero Tolerance alcohol and drugs policy.
- 100% of CCC staff is trained in first aid.
- 2% of CCC staff is trained in advanced first aid.

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2. Health Reporting

- Zero Occupational illnesses and injuries policy.
- Zero Infectious Diseases Policy.
- 1 Health Report is submitted to top management on a regular monthly basis.

3. Health Management

- Weekly medical equipment maintenance checks.
- 1 medical emergency drill monthly.

4. Health Promotion

- Weekly health awareness sessions.

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





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3. Worker's Consultation and Participation

ISO 45001 makes health and safety an organization-wide concern. It changes several requirements for management participation and engagement to a more general leadership provision to empower all staff to make safety a priority. To facilitate this, organizations will need to establish a workers committee and to set aside adequate resources for worker participation and training on matters such as incident reporting, investigations and risk assessment.

CCC has a mechanism for the consultation and participation of workers at project level which is through the establishment of the "Workers Committee". The Workers Committee participates in the HSE walkthroughs, in the preparation of the Risk Assessment, Incident Investigation and in the JSTI (Job Safety Task Instructions). They prepare a suggestion report for the HSE Manager and Project Manager which are taking into the account in the improvement of the HSEMS.

CCC focuses on achieving an effective worker's consultation program where feedback of workers toward HSE is taken and considered then reflected in our HSEMS.



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4. Incident and Injury Free

- CCC have raised its safety culture by boosting training programs, incentive schemes, continuous monitoring and ensuring HSE competency.
- IIF is a mindset about safety and a shared sense of responsibility. It is crucial to demonstrate safety of a daily basis and take action when we see potentially unsafe conditions or behavior.
- The IIF culture is a project team with unique set of safety behaviors, practices, processes, and activities that constantly evolve with safety being a shared value amongst the team.
- Project program Management shall lead by example to implement the HSE plan and procedures and promotes the positive safety culture to maintain IIF free projects.
- The project management team and construction teams shall be fully engaged in the activities driven by the philosophy of IIF.
- The project management shall deliver the necessary IIF training and other HSE trainings in order to raise their HSE awareness on the job and avoid possible injuries.

- As a part of IIF program, CCC adopted the Behavioral Based Safety Program (BBS) which is built on HSE philosophy that encourages and expects each member of project staff to participate in the program to intervene to stop and correct unsafe acts and conditions. Site Supervisors and Management shall implement the system under the coordination of the project based HSE Lead.
- In order to maintain a good level of team involvement, the worksite should organize a recognition and motivation program to recognize the observers and to motivate the workforce to behave safely.





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5. Wellness Program

In line with our commitment to the CCC family culture and the continuous endeavor to establish a strong bond with each and every employee, CCC initiated the “Wellness Program”. It was launched to explore ideas aimed at improving the welfare of CCC employees and to ensure healthy lives and promote well-being for each one of its employees.

Wellness programs include activities such as company-sponsored exercises, educational seminars, tobacco-cessation programs and health screenings that are designed to help employees eat better and improve their overall physical health. Employees can benefit from wellness programs through lower health insurance premiums, decreased out-of-pocket medical expenditures and an increased sense of well-being. Besides the moral obligations and social responsibility, there is proven ROI for businesses in terms of reduced healthcare costs, market differentiation and higher employee productivity and retention.



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6. Suggestion Boxes

CCC has initiated the welfare suggestion boxes that will mainly focus on getting the ideas and concerns of all site workers on welfare issues that they need to highlight to management for action. The Welfare suggestion boxes have been strategically placed in sites, camp facilities and offices areas along with suggestion forms. All issues concerned are collected and reviewed in the complaint office and further discussed in the welfare committee meeting for actions. A serious concern is dealt with immediately without waiting for the next welfare meeting.



7. Training

CCC have established a comprehensive HSE Training Program with courses that cover any type of hazard that our employees might be subject to while performing their job. The training covers safety, health, environment and security. Training is delivered by accredited trainers that ensure the ease transfer of information to CCC workforce in a language that is understandable to all.

The CCC workforce are subject to continuous training to help them maintain their knowledge and complete their job in a safe manner.

Awareness takes different forms that can turn into lessons learned, health/safety alerts, daily job task instructions, stand down meetings, tool box talks etc. They all seek to raise workforce awareness to avoid incidents and accidents.





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8. COVID-19

The challenges caused by the spread of coronavirus (COVID-19) had a major impact on every person, every nation and every business around the world.

For Consolidated Contractors Company (CCC), safeguarding the health and safety of our partners, clients, employees and their families has always been our outmost priority. As such, with consistency and responsibility we are taking a series of emergency measures to limit the spread of COVID-19 and protect public health.

We are making decisions and acting quickly as we gain more facts. We are closely monitoring the situation as well as following official directives and scientific advice to control any possible infections.

In the light of the philosophy above and having realized that early detection of COVID-19 is fundamental to control the spread out of COVID-19 Pandemic, CCC HSE-Group quickly took action at the early stages; developed and implemented COVID-19 procedures, policies, guidelines, awareness programs, emergency plans, medical updates and all necessary literature and services to encounter the outbreak and the effect of COVID-19 Pandemic.

Below is a brief summary of strategies and actions which have been adopted and implemented to combat COVID-19 Pandemic and protect our workers:

a. Procedure and Policy Implementation

- Strictly implement all State and Governmental Policies and Regulations related to COVID-19, e.g. traveling, COVID-19 confirmed-case policy, quarantine policy, close-contact policy, etc.
- Stay updated of the changes in the State-protocols and regulations, and apply the most updated regulations.

b. Masks and Social Distancing

- Masks must be worn by all employees, visitors and all individuals at all times.
- Masks and gloves were given free of charge to all employees.
- Social-distancing must be maintained by all employees, visitors and all individuals at all times.
- Management is responsible to monitor and enforce wearing masks and observing the social-distancing.

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c. Communication

- Safety Alerts of COVID-19, written in all languages, shall be posted at all principal locations of camp facilities in order to educate workers and personnel of the preventive measures of Coronavirus. (Safety Alerts attached).
- Establish COVID-19 Committee from both HR, HSE and Services.
- Post the Emergency number inside and outside all office buildings.
- Communicate to employees, as necessary, any government issued legal information and regulations.
- Ensure obtaining up-to-date information from Ministry of Health, and advise employees on precautionary and preventive measures to be taken.
- “Coronavirus COVID-19 safety Bulletin Board” shall be made and erected outside the office buildings where posters and safety alerts are posted and updated.

d. Meeting Rooms

- Avoid indoor Meetings and massive gathering as much as possible.
- Replace face-to-face meetings with video/phone conferencing. Teleconferences, Web-based meetings, E-mails or any Web Applications may be utilized instead.
- Use only 50% of the designed accommodation-capacity of meeting-rooms, i.e. keep a minimum distance of 1.5 meters among attendees.



e. Office-Buildings

- Office-Employees must maintain 2 meters of physical distance apart.
- Masks must be worn by all employees at all times.
- Proper ventilation must be maintained at all office-buildings.
- Floor-marking and warning signs to be posted to encourage social-distancing.
- Practice social distancing to leave a space of 2 meters between individuals within office-buildings.
- Utilize electronic communication and paper-circulation and minimize hand-handling papers and office-stationary.





UN GC PRINCIPLE 1

Businesses Should Support and Respect the Protection of Internationally Proclaimed Human Rights

f. Hygiene and Sanitization

- Ensure that routine cleaning is regularly performed (preferably daily), and to be done during off-working hours (no employees at offices).
- Disinfection/deep cleaning shall be performed in office-buildings on regular basis. Disinfection can be carried by machine or hand.
- Disinfection/deep cleaning shall be carried out for all offices, stores, kitchens, corridors, doors, desks, carpet, air-conditioning and ventilation systems and all other surfaces.
- Sanitizer-dispensers (75% alcohol-based) shall be provided for every building/facility; at entries, exits and corridors.
- Soap-holders shall be provided; filled with soap at all times in all toilets and wash-rooms of the buildings. (Liquid soap is preferred over soap-bar).
- Toilets must be cleaned and disinfected at all times.
- Toilet papers must be available at all times at toilets and wash-rooms.
- Materials, e.g. masks, hand-sanitizers, gloves and cleaning material must be available on stock and storage at all times.
- Distribute masks and hand-sanitizers to all workers and employees.
- Distribute masks and hand-sanitizers at entry of building/facility to all who intend to enter the building/facility.
- Conduct pest control on regular basis as per required procedure.
- Assign a cleaner to each building whose name and phone number must be posted on the perspective building.



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g. Kitchens and Pantries

- Office assistants are the only authorized to use the coffee pot and other kitchen tools and appliances.
- Staff members may bring their own disposable cups and containers.
- No one is allowed to prepare any food inside the kitchen or anywhere inside the office buildings.

h. Temperature Check

- Temperature-checks shall be carried out to all employees every morning as they ride buses.
- Those who indicate high temperature (above 37 C) or any symptoms shall not be allowed access.
- Temperature-checks shall be carried out to all employees at the security gates prior to their entry to offices/facilities.
- Those who indicate high temperature (above 37 C) or any symptoms shall not be allowed access.

i. Transportation Services

- Utilize only 50% of bus accommodation-capacity in order to maintain safe social distance among passengers inside buses.
- Sanitize all buses before and after each journey. Drivers/helpers may carry out the regular bus-sanitization.
- Drivers and passengers must wear masks and gloves inside buses at all times.
- Bus drop-off points must be monitored by security to ensure adherence to preventative measures. Ensure 2-meter social distance is always maintained during riding and exiting buses.
- In small vehicles, masks must be worn if there are more than one person in the vehicle.
- No more passengers than what is mandated by the State-regulation are allowed in one vehicle. The driver is to ensure implementation.
- Drivers must clean/disinfect their assigned vehicles frequently on daily basis; before and after every trip.
- Drivers of vehicles are responsible to ensure that passengers wear their masks and to apply all control measures.
- Management and supervisors is responsible to monitor all transportation activities to ensure strict implementation of the control measures stated herein.
- Avoid taking public transportation if possible.





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Businesses Should Support and Respect the Protection of Internationally Proclaimed Human Rights

j. "COVID-19" Committee

"COVID-19 Committee" shall be formed from Management, Administration and HSE Team which purpose is to monitor employees and workers, and to ensure implementation of the COVID-19 Procedure and Emergency Response Plan.

The Committee members shall be, but not limited to, the following members:

- Area Manager
- Area Head Administrator
- Project Manager
- Project HSE Manager
- Project Doctor/Nurse
- Project Head Administrator



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Businesses Should Support and Respect the Protection of Internationally Proclaimed Human Rights



k. Employees Behavior and General COVID-19 Pre-cautionary Measures

Management must communicate and enforce implementation of controlled measures as advised in the Safety Alerts and Posters such as:

- Employees are required to clean their own work stations and offices at all times.
- Employees are recommended to maintain personal hygiene measures.
- Keep at least 4-feet Safe-distance (Appx. 1.5 meters) during personal interaction with other individuals.
- Avoid shaking hands to help protect yourself and others.
- Covering coughs and sneezes and keeping hands clean.
- Mask and gloves are mandatory at all times when interacting with others and in common areas.
- Use hand sanitizers at all times.
- Do not come to work if you feel sick, and attend a clinic immediately.
- Report to management and the local clinic for any suspicious cases of high temperature or flu symptoms.
- Wash your hands regularly with soap and water for 30 seconds and follow respiratory etiquette.
- Avoid touching surfaces and do not touch your face if not washed or sanitized.



- Employees are encouraged, when they return home, to disinfect their shoes and avoid them inside their residence, change and wash all clothing, take showers, and sanitize personal belongings such as wallets, phones, keys, etc.
- Employees are encouraged to fortify their immunity by having enough sleep, eating healthily and exercising.





UN GC PRINCIPLE 1

Businesses Should Support and Respect the Protection of Internationally Proclaimed Human Rights

I. Visitors

Stringent Visitors' Policy shall be implemented considering the following:

- No visitors shall be initially invited to offices, site or any other business premises. Instead; conference calls or any other verbal communication are advised to avoid having visitors in person.
- No visitors shall be permitted to attend site or admitted to offices unless previously approved by the Project/Area management as an exceptional case.
- In case of an exceptional visitor, the following procedure shall be implemented:
 - The visitor's name must be given in advance and available at the security gate of the building/facility.
 - The visitor's temperature shall be tested using a temperature-gun at the security gate and his general health conditions shall be observed. Visitors who measure temperature higher than normal or indicate abnormal health conditions shall not be permitted access even though they have a previous permit.
 - The visitor's belongings especially telephones, keys and bags shall be retained at the security gate otherwise such items must be disinfected at the gate if they have to bring them inside the offices and buildings.

- Visitors must be escorted by a safety officer or an authorized person from the security gate to their destination within the building/facilities and back forth.
- A log of visitors must be kept at the security gate including full name, time, date, destination, etc.
- Visitors, if allowed access, shall be provided with a mask, hand sanitizers upon their entry.
- Visitors shall be instructed to avoid hand-shake, keep the 4 feet (1.5 meters) safe distance, make it a short-visit, and comply with the posted procedures.
- A brief Induction (5-10 minutes) shall be given to the approved visitor at the security gate in order to communicate important preventative measures before they enter the facilities such as safe distancing, using hand sanitizers, no hand-shake, emergency phone number, etc.
- Drivers and maintenance employees are not allowed into the premises unless called on by their supervisors.

UN GC PRINCIPLE 1

Businesses Should Support and Respect the Protection of Internationally Proclaimed Human Rights



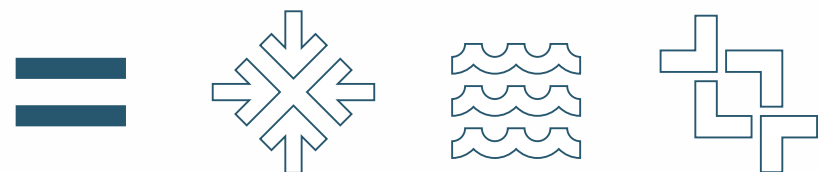
9. HSE Achievements

CCC excellence in construction is accompanied by an equivalent excellence in the preservation of Health, Safety, and Environment. CCC is highly concerned with the health and safety of its employees, and extremely values the environment in which it operates, and strives relentlessly to protect it.

In this regard, CCC has received many HSE Recognition Awards for the outstanding HSE performance and job well done in protecting our employees' health and wellbeing of not being hurt or injured during the constructions and operations of the projects.

The HSE milestones and millions of hours free of lost time injuries are the best proof and reflection for CCC commitments towards its employees' health and wellbeing as well as protecting and preserving the surrounding environment.





Human Rights

UN GC PRINCIPLE 2

Businesses Should Make Sure that they are not Complicit in Human Rights Abuses



UN GC PRINCIPLE 2

Businesses Should Make Sure that they are not Complicit in Human Rights Abuses

In CCC, we understand the importance of due diligence with respect to the Human Rights practices of our subcontractors and suppliers.

CCC ensures that all subcontractors, stakeholders and suppliers are properly selected and controlled. During selection the subcontractor/ stakeholder will be required to fill an evaluation questionnaire that proves with solid, objective evidence that the basic HSE requirements and human wellness criteria are respected. This will be the major assessment in selecting subcontractors/stakeholders.

All subcontractors/stakeholders selected to work for CCC will be required to sign a subcontractor agreement that specifies the HSE Requirements that the subcontractor/stakeholder must implement and follow while performing a job for CCC. We ensure following up and controlling our subcontractors/stakeholders through regular meeting and several weekly and monthly reports that they must submit to CCC.





UN GC PRINCIPLE 2

Businesses Should Make Sure that they are not Complicit in Human Rights Abuses

A typical example is demonstrated in our relevant HSE policies. All subcontractors, stakeholders and suppliers are to implement and follow CCC's HSE Management System requirements as follows:

1. The subcontractors shall fully meet and comply with the requirements of CCC HSEandS management system, HSEandS management plan and HSEandS procedures as applicable to and approved for the specific project.
2. For specialized tasks, activities or work scope that are to be executed by a subcontractor and are not covered by CCC HSEandS management system, HSEandS plan, or HSEandS procedures, the Subcontractor shall submit their HSEandS Procedures covering the specialized tasks, activities, or scope of work for CCC approval. Approved procedures covering the specialized tasks, activities, or scope of work shall be considered part of CCC HSEandS management system, HSEandS plan, and HSEandS procedures applicable to and approved for the project.
3. In the case where subcontractors are required to have their own HSEandS staff for any activity they will have to submit to CCC Project HSEandS department, CVs of their staff for approval by the CCC HSE Department.
4. We ensure that only approved HSEandS staff are working on our projects. The approved HSEandS staff cannot be replaced or released without CCC's prior written approval.

Subcontractor compliance is ensured by close monitoring of their record through all the commercial and construction phases:

- **Bidding Stage:**

- ↳ Project specific sustainability requirements are embedded in the tender documents.
- ↳ Clarification meetings are held with various bidders to ensure they fully understand the requirements.

- **Selection Stage:**

- ↳ Upon selection of a subcontractor a dedicated sustainability kick-off meeting (KOM) is held in the presence of their senior project management team, the Contract sustainability requirements are again presented and a CD containing all the regulatory framework documentations (plans, procedures, laws, etc.) is handed over to the subcontractor and an acknowledgement sheet is collected and kept on file.

UN GC PRINCIPLE 2

Businesses Should Make Sure that they are not Complicit in Human Rights Abuses



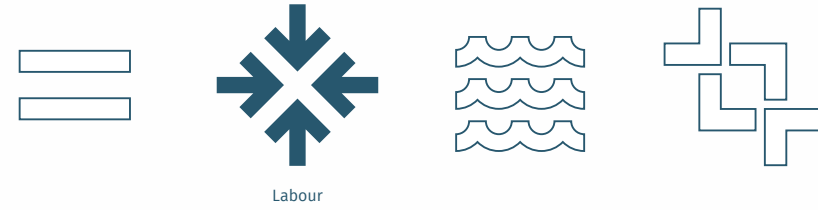
- **Execution Stage:**

- ↳ Training: subcontractor senior staff and related personnel are trained by the main contractor on the project's sustainability principles. Each subcontractor is then requested to establish and implement their own detailed sustainability training plan (either in-house training or utilizing 3rd party consultants).
- ↳ Deliverables: the subcontractor is requested to put forward a submittal log/matrix for their own sustainability plans within the agreed period.
- ↳ Reporting: subcontractors are required to report their sustainability performance indicators on weekly and monthly basis using the provided templates. CCC then runs "trend analysis" reviews and compare the actual performance against the targets and goals.
- ↳ Sustainability audits are scheduled and carried out using standardized templates/checklists.
- ↳ Delays or non-compliance is penalized through withholding monthly progress payments.
- ↳ Compliance and good performance is rewarded monthly through the "Subcontractors' League" where the leading subcontractor is awarded the "Best Subcontractor of The Month" Award.

- **Post-Completion Stage:**

- ↳ The subcontractor's performance (in terms of sustainability, HSE etc.) during the duration of the project is evaluated using the Subcontractor Performance Report template. This report can later be used as a tool to decide on whether this subcontractor can be recommended for future jobs or not.





UN GC PRINCIPLE 3

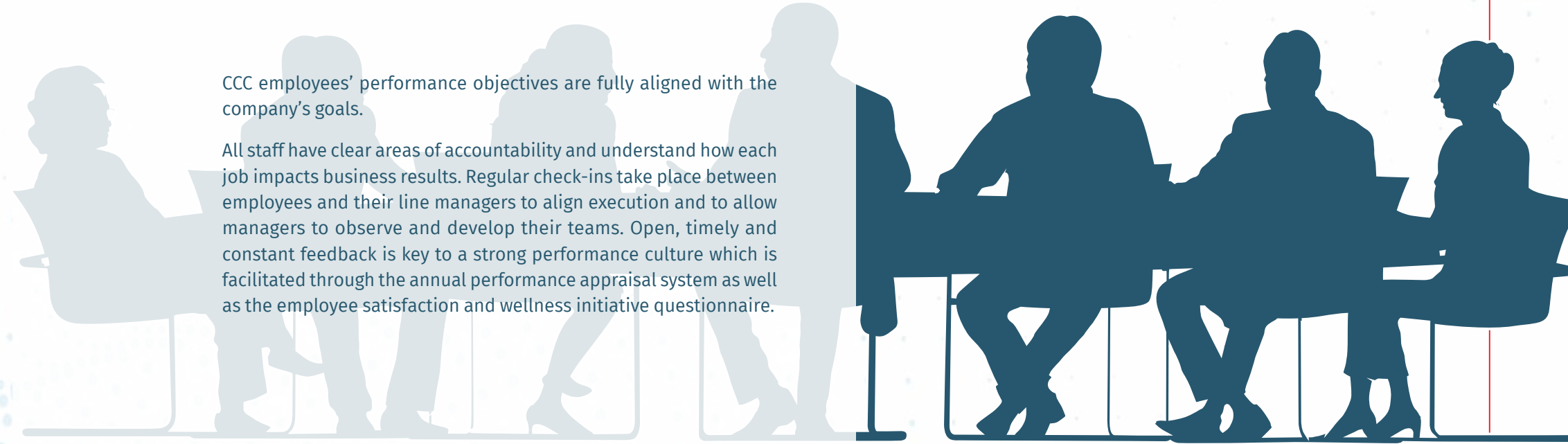
The Support of Freedom of Association and the Recognition of the Right to Collective Bargaining

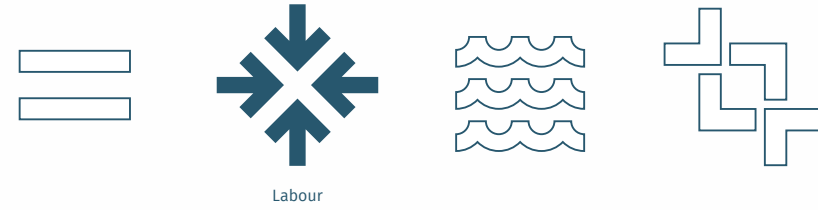
UN GC PRINCIPLE 3

The Support of Freedom of Association and the Recognition of the Right to Collective Bargaining

CCC employees' performance objectives are fully aligned with the company's goals.

All staff have clear areas of accountability and understand how each job impacts business results. Regular check-ins take place between employees and their line managers to align execution and to allow managers to observe and develop their teams. Open, timely and constant feedback is key to a strong performance culture which is facilitated through the annual performance appraisal system as well as the employee satisfaction and wellness initiative questionnaire.





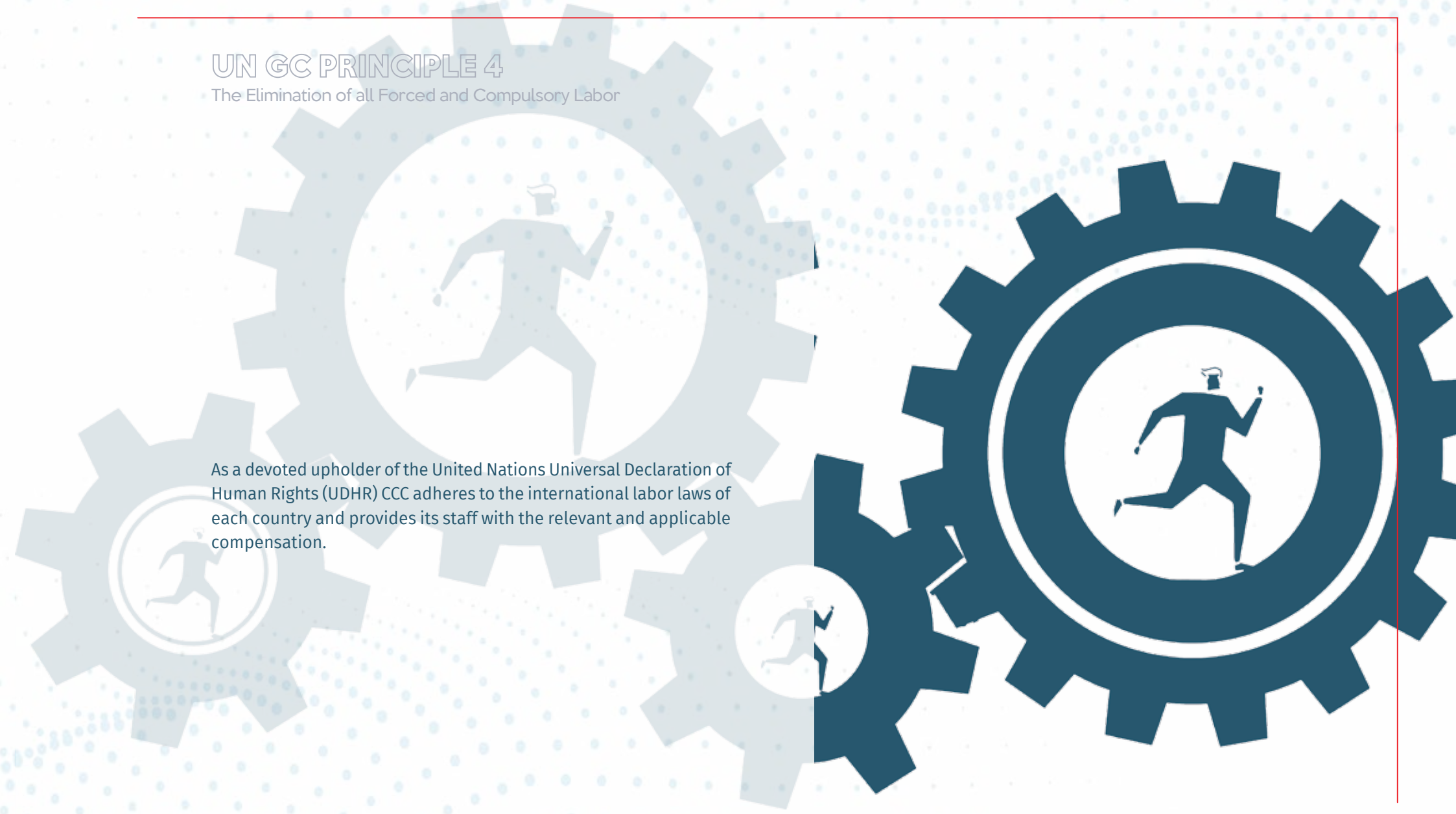
UN GC PRINCIPLE 4

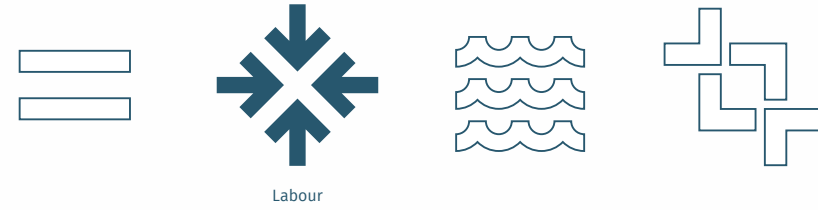
The Elimination of all Forced and Compulsory Labor

UN GC PRINCIPLE 4

The Elimination of all Forced and Compulsory Labor

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





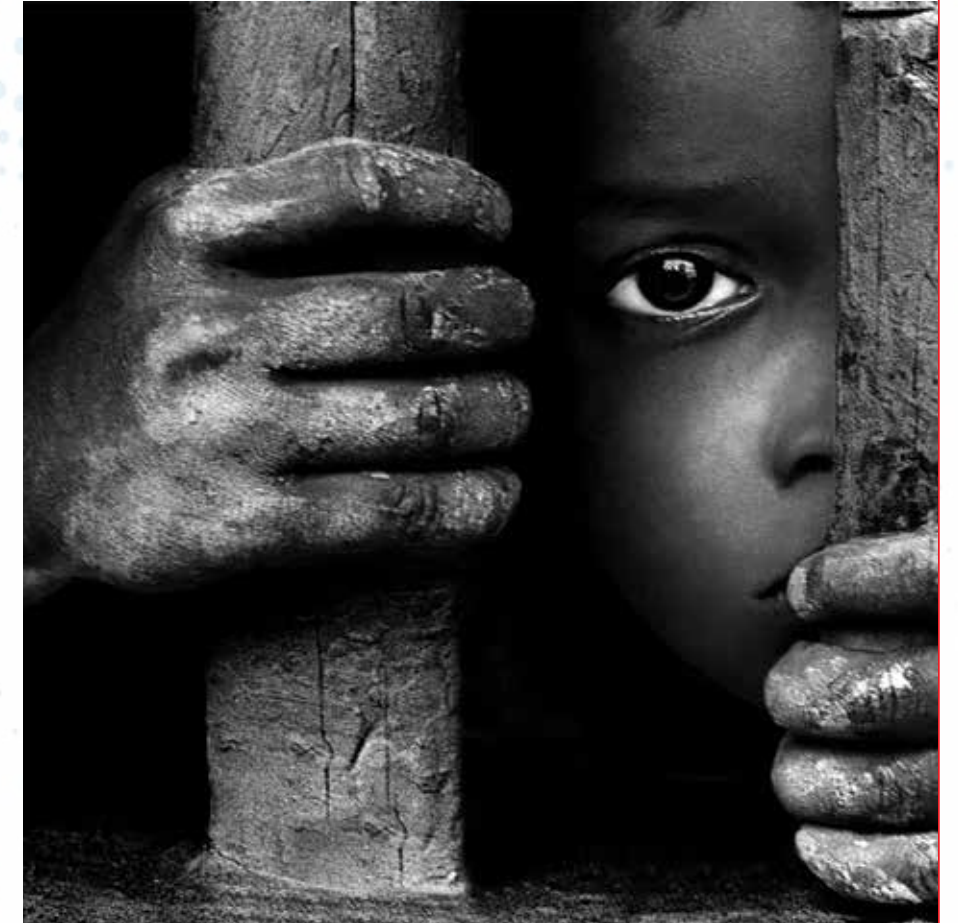
UN GC PRINCIPLE 5

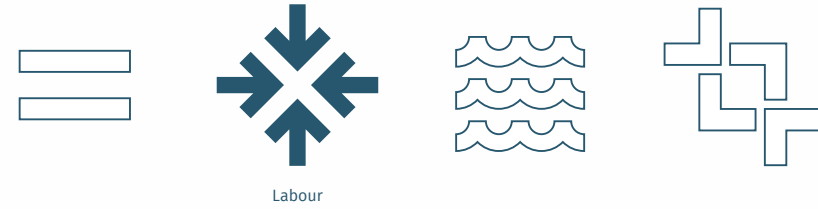
The Effective Abolition of Child Labor

UN GC PRINCIPLE 5

The Effective Abolition of Child Labor

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





UN GC PRINCIPLE 6

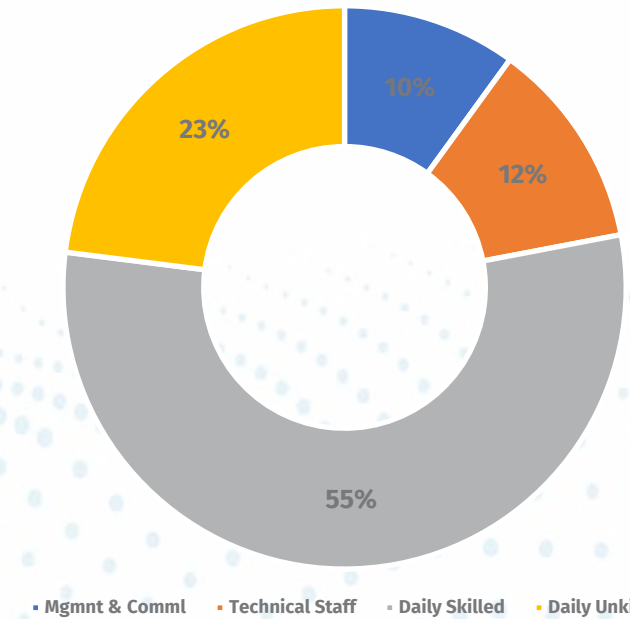
The Elimination of Discrimination in Respect of Employment and Occupation

UN GC PRINCIPLE 6

The Elimination of Discrimination in Respect of Employment and Occupation

As of Mid-2021, the company employed over 37,000 staff from over 65 nationalities around the world, showcasing a 24 percent reduction compared to the middle of the previous year. This was due to projects reaching finalization and handing over to clients and also to the fact that there were releases of extra manpower that was not needed in certain areas. The reduction was observed across a multitude of disciplines including commercial and technical staff as well as total daily employees.

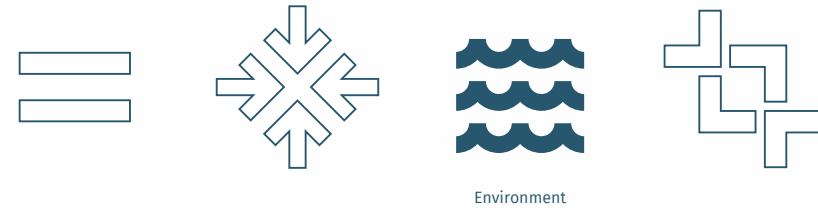
The distribution of work force for Mid-2021 is shown below:



Similar trends are observed in the male/female ratios in areas of operation where social setups allow for female employment, in a total of 16 countries in Europe, MENA, Africa, and CIS regions.

2020-2021 was once again a slow period due to the fact that not many new projects were awarded to the company and that had an immediate effect on manpower trends, as the company released or “recycled” existing staff members in vacancies that opened rather than commence sourcing new staff. It is the company’s aim to commit to retaining as many staff members as possible on board to keep ongoing projects viable and to be delivered in a timely fashion. Staff that may have been released are kept on record for reemployment upon new project awards.

CCC consistently invests in improving existing programs and approaches when it comes to leadership development, staff engagement and training using current practices and adopting new schemes. The wide range of technical and leadership training programs are tailor made to disciplines that are utilized in the company and are updated on an annual basis to include new and improved trends, ideals and information.



UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges

UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges



We strive to make CCC a leader in sustainability in the engineering and construction business and minimize our impact on the natural environment when designing, building, and managing facilities.

CCC's Sustainability Policy crystallizes our environmental commitment with respect to our construction operations, including alleviating ecological impact, efficient use of resources, and preventing site nuisance. This policy defines the framework of sustainability within CCC and reflects the basic principles of conduct.

Sustainable Material Management

CCC's Sustainable Material Management approach uses the material most productive and sustainable throughout their life cycles and minimizes the environmental impact resulting from using the material in the construction activities. Our concept seeks the following:

- Reduce the use and depletion of finite raw materials and long-cycle renewable materials by encouraging the use of salvaged materials and materials with maximized recycled content.
- Reducing the amount of waste going to disposal.
- The use of materials from local sources (products that are both harvested and manufactured locally) supports local economies while reducing transportation impacts.
- Support the forest ecosystems by using sustainable timber harvesting products from certified forestry.
- When choosing products, use the Life Cycle Cost Analysis to help evaluate the overall long-term economic and environmental efficiency.



UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges

Life Cycle Cost Analysis

At CCC, we are using the Life-cycle cost analysis (LCCA) as a tool to determine the most cost-effective option among different competing alternatives; it takes into account all direct and indirect costs of building material. We are using this tool when implementing any green initiatives to define the maximizes net savings using the initial and operating costs. For example, this helps us determine whether incorporating a high-efficiency HVAC system which may increase initial cost, but result in dramatically reduced operating and maintenance costs, is cost-effective or not. This economic analysis helps us to determine the Internal Rate of Return and Payback Period measures, in addition to the environmental impact, by calculating the total CO₂ saving resulting from those green initiatives to allow us to make a valid investment decision.

CCC Sustainability Site Management Plan

The primary mechanism for embedding sustainability in construction is through the procurement of goods and services that meet the requirements of the sustainability strategy. Once the procurement objectives have been achieved, the focus is on how the requirements are enforced in the day-to-day management through the monitoring and reporting process.

Energy

Objectives:

- Minimize energy consumption and greenhouse gas emissions.
- Reduce construction and embodied carbon emissions.
- Identify low carbon energy generation and procurement options.
- Promote energy-efficient design and construction, including reducing fuel usage.

Target: Develop and manage a Carbon Management Plan, which will include the Project GHG inventory. Also, use energy-efficient systems, appliances, and materials, monitor the supply and consumption of energy, where practicable, and consider the contribution of natural ventilation, building orientation, and insulation to reduce overall energy demand.

Water

Objective: Minimize water consumption in order to reduce the pressure on municipal supply and treatment systems.

Target: Provide efficient water delivery and return systems, reuse Treated Sewage Effluent (TSE), where possible, create native, adaptive, and drought-tolerant landscapes with water-saving irrigation systems and monitor the supply and consumption of water through the use of sub-meters.

UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges



Materials and Waste

Objective: Maximize material resource efficiency and minimize the solid waste load on landfills and incineration facilities in order to reduce the burden on public facilities and the adverse impacts of hazardous leachate and CO₂ emissions. A Construction and Waste Management Plan will be developed to outline the best practices for application during the project's construction phases. The CDWMP will outline waste prevention and minimization methods by recycling, recovery, and reuse at each stage.

Target: Use materials that have been responsibly sourced from within the region and materials with recycled content, provide waste segregation infrastructure and consider opportunities for composting and/or recycling waste at nearby exiting or planned facilities.

Environment and Pollution Control

Objective: Prevent land, air, water, noise, and light pollution and prevent damage to and, where possible, enhance existing ecology, habitats, and biodiversity.

Target: Develop and implement management plans for the responsible and sustainable management of the construction process. The major pollution elements will be prevented by the use of various mitigation measures, addressing:

- Light Pollution
- Air Pollution
- Water Pollution
- Noise





UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges

Case Studies

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

Al Bustan North Street Project, Qatar

100% solar-powered off-grid mobile tower lights

- Zero CO₂ emissions for the generated energy
- 13,743 metric tons of CO₂ emissions offset annually
- 5,000 fuel lt. saved per year from skipping the use of generators

LED lights (200 units)

- 146,000 KWh energy is saved annually
- 77,945 metric tons of CO₂ emissions offset annually

Energy Efficient HVAC Units (135 units)

- 398,250 KWh annual savings on energy consumption
- 327,087 Metric tons CO₂ emissions indirectly offset annually

Material reuse, transportation management

- 514.21 metric tons of CO₂ emissions offset annually



UN GC PRINCIPLE 7

Businesses Should Support a Precautionary Approach to Environmental Challenges



Ghazeer Project (GAZP), Oman

Solar power lighting

- 327,087 metric tons of CO₂ emissions reduced annually

Sulfur Recovery Unit (SRU) Project, Saudi Arabia

LED Lights (224 units)

- 86,400 Kw of energy saved annually
- 68 metric tons of CO₂ emissions offset annually

Mesaimeer Road Project, Qatar

LED Lights (762 units)

- 625,610.0 KWh of savings on energy consumption annually
- 312.8 metric tons of CO₂ emissions indirectly offset annually

ECO Mode driving

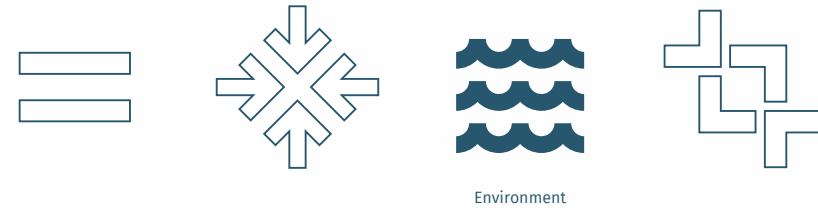
- 71 metric tons of CO₂ emissions reduced annually



Jizan Refinery Utilities Project (JRUP), Saudi Arabia

Solar Lights with motion sensor

- 100 metric tons of CO₂ emissions offset annually



UN GC PRINCIPLE 8

Undertake Initiatives to Promote Greater Environmental Responsibility

UN GC PRINCIPLE 8

Undertake Initiatives to Promote Greater Environmental Responsibility



In 2019, we developed the CCC sustainability construction guideline; the objective of this guideline is to evaluate the sustainability impacts of CCC projects, offices, and camps; it includes a checklist that covers all sustainability-related themes. This checklist provides recommendations and guidance for implementing sustainability best practices in construction, ensuring that relevant goals and requirements are achieved. The checklist consists of seven categories that define sustainability for CCC's projects, offices, and camps. Each category measures a different aspect of the impact on sustainability and addresses ways to reduce negative impacts.

These categories are:

- **Procurement:** Specific procurement strategies to ensure sustainable construction requirements are addressed.
- **Site Works:** Methods to reduce the environmental impact of construction on the project site and surrounding environment are identified.
- **Waste Prevention:** Methods to reduce and eliminate waste on construction projects are identified.
- **Recycling:** Identifies recyclable materials at each construction phase and methods to support the on-site recycling effort.
- **Energy:** Identifies methods to ensure and improve buildings' energy performance, reduce energy consumed during construction, and opportunities to use renewable energy sources.
- **Indoor Air Quality:** Methods to ensure indoor environmental quality measures during construction are managed and executed properly.
- **Site Office and Camps:** Identifies material that will reduce CCC's carbon footprint, water footprint, and the overall impact on sustainability in camps and offices.





UN GC PRINCIPLE 8

Undertake Initiatives to Promote Greater Environmental Responsibility



CCC Sustainability Circular Economy Approach

CCC's sustainable management of resources aims to preserve raw materials and help our built environment's life cycle. In line with the concept of a circular economy. In line with the concept of a circular economy, we focus on the three key areas:

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

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

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

- Use 20% of recycled content construction materials.
- Use 50% of certified wood.
- Reduce 50% of water consumption.
- Reduce construction waste to less than 30 Kg/m².
- Reduce 50% of construction waste disposal.
- Reduce 25% of wastewater discharge.
- Establish a zero plastic usage strategy.

UN GC PRINCIPLE 8

Undertake Initiatives to Promote Greater Environmental Responsibility



Sustainability Monitoring and Reporting

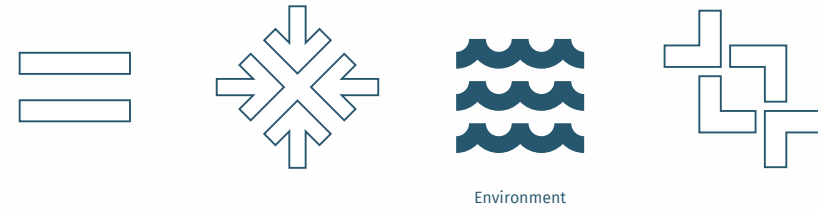
CCC has been diligently measuring its sustainability performance since 2012.

We place particular significance on keeping track of our environmental measurements, such as energy use, carbon emissions, water consumption, and waste production, as this information enables us to tackle our impact on the planet's natural resources. We assess our performance in relation to our projects, area offices, camps, and vehicle fleet.

Our system for grasping all of CCC's sustainability-related data is grounded upon specific KPI's (Key Performance Indicators). These KPI's are necessary to keep track of our progress and drive improvements. The selected KPI's focus on sustainability issues that matter the most to CCC and are based on internationally recognized indicators and values (Global Reporting Initiative (GRI), the Ten Principles of the UN Global Compact). Specifically for carbon emissions, CCC's assigned KPI's also follow the Greenhouse Gas (GHG) protocol standards for the Carbon Footprint inventory.



Furthermore, a "KPI Toolkit" has been created to capture each indicator to facilitate the sustainability measuring processes. This Toolkit is a practical explanation of "What to Measure" and "How to Measure." CCC Projects and Camps fill in the Toolkit for each indicator internally every month and report back with the accumulative at the end of each year. During the past years, almost all CCC areas of operation made their contribution to the achieved annual KPI's. Providing the required information reinforces sustainability aspects into our operations and enables CCC to fulfill its relevant commitments.



Environment

UN GC PRINCIPLE 9

Encourage the Development and Diffusion of Environmentally Friendly Technologies

UN GC PRINCIPLE 9

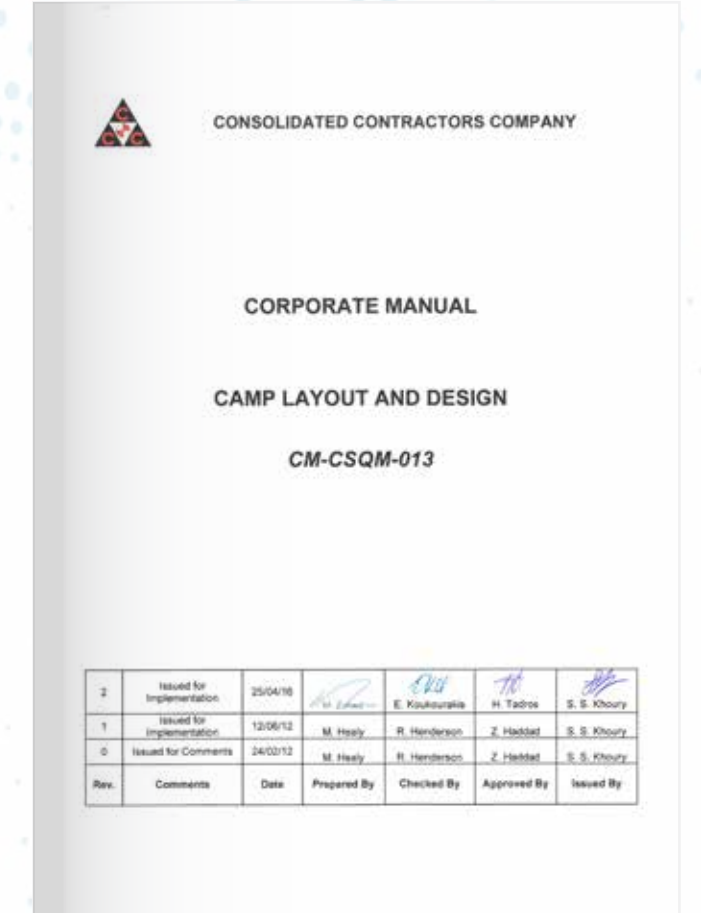
Encourage the Development and Diffusion of Environmentally Friendly Technologies

Sustainability Camp Manual

Aiming to address sustainability commitments during our operations systematically, CCC has developed a **Camp Sustainability Manual**. This manual is designed to provide guidance in implementing sustainable practices consistently and as part of the daily operations in projects, offices, and camps.

It encompasses CCC's sustainability aspects, economic growth, social responsibility, and environmental protection, thereby providing benefits to CCC and its clients. The manual contains a Sustainability Initiatives checklist that covers various categories under the Environmental, Social, and Economic spheres. These categories include Energy and Water Conservation, Transportation, Renewable Energy, Waste Management, Environmental Procurement, Air Purification, Safety, and others.

The manual provides a comprehensive framework enabling each project team to select and target certain sustainability areas.





UN GC PRINCIPLE 9

Encourage the Development and Diffusion of Environmentally Friendly Technologies



Sustainability Initiatives

We value the environment in which we operate and strive to relentlessly protect it; therefore, we apply initiatives to mitigate our environmental impact. At our projects, camps, and offices, CCC follows a meticulous sustainability strategy underpinned by detailed practices in the fields of energy efficiency, water conservation, renewable energy, and overall environmental responsibility.

Our applied measures include solar PV power plants, PV-powered lighting systems, solar water heaters, wastewater treatment plants, and recycling construction materials.

An overview of the initiatives and the results generated are presented in the next table:

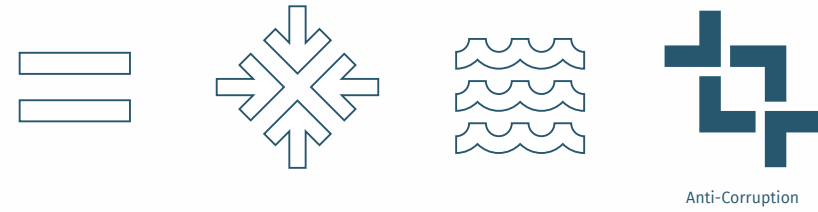


UN GC PRINCIPLE 9

Encourage the Development and Diffusion of Environmentally Friendly Technologies



| Category | Initiative | Project Name | Result (annually) |
|--------------------|-----------------------------------|--|--|
| Renewable Energy | PV Power Plant | Habshan Project and Camp, UAE | Reduced electricity consumption by 381 Mwh Offset 18,025 tons of CO ₂ emissions (annually) |
| | PV outdoor lighting systems | Habshan Project and Camp, UAE | Reduced electricity consumption by 15.5 Mwh Offset 10,7 tons of CO ₂ emissions (annually) |
| | LED Solar rope lights | Bausher Waste Water Project, Muscat, Oman | Reduced electricity consumption by 27.4 Mwh Offset 216 tons of CO ₂ emissions |
| Energy Efficiency | LED Lights | Midfield Terminal Building Project, Abu Dhabi, UAE | Offset 14.1 tons of CO ₂ emissions |
| | High-Efficiency HVAC units | APM Head House Project, Abu Dhabi, UAE | Offset 62.8 tons of CO ₂ emissions |
| Water Consumption | Wastewater treatment plant | Midfield Terminal Building Project, Abu Dhabi, UAE | Reduced freshwater supply by 520,000 m ³ |
| | Low flow sanitary fixtures | Midfield Terminal Building Project, Abu Dhabi, UAE | Reduced water consumption by 70,300 m ³ (40%) |
| Construction Waste | Recycling Concrete and Aggregates | Midfield Terminal Building Project, Abu Dhabi, UAE | Total of 992,160 m ³ recycled concrete and aggregates |



UN GC PRINCIPLE 10

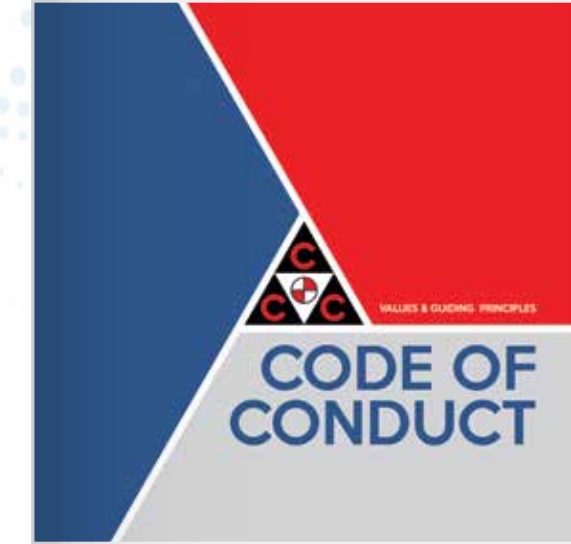
The Promotion and Adoption of Initiatives to Counter All Forms of Corruption, Including Extortion and Bribery

UN GC PRINCIPLE 10

The Promotion and Adoption of Initiatives to Counter All Forms of Corruption, Including Extortion and Bribery

Consolidated Contractors Company (CCC Group), has an Ethics and Compliance Program within a Corporate Quality Manual with a dedicated Quality Management Procedure developed for this purpose. This program has been certified by The International Organization for Standardization (ISO 9001:2015). This Quality Management Procedure “QMP-MOA-029 “ is periodically reviewed and enhanced with latest learnings in this field as part of CCC’s continuous improvement drive enforced by CCC’s Executive Management.

Contemporary copies of this procedure are made available to all employees and other third-party personnel or bodies that are directly involved in CCC business, where their acknowledgement is sought annually for compliance with all procedure provisions. The procedure has set out the guidelines for implementing the Ethics and Compliance Program within CCC Group’s organizational structure and defined the mandatory business ethics to be exercised by CCC employees. It promotes the awareness of the right behavior during participation in CCC business operations as well as defines the mandatory business ethics, honesty, integrity, and code of conduct for compliance with the prevailing laws, regulations, policies, procedures, and standards. Moreover, it clearly specifies, and outlines the acts that constitute corruption and bribery.



CCC’s Ethics and Compliance Program aims achieving the company’s vision for a long-term culture of Ethics and Compliance and sustaining a corrupt free environment in all CCC-Group business activities. CCC is actively participating in the global fight against bribery and corruption and has adopted provisions and recommendation induced by applicable World’s anti-corruption laws, regulations, policies, and procedures.





UN GC PRINCIPLE 10

The Promotion and Adoption of Initiatives to Counter All Forms of Corruption, Including Extortion and Bribery

CCC, an active member in the international contracting industry, carries out many versatile and diversified activities covering investment, development, design, engineering, procurement, and construction works. Such matter necessitates the company's dynamics in adopting the latest trends and continuous changes to the applicable ethics and compliance laws and regulations.

CCC's Ethics and Compliance Program was revised recently in 2021, to ensure fully meeting the international standards implemented by the contracting industry and reflected in all CCC's values and guiding principle (Code of Conduct).



CCC continuously conducts periodical reviews, internal audits as well as self-assessments in line with its Ethics and Compliance Program. Detailed assessments on all CCC's areas of operation are incessantly performed to ensure the full compliance with laws, regulations, policies, and procedures. Reports received are reviewed and endorsed by CCC's executive management as mean of evidence for proper program implementation.

The Ethics and Compliance Program requires enhancement on the following measures to be put in place:

1. Ongoing face-to-face training workshops and awareness sessions shall be regularly conducted to all staff particularly those in vulnerable positions for corruption and non-compliance. Completion certificates are issued to each participant, copies of which are filed into their respective personal files within HR Department.
2. The online Ethics and Anti-Corruption e-Learning Program was re-launched in 2021 to maximize the employee's participation and awareness at their own ease and comfort.
3. CCC's Ethics and Compliance Program uses a dynamic staged process that ensures adequate contemplation of the inductees using self-assessment, a specific methodology that is practiced by the Ethics and Compliance team as well as through online courses to remind employees of the defined mandatory business ethics exercised during participation in the company business operations.

UN GC PRINCIPLE 10

The Promotion and Adoption of Initiatives to Counter All Forms of Corruption, Including Extortion and Bribery



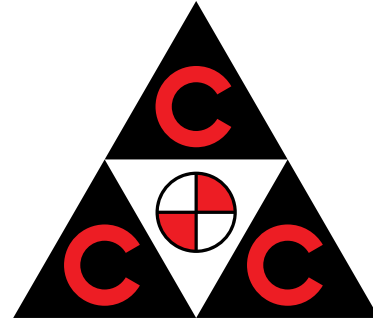
4. CCC promotes high standards of professional corruption-free business behavior and has developed dedicated physical and online surveys issued quarterly to all areas of operations to understand staff and third parties' level of understanding and compliance of the program and to enhance their undertaking of responsibilities and their commitment and adherence to CCC's Ethics and Compliance Program.
5. CCC's Ethics and Compliance Program takes into consideration the process of identifying and assessing Ethics and Compliance risks. This is executed in compliance as well with the Group's risk management policy and manual defining the likelihoods and the consequences of potential corruption and/or non-compliant acts and behaviors. The Ethics and Compliance risk register was recently expanded to cater to opportunities for better compliance behavior.
6. CCC's **Vendors' Online Registration Portal** has been launched using IBM Maximo® system. During the registration process, all vendors, that potentially would participate in CCC's business or project execution are obligated to undergo a due diligence process and accepting unconditionally compliance with all CCC anti corruptions provisions as part of the overall vendor prequalification and registration process . The term "Vendor" includes subcontractors, suppliers, vendors, distributors and all other third parties.

Since the inception of CCC Group:

- Honesty,
- Integrity,
- Family Values,

Are important core business ethics and practices that CCC prouds itself with and contributes to its continued success. CCC's founders and executive management have raised the bar with a visible zero tolerance to corruption in all its forms and with no exemption to any staff member. Consolidated Contractors Company (CCC Group) is an active member and supporter of the following international organizations:

1. **United Nations Global Compact:** One of the first 50 members to join the launch of the Compact in 2001.
2. **World Economic Forum:** Founding member and active participant of the Forum since 2004.
3. **Pearl Initiative:** Founding member of the Initiative when launched in 2011, active participant and board member of the Founding Committee.



APPENDIX



from left: Oussama El Jerbi, General Manager Qatar, Bassel Kanj, Environmental Manager and Saji Khoury, Business Development Manager

SUSTAINABILITY

29 Winners of Qatar Sustainability Award 2020
honoured by Qatar Green Building Council (QGBC)

Appendix

SUSTAINABILITY

29 Winners of Qatar Sustainability Award 2020 honoured by Qatar Green Building Council (QGBC)

The Qatar Green building council (QGBC), a member of Qatar Foundation, has honoured 29 winners of fourth Qatar sustainability Awards 2020 in a ceremony held on 4th March 2020 at City Center Rotana hotel. The winners were announced at a special event held in the presence of a large number of dignitaries and special invitees.

The awards recognize the efforts, commitment, and contributions of individuals, institutions and organisations in furthering sustainable development and environmental protection in Qatar and the region and shared the experiences in this regard.

The QGBC awards cover a variety of categories including green buildings, green hospitality, green service providers, building products and technologies, green research and sustainability initiatives.

Consolidated Contractors Company (CCC), has been awarded the Green Contractor of the Year award for applying best environmental practices and best sustainability initiatives and innovations in projects implementation works.

The award was received by Oussama El Jerbi, General Manager Qatar, Bassel Kanj, Environmental Manager and Saji Khoury, Business Development Manager. They all expressed their delight for winning this award that reflects CCC's commitment to the environment and green building.

The director of QGBC, Meshal al-Shamari said: "The Qatar Sustainability Awards is the culmination of the year round efforts of a growing base of stakeholders from the public and private sector and reflects the diversity of initiatives and achievements of an environmentally conscious community". The entries for the award were reviewed and scored by an expert jury, including senior sustainability and green building experts, professional practitioners, and academic researchers.

From about 100 entries submitted for Qatar Sustainability Awards 2020, a total of 29 winners were selected for their sustainable and innovative efforts in their respective categories.

Our sustainability report describes the percentage focus for integrating sustainability when performing our business activities, how we deliver our sustainability services including the company's sustainability construction guidelines and checklist, how to monitor business partners for sustainability knowledge and education through building green culture in the company. Also the report demonstrates our sustainability collaborations and engagement in Qatar and beyond and how we are practicing the green internal strategies focusing on the innovative techniques for a sustainable built environment. Also the report list the green building mega projects that are completed recently by CCC in Qatar and beyond and the projects which are still managing aiming for certification.



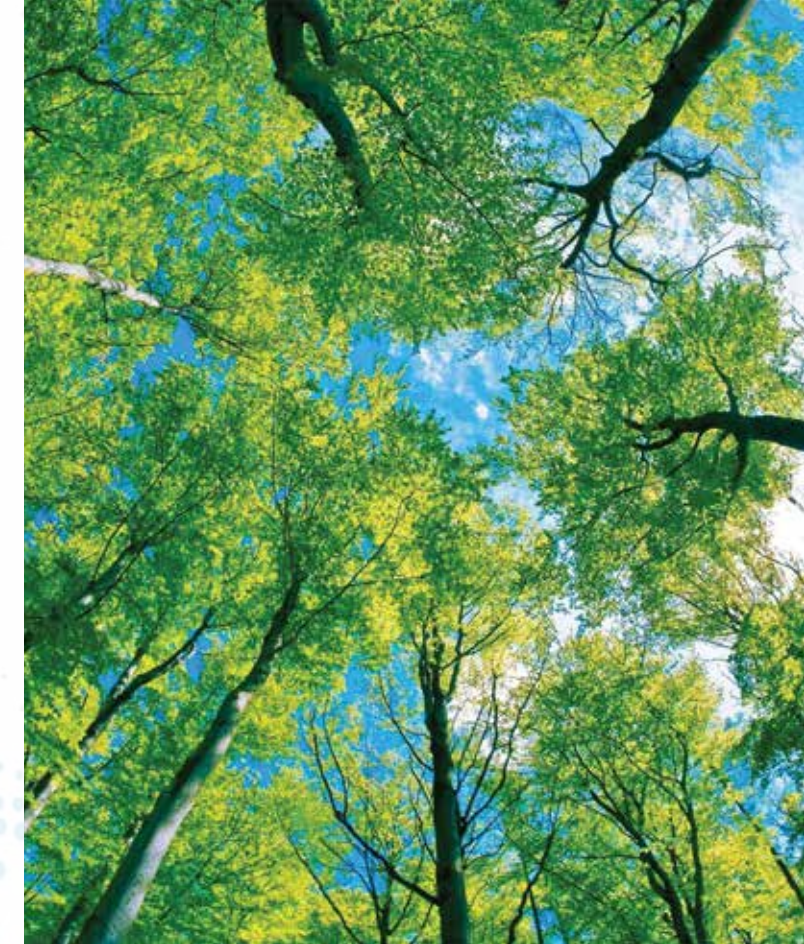
Appendix

SUSTAINABILITY

CCC Sustainability Strategy 2020-2025

SUSTAINABILITY

CCC Sustainability Strategy, 2020-2025



CCC is on track to integrating sustainability into all our business activities. Our operation assessment allows us to identify and prioritize activities that address our direct environmental and social impact and explore opportunities where we can make a difference where we operate.

Our **Sustainability Strategy** is based on the three pillars of sustainable development: economy, environment and society.

We strive to align our strategy with the Sustainable Development Goals (SDGs), a call to action set by the United Nations General Assembly in 2015 to protect the planet and ensure that all people enjoy peace and prosperity.

CCC's vision is to foster a culture of sustainability that promotes economic prosperity, environmental benefits, and social value all geared to increasing our positive impact on the world.



SUSTAINABILITY

Al Bustan North Street Project,
2nd CCC Sustainability Competition

Appendix

SUSTAINABILITY

Al Bustan North Street Project, 2nd CCC Sustainability Competition

BSNP Management and staff are fully committed to achieving highest environmental standards, satisfying legal requirements and limiting the environmental impact of its activities. To achieve this commitment, BSNP Management is also putting special emphasis on sustainability practices during the construction phase.

The BSNP had participated in the second CCC sustainability competition and was honored the highest prize. The evaluation process focused on the efficiency of cost effective measures in delivering sustainability objectives and savings in energy, water and greenhouse emissions, recycling waste and reuse of material clearly supported by facts and figures.

As a result, the ranking and winners are:

| Winners | | | |
|---------------------------------------|-------|-----------|-----------------|
| Projects and Camps | Area | Score (%) | Rank |
| Al Bustan North Street Project, Qatar | Qatar | 98.7 | 1 st |

Following summary of below applying best sustainable practices in project implementation works.

- **Solar tower light** use is directly responsible for the reduction in air pollution, CO₂ emissions and noise control. This initiative reduces the project carbon footprint offsetting approximately 12.936 metric tons of CO₂ emissions annually which is resulted in omitting using the diesel generators and save fuel consumption of approximately 5,000 litres per year.
- **Use of low energy LED lights** instead of conventional metal halides with more energy consumption. This clean energy initiative will lead to potential CO₂ emission reduction for the generated energy and allow us to reduce the project's CO₂ emissions by offsetting approximately 77.945 metric tons of CO₂ emissions annually.
- **Use of energy efficient HVAC** energy efficient air conditioning and electric heating system on project has help to ensure optimal energy consumption which lead to reduction in carbon emission approximately 234.368 metric tons of CO₂.
- **Use of Synchronized Powerhouse** running multiple generators in parallel condition on project has increased the load bearing capacity of powerhouse as well as the system voltage and frequency is operating with less deviations to increases energy saving and sustainability of powerhouse.





Appendix



SUSTAINABILITY

Al Bustan North Street Project, 2nd CCC Sustainability Competition

- **Use of milled asphalt waste material** for site temporary road access instead of bringing water through tankers from external sources away from the project site to reduce air pollution, fuel consumption reduction and dust emissions reductions. This initiative indirectly helps reducing CCC's CO₂ emission reductions by offsetting approximately 660.386 metric tons of CO₂ emissions into the environment. The waste is also considered as recycled material and reused on site instead of disposal off-site into a landfill.
- **Reuse of crushed concrete waste** with other suitable material for permanent works instead of offsite landfill disposal. This green initiative resulted into diverting the waste concrete going to offsite landfill and helped reducing the project's CO₂ emission reductions by offsetting approximately 278.392 metric tons of CO₂ emissions.
- **Reuse of slurry spoil material** with other suitable material for backfilling and road works instead of offsite disposal into landfill. This green initiative contributes in the project's CO₂ emission reduction by offsetting approximately 113.949 metric tons of CO₂ emissions.
- **Reuse of water from site drinking water station** for dust control to reduce air pollution and fuel consumption for tankers which lead to less CO₂ emissions instead of procuring water from external sources. This water conservation initiative program will save water demand from external sources and will lead to potential CO₂ emission reduction on transportation and fuel consumption by offsetting approximately 2.752 metric tons of CO₂ emissions annually.
- **Recycling of plastic waste** (barriers) to avoid offsite landfill disposal.
- **Reuse and recycling of metal waste** for site works instead of offsite disposal and procuring construction raw material from external sources.
- **Reuse of excavated material** as crushed aggregates and fill material for sub grade, sub base and backfill. This deployment of in-house processed material is contributing to economic benefits and will help achieving the environment and sustainability goals.



SUSTAINABILITY

CCC Sustainability Strategy,
Circular Economy Approach

SUSTAINABILITY

CCC Sustainability Strategy, Circular Economy Approach



Sustainability is the continuity of a business now and in the future. It involves the ability to maintain or support an activity or process over the long term. CCC is integrating sustainability into all our business activities. Our operation assessment allows us to identify and prioritize activities that address our direct environmental and social impact and explore opportunities where we can make a difference wherever we operate. We strive to align our strategy with the Sustainable Development Goals (SDGs), a call to action set by the United Nations General Assembly in 2015 to protect the planet and ensure that all people enjoy peace and prosperity. To facilitate the integration of sustainability across the company, CCC has established a solid internal pledge, grounded upon specific strategies, procedures, and structures. Our ISO certified, environmental management system (EMS), corporate policies, project manual, camp manual, green construction guideline and supply chain sustainability assessment tool are examples of how we embed responsible practices in our decision making and operations. We have also established procedures to monitor sustainability metrics and track local as well as global developments.





We are specialized in the construction of megaprojects (either civil or mechanical), across the MENA region, CCC has completed eight certified green building projects, and we are currently managing seven major projects aiming for certification, worth in total 5 billion US dollars. We recognize that construction companies play a vital role

in promoting long-term sustainable value for society. Therefore, we are increasingly concentrating on the business opportunities of green building megaprojects, and for the near future, CCC is well placed as a leading Green solutions provider.



Appendix

SUSTAINABILITY

CCC Sustainability Strategy, Circular Economy Approach

CCC has streamlined its corporate sustainability strategy with the UN's SDGs for 2030. We are particularly committed to specific goals and follow targeted strategies. For instance, we resonate SDG's "#4-Quality Education" and "#8- Decent work and Economic Growth" by focusing on vocational training in the various countries where CCC has an operational presence. The objective here is to empower the local workforce with technical skills and build competent manpower for our projects. SDG's "#9-Build Infrastructure and Foster Innovation" and "#11- Make Cities Sustainable" are directly relevant to our core activities of providing infrastructure that matters. CCC's projects in transportation, water infrastructure, green building, and solar energy address global infrastructure needs and also provide sustainable solutions for the delivery of reliable energy, clean water, transportation, and housing. SDG "#12- Sustainable consumption and production" SDG "#12- Sustainable consumption and production" for CCC translates into taking responsibility of how materials are sourced, used, and disposed throughout the life cycle of projects. Applying conscientious material procurement, using advanced technology, and following circular economy principles, significantly reduce projects' environmental impacts. On-site sewage treatment systems, reuse of construction waste and recycling materials are some of the targeted practices CCC applies.

We focus on reducing our environmental impact by reducing our Environmental (Carbon/Water) footprint through efficiency measures and sourcing of sustainable materials. We are committed to securing a safe and healthy workplace for our employees. We have also reserved space for volunteering activities that reflect our employees' spirit to support the local communities.

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

- Using materials with high recycled content;
- Reusing what already exists. Existing products, once used, are reused or recycled to make new products which will be used on the Jobsite;
- No resources are disposed.

Integrating sustainability within the company strategy has led to the achievement of our social, environmental, and economic goals.



SUSTAINABILITY

Msheireb Downtown Doha (MDD), Pursuing LEED Gold Rating

SUSTAINABILITY

Msheireb Downtown Doha (MDD), Pursuing LEED Gold Rating

Msheireb Downtown Doha (MDD) is a pioneering project developed to revive the old commercial centre of the city of Doha by bridging the past with its cultural ties and ancestry, with the demands of a modern day city. The development aims to build sustainable and innovative initiatives that enrich communities and individual lives, promote environment friendly living and rediscover and implement heritage and culture.

MDD Phase 4 is pursuing LEED 2009 Rating System to assess the buildings within the development. The following rating systems are being considered:

- **LEED for New Construction and Major Renovations (LEED-NC):** For the residential and hotel buildings (Superblock X).
- **LEED for Core and Shell (LEED-CS):** Mainly for the Core and Shell commercial, office and retail buildings (Superblocks Y, W and Z).

The project aims to have a number of sustainability measures implemented in the design. The first target is for each individual building to achieve a minimum of LEED **Gold** Rating.





MDD 4 is currently in the final stage which and the Certification process are split into 4 phases:

- Phase 1: Y01/Y02, Y03/04, W02, W04
- Phase 2: X03, X06
- Phase 3: X04
- Phase 4: Z1Z4, Z07

For New Construction projects we are currently working on the last two credits required for the upload. The Two credits are IEQ Prerequisite 2 “Environmental Tobacco Smoke” and IEQ Credit 3.2 “Construction indoor air quality management plan Before Occupancy”.

Let us brief you a little bit on those two credits.

IEQ Prerequisite 2 “Environmental Tobacco Smoke”

It focuses on the importance of a blower door test to determine the home’s air tightness; there are some reasons for establishing the proper building tightness:

- Reducing energy consumption due to air leakage.
- Avoiding moisture condensation problems.
- Avoiding unconditioned drafts caused by hot air leaking in from the outdoors.



Appendix

SUSTAINABILITY

Msheireb Downtown Doha (MDD), Pursuing LEED Gold Rating



Blower door is a powerful fan that mounts into the frame of an exterior door. The fan pulls air out of the house, lowering the air pressure inside. The higher outside air pressure then flows in through all unsealed cracks and openings. The auditors may use a smoke pencil to detect air leaks. These tests determine the air infiltration rate of a building.

Blower doors consist of a frame and flexible panel that fit in a doorway, a variable-speed fan, a pressure gauge to measure the pressure differences inside and outside the home and an airflow manometer and hoses for measuring airflow.

The test is considered successful if the results were less than 1.25 sq. inches leakage area per 100 sq.ft of Enclosure area (i.e. Sum of all wall, ceiling and floor areas).

Number of testing points from the identical apartment shall be as per following table:

| Typical dwelling units | No. of units X | Sampling (X-1)/7+1 |
|------------------------|----------------|--------------------|
| Type A | 13 | 3 |
| Type B | 8 | 2 |

The project team shall follow procedure from ASTM E779-03 effective leakage.





Standards

The maximum 180-day period shall begin on the date of the first Certificate of Field Verification and Diagnostic Testing for the group and shall end either with the date of the last verified test from the group or 180 days, whichever is less.

Once all homes in the group have been certified, the 180-day clock is reset.

Dwelling units within the group for which a Certificate of Field Verification and Diagnostic Testing has not been completed within 180 days from the date of the first Certificate of Field Verification and Diagnostic Testing for the group, as determined by the HERS provider, shall either be individually tested or be included in a group of dwelling units in a subsequent sample period.

Challenges during Door blower tests:

- Air gaps on the façade and was not sealed properly.
- Gaps between floor tiles and façade.
- Gaps between block walls and ceiling slab.
- Improper head of join implementation.
- Improper sealant around MEP penetrations.

Lesson learned to avoid test repetition:

- False ceiling should not be closed prior door blower test.
- Proper sealant around MEP penetrations.
- Proper head of wall application.
- Proper installation of fire dampers with access panels and to closed properly prior door blower test.

IEQ Credit 3.2 “Construction indoor air quality management plan Before Occupancy”

Msheireb Down town strives to provide all building occupants with an environment that maintains acceptable indoor air quality. The Indoor Air Quality (IAQ) Management Plan is designed to protect the health and safety of building occupants and decrease exposure to indoor air contaminants.

Indoor Air Quality Management (IAQM) is an essential process to determine the level of contaminants present in indoor air and predictively and proactively optimize airflow while minimizing wasted energy costs via occupancy sensors, modelling and air quality data, demand control ventilation, outside air economizing and other tools.

Appendix

SUSTAINABILITY

Msheireb Downtown Doha (MDD), Pursuing LEED Gold Rating

The test is considered successful if the results were:

- Formaldehyde (Maximum Concentration 27 ppb).
- Fine Particulates (Maximum Concentration 50 ug/m3 PM10).
- Total Volatile Organic Compounds (TVOCs) (Maximum Concentration 500 ug/m3).
- 4-Phenylcyclohexane (4-PCH) (Maximum Concentration 6.5 ug/m3).
- Carbon Monoxide (Maximum Concentration 9 ppm).

Your workplace needs a breath of fresh air

- Increased air quality:** Indoor Air Quality is often as high as 2-5 times worse than Outdoor Air Quality, according to the EPA. CO2 levels often exceed prescribed thresholds in both old and new buildings.
- Increased productivity:** Improved indoor air quality can boost employee productivity and cognitive functioning. One study found that by doubling ventilation, cognitive performance increased by over 100%.
- Reduced costs:** A predictive, proactive system such as Outside Air Optimization can prolong lifespan equipment and provide significant energy efficiency savings.

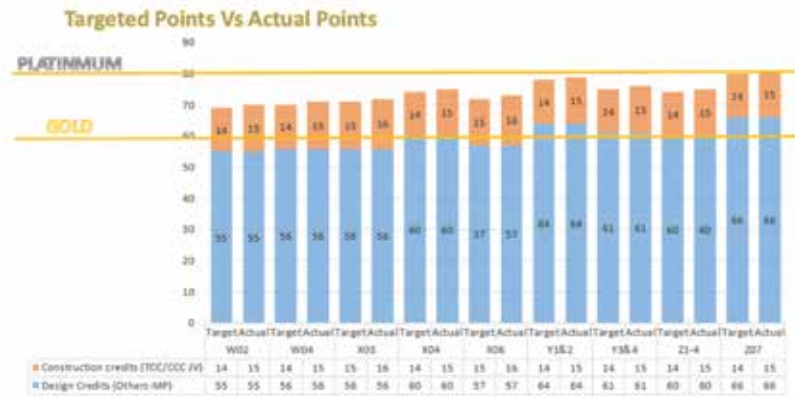
LEED Online upload started for the below Three buildings

| | | |
|--|--|--|
| | Phase 4 Y01/Y02 1000018748 Doha, QA | CS v2009 Construction Preliminary Application |
| | Phase 4 W04 1000018630 Doha, QA | CS v2009 Construction Preliminary Application |
| | Phase 4 W02 1000018629 Doha, QA | CS v2009 Construction Preliminary Application |

| Credits achievement based on Percentage of Sustainable criteria Achieved | | | | | | |
|--|-------------------------------|-------------|------------|--------|----------|--------|
| Credit ID | Credit Name | Status | Target | | Status | |
| | | | Percentage | Points | Achieved | Points |
| MR Cr2 | Construction Waste Management | In progress | 75% | 2 | 86.20% | 2 |
| MR Cr4 | Recycle Content | Completed | 10% | 1 | 23.50% | 2 |
| MR Cr5 | Regional Materials | Completed | 10% | 1 | 25.60% | 2 |
| MR Cr7 | FSC Certified Wood | In progress | 50% | 1 | 100.00% | 1 |



Two buildings out nine buildings are now targeting **Platinum** due to the additional points received through the construction credits.



As explained previously Phase 4 building were targeting **GOLD** certification, CCC did their best to achieve platinum certification for some buildings, we have to achieve exemplary performance on the following two credits **“MR 4, MR 5 and EAc5.1”**.

For MR 4 “Recycled Content”

We made sure that all the BIG tickets that will affect the percentage of the recycled content are complying with the credit rules which is minimum of 10% of pre and post recycled content value.

For example, the BIG tickets were, block walls, concrete and steel.

As for MR5 “Regional Materials”

We have asked all the contractors to provide manufacturer locations and to make sure that all the small and the big tickets are complying with the **600km** radius or **global alternative compliance path** to achieve the exemplary performance.

Measurement and Verification-Base Building

We will be submitting a plan to illustrate how measurements and verification will be done for Core and shell building. And this plan will be used later by the facility management.

Appendix

SUSTAINABILITY

Msheireb Downtown Doha (MDD), Pursuing LEED Gold Rating

Lessons Learned in the MDP4 Project

1. Allow while tendering for the following tests and to be considered while pricing, since the below tests should be done in case buildings are being LEED certified:
 - a. VOC test as per USEPA 24 standards for adhesives, sealants, and paints.
 - b. Solar roof index SRI test as per ASTM, the pavers where sent to Canada for testing.
 - c. CDPH certificate for walls, ceilings and insulations, tests were done in Dubai.
 - d. Door blower test (explained above).
 - e. IAQ test (explained above).
2. Tool box talks for workers, engineers, and managers is very essential to be done at the beginning of the project and on every month in order to reduce the mistakes at site that might cost extra money and materials:
 - a. Avoid mould on gypsum boards,
 - b. Covering all the sand bags,
 - c. Daily housekeeping to above accumulated dust as shown in picture A,
 - d. Proper placement of water absorbent materials that should be stored on pallets,
 - e. Protection of all air ducts to prevent dust accumulation and filter blocking as shown in picture B,

3. Sequence of work to be properly followed between MEP installation and civil activities specially façade closure,
4. Ventilation plan to be prepared for basements and any closed areas prior starting the work in order to procure the proper equipment prior starting the activities,
5. Washing stations for every vehicles exiting the project, it should be planed ahead of time to allocate a place for it,
6. Spraying the ramps by water to avoid soil erosion and pollution. It should be planned ahead of time to a reserve the water tankers trips,
7. LEED bulletin boards placed everywhere to increases the awareness of the workers and the engineers,
8. Multiple types of skips to provided on site per description below and to be properly labelled and segregated as show in picture C:

- General Waste
- Wood
- Plastic
- Metal
- Hazardous Waste
- Concrete
- Food Waste
- Paper and Cardboard

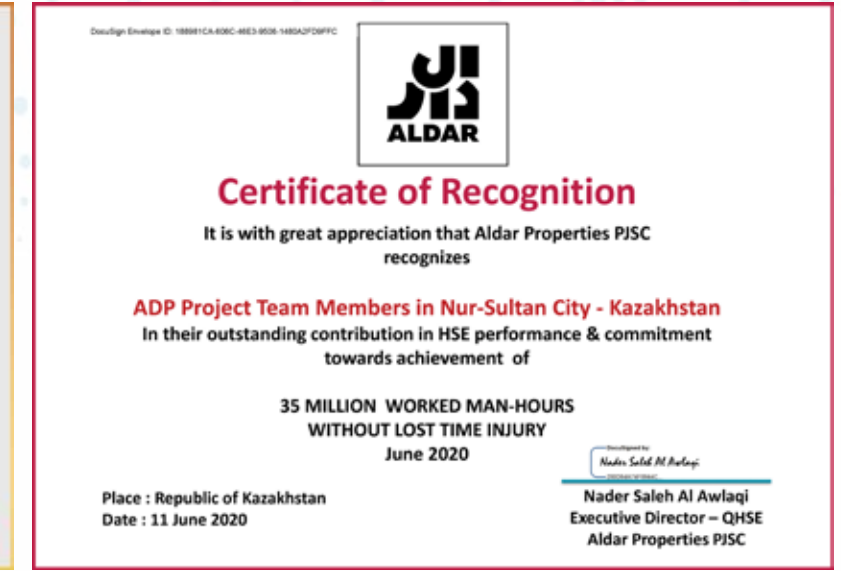


HEALTH, SAFETY AND ENVIRONMENT

Certificates

Appendix

HEALTH, SAFETY AND ENVIRONMENT





HEALTH, SAFETY AND ENVIRONMENT

Appendix



HEALTH, SAFETY AND ENVIRONMENT



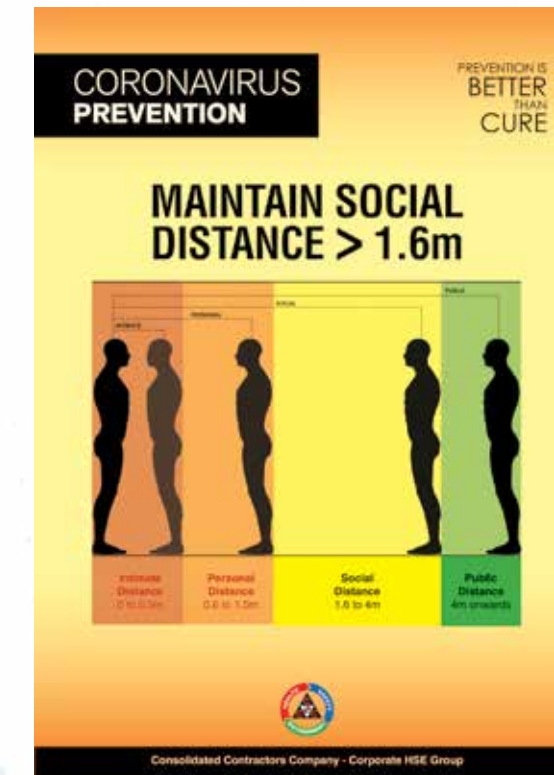
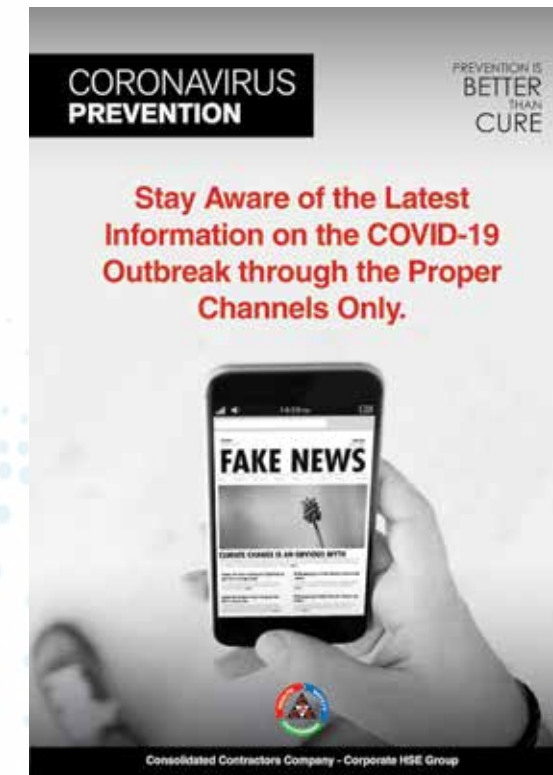


HEALTH, SAFETY AND ENVIRONMENT

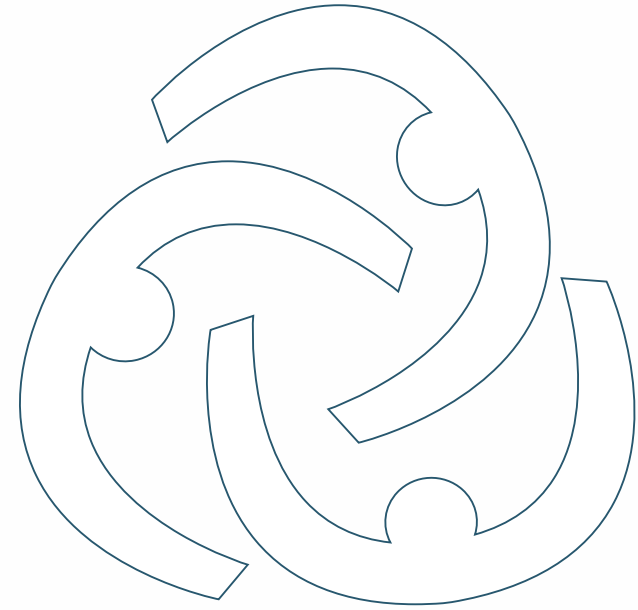
Covid-19 Posters

Appendix

HEALTH, SAFETY AND ENVIRONMENT







CORPORATE SOCIAL RESPONSIBILITY

CCC CSR
simply because we care

Appendix

CORPORATE SOCIAL RESPONSIBILITY



CCC and Alfanar Partner to Create Sustainable Livelihoods for Women Farmers in Upper Egypt, and Contribute to Egypt's 2030 Sustainable Agricultural Development Strategy



<https://www.facebook.com/ConsolidatedContractorsCo/posts/799222850523919>

CCC's Donation Drive in Lebanon; Great Things Happen When We Help Each Other!

https://www.linkedin.com/posts/consolidated-contractors-international-company_ccc-lebanon-donation-activity-6727510139026345984-5-T-

CCC and Employees are Always there in Times of Need

<https://www.ccc.net/news/lebanon-needs-our-help-fundraising-campaign-raises-more-than-100k-for-the-victims-of-lebanon/>

Unplugged Program in Palestine

<https://www.facebook.com/ConsolidatedContractorsCo/posts/824721231307414>

The Seven Habits of Highly Effective People Presented by CCC Staff

https://www.linkedin.com/posts/consolidated-contractors-international-company_ccc-management-success-activity-6735844697991876608-gtqa

CCC Volunteers Increase Awareness about the Coronavirus Infection, Kazakhstan

<https://www.facebook.com/ConsolidatedContractorsCo/posts/856053248174212>





CORPORATE SOCIAL RESPONSIBILITY

Appendix

CCC Volunteers in CCC Saudi Arabia Build Awareness of Safety Measures during Corona Times

<https://www.facebook.com/ConsolidatedContractorsCo/posts/958392174606985>

Protection Measures against Covid-19 Continue in Kazakhstan

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1022209638225238>

CCC Volunteers Bring the Christmas Spirit to a Children's Shelter Home, Athens, Greece

<https://www.facebook.com/ConsolidatedContractorsCo/posts/824725714640299>

CCC Group Donates \$100K to Uzbekistan to Combat COVID-19

<https://www.ccc.net/press/ccc-group-donates-100k-to-uzbekistan-to-combat-covid-19/>

Corporate Volunteer Program



https://www.youtube.com/watch?v=b5_-pMZY9IE

CCC Builds Portable Intensive Care Units (ICU) in Qatar

<https://www.ccc.net/press/ccc-builds-portable-icu-units-to-combat-the-covid-19-pandemic/>

CCC Volunteers in Botswana Make a Difference

<https://www.facebook.com/ConsolidatedContractorsCo/posts/872322423213961>

CORPORATE SOCIAL RESPONSIBILITY



CCC Volunteers in Botswana Turn a Borrow Pit into a Dam

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1023669674745901>

CCC Volunteers Grade the Grounds of School in Botswana!

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1039986509780884>

School Students Pay a Visit to CCC's Project in Botswana!

<https://www.facebook.com/ConsolidatedContractorsCo/posts/894885277624342>

CCC Volunteers Grade Football Fields in Botswana!

<https://www.facebook.com/ConsolidatedContractorsCo/posts/882917235487813>

CCC Volunteers Help Bokaa Community in Botswana

<https://www.facebook.com/ConsolidatedContractorsCo/posts/862634134182790>

A Day of Learning and Giving at the Innovative Park of Earth Organization, Athens, Greece



<https://www.facebook.com/ConsolidatedContractorsCo/posts/755465161566355>

CCC Volunteers Assist Nare Sereto School in Botswana

<https://www.facebook.com/ConsolidatedContractorsCo/posts/862633147516222>

CCC Volunteers Against Hunger, Egypt, Oman and Kazakhstan

<https://www.facebook.com/ConsolidatedContractorsCo/posts/795098407603030>





CORPORATE SOCIAL RESPONSIBILITY

Financial and Humanitarian Aid to the Victims of Flood in Kazakhstan

<https://www.facebook.com/ConsolidatedContractorsCo/posts/934867343626135>

Beach Clean UPS in the UAE, Qatar and Saudi Arabia

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1064774903968711>

<https://www.facebook.com/ConsolidatedContractorsCo/posts/675126259600246>

CCC Volunteers Contribute to the Feeding Program of the Egyptian Food Bank, Egypt

<https://www.facebook.com/ConsolidatedContractorsCo/posts/789362168176654>

CCC Volunteers Provide Mentoring to Vulnerable Students

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1230181020761431>

Management Change and Internal Communication Strategy

▲ CCC's "Work Efficiently from Home" Bulletin was developed by IT to share expert knowledge and best practices for working effectively from home as well as sharing advice on resiliency, wellness and staying healthy

CCC donated in Hospital "Sotiria" a new intensive care unit with 5 fully equipped beds, pulmonary ICU diagnostics equipment to the Thoracic Diseases



<https://www.facebook.com/ConsolidatedContractorsCo/posts/1078805419232326>

Appendix

CORPORATE SOCIAL RESPONSIBILITY



CCC Volunteers in Qatar kick off 2020 with a Beach Clean up

<https://www.facebook.com/ConsolidatedContractorsCo/posts/843307996115404>

CCC Volunteers Host School Students at Al Bustan North Project

<https://www.facebook.com/ConsolidatedContractorsCo/posts/824722411307296>

Al Jumail Beach Clean Up, Qatar



<https://www.facebook.com/ConsolidatedContractorsCo/posts/832194550560082>

CCC Egypt takes measures to Safeguard Employees

<https://www.facebook.com/ConsolidatedContractorsCo/posts/975542442891958>

CCC to Donate Coronavirus Testing Kits!

<https://www.facebook.com/ConsolidatedContractorsCo/posts/892716347841235>

Support to Medical Teams in Kazakhstan

▲ <https://www.ccc.net/news/ccc-supports-kazakhstan-communities-during-covid-19-challenge/>

#TechForTrees Campaign in UAE - a chance to do good from home

<https://www.facebook.com/watch/?v=735937686960729>

CCC's South Camp Village in Saudi Arabia faces COVID-19 with Awareness and Prevention (February – August 2020)

<https://www.facebook.com/ConsolidatedContractorsCo/posts/1057892007990334>





CORPORATE SOCIAL RESPONSIBILITY

Appendix

Recycling and Repurposing of old Laptops

▲ CCC through its CSR Department is partnering with Thaki, an NGO that supports refugees, vulnerable children and youth in Lebanon and the Middle East with e-learning tools and skills. CCC management has sent out a memorandum requesting the cooperation of all CCC Areas in this Initiative

CCC Co-Finances the Construction of Hospital in Kazakhstan

f <https://www.facebook.com/ConsolidatedContractorsCo/posts/1083957675383767>

CCC Supports the Initiative of the Friends of Lebanon Association

f <https://www.facebook.com/ConsolidatedContractorsCo/posts/1058558917923643>

Children Christmas Drive in Athens

f <https://www.facebook.com/ConsolidatedContractorsCo/posts/1089099728202895>

We don't have to be Doctors to Save Lives Blood Drives in Qatar and Oman

f <https://www.facebook.com/ConsolidatedContractorsCo/posts/1087788675000667>

Race for the Cure, Greece



f <https://www.facebook.com/ConsolidatedContractorsCo/posts/1027591854353683>



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