

CCC *sustainability* report



the first report
2012 Activities

sustainability



sustainability

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ENGINEERING & CONSTRUCTION

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Our Commitment

ENVIRONMENT - SOCIAL - GOVERNANCE - COMMUNITY

We are delighted to introduce our first external Sustainability Report as a demonstration of our commitment to the principles of sustainable development in our business and in service of the community as a whole.

The publication of our first external Sustainability Report represents a key milestone in the story of CCC. We have been gradually building up to this point for the last two years and are happy to reach this healthy position establishing our commitment as a responsible corporate citizen.

The measurements reflect our baseline data collected for the year 2012.

The report has been compiled using the general guidelines specified by the Global Reporting Initiative (GRI) and we believe it represents a balanced and reasonable presentation of our sustainability story.

In order to identify and prioritize the Sustainability focus themes, this report was developed collectively and cooperatively involving and invoking a range of perspectives from the executive management, operational management and technical and commercial staff from a variety of levels, sites and countries.





Samer S. Khoury



Message from the President Engineering & Construction

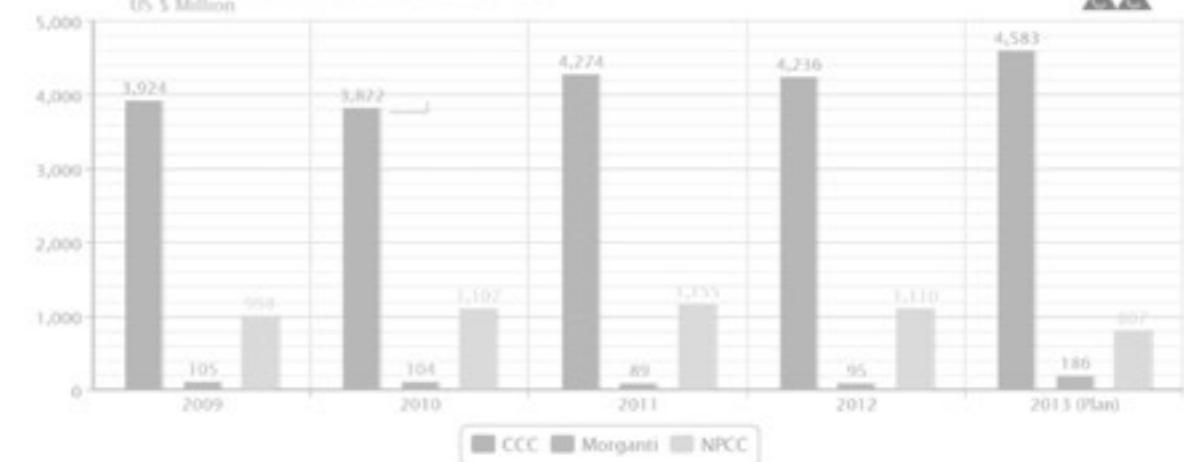
Dear **Stakeholders**,

I am delighted to present CCC's first Sustainability Report. This is the result of more than two years' hard work on the part of many of my colleagues throughout the organization who have aspired to making CCC a sustainability leader in the construction industry.

For over ten years now our deep commitment to sustainability has been reflected in our set of Core Values and our Corporate Social Responsibility policy. This goes hand-in-hand with CCC's unique culture of strong and ethical 'family' principles in terms of care for our employees, the society and the environment we live in.

In fact, our sustainability policy has become an integral part of our corporate vision thus ensuring that our business values and behavior are in full compliance with CCC's corporate mission statement; company core values, guiding principles and code of practice; health, safety and environment and human resources procedures. This is further articulated in our Sustainability Mission Statement:

Total Revenue Managed by CCC
US \$ Million



"Our mission is to be a leader in sustainability in the engineering and construction business. We build on our heritage of family values and impeccable construction record to continue to deliver sustainable value for our shareholders, clients, employees, suppliers, subcontractors, communities and for future generations."

We are proud of our membership in such international organizations as the United Nations Global Compact; the World Economic Forum; the European Network of Construction Companies for Research & Development; the GBC Health; the Disaster Resource Partnership and the Emirates Environmental Group.

All our directors and executives are now familiar with the concept and are well on the way to achieving high accreditation in sustainability. A Task Force and a Knowledge Management Community of Practice have been set up to administer, implement and collect the various KPI's and follow the GRI reporting indexes. On top of all that, we conduct regular training to introduce sustainability to our control managers and key staff. We also encourage all our stakeholders (clients, subcontractors, contractors, partners and all our peers) to implement sustainability themes.

Our report highlights some of the procedures implemented over the years aimed at adopting more sustainable practices and reducing the impact of our activities on the environment. This is reflected in our approach to green solutions, the company's experience in sustainability initiatives and innovation in Sustainability.

In practice, we have been implementing new sustainable construction techniques within our company's wide variety of traditional and green building projects. We believe that the added value

of such initiatives is immense and will provide our stakeholders with long term and sustainable operations.

Our sustainability focused activities such as the Environment 3R's: Reduce-Reuse-Recycle campaign include:

- Reduction and segregation of waste in a responsible manner including recycling and re-use wherever possible.
- Re-use of surplus material.
- Purchase of timber from sustainable sources.
- Reduction in the use of water for concrete curing by the use of sprayed curing compounds.
- Reduction of our carbon footprint associated with construction equipment on projects.
- Water treatment plants on projects.
- Usage of renewable energy wherever feasible.

We are also aiming to increase the use of fuel efficient vehicles to minimize pollution and CO₂ emissions, to control energy loss as well as installing photo-voltaic solar panels in our construction sites.

Sustainability undoubtedly is a cornerstone of humanity's future, and CCC shall continue to utilize its worldwide expertise and resources to meet the challenge and improve further on our sustainability track, always aspiring to provide long-term benefits and a better environment for generations to come.

Sincerely,

Samer S. Khoury

environment

ccc

is steadily working on minimizing its global operational footprint imposed on the environment; this entails monitoring our CO₂ emissions & energy consumption, water use, material use and waste generation. Managing our environmental footprint successfully, will help to protect the environment, improve our operating costs, use natural resources more efficiently, and ultimately make us a more sustainable organization.

During 2012, we have been rigorously accumulating data in order to set our reduction objectives in greenhouse gas (GHG) emissions & energy use, water use, material use and waste generation as well as to develop the management systems which will enable us to fulfill our targets.



Consolidated Contractors Group S.A.L. | Sustainability Report 2012

CO₂ EMISSIONS + ENERGY USE

Although most of the countries where CCC operates do not have mature regulations on carbon emissions, we are determined to accept our responsibility by developing low-carbon solutions to combat climate change challenges and meet clients' anticipations on reduced emissions.

During the previous years, CCC has internally increased awareness of the need to monitor greenhouse emissions and has made significant progress towards developing and implementing carbon foot print reduction tools. At the moment, CCC is in the process of establishing protocols and procedures highlighting the importance of reducing the idle time of running machines and shutting them down when not in operation (instead of keeping engines running). In addition to this, we have been examining our supply chain in order to understand and minimize the carbon footprint of the materials we use. Also, we have been implementing carbon reduction strategies for most of our new projects.

Specifically, for 2012 CCC's target was to attain a holistic perspective over our produced emissions, therefore we measured the Direct consumption of energy (petrol/diesel for vehicles, gas for heating) as well as the Indirect consumption of energy sources (electricity used). Our main objective is to obtain an in depth overview of the related issues and to develop a precise strategy on how CO₂ emissions can be reduced in all CCC business areas. It has been identified that the main source of air pollution is related construction machinery, transportation of equipment and vehicles.

As a company we consider the reduction of greenhouse gases in our day-to-day decision processes.

Below are the main energy-efficiency measures being implemented:

- Optimizing the transport routes on sites
- Selecting low-emission means of transport
- Adopting new methods for heating systems on equipment working in sub-zero climates
- Optimize company owned overall fleet emission standards by:
 - Adopting regular disposal of old equipment with outdated emission standards.
 - Procuring new equipment with low emissions or low fuel consumption engines according to the most recent Tiers and Euro standards depending on the fuel qualities available in the regions of operations.
- Shifting from diesel to natural gas for heating purposes
- Minimizing the use of air-conditioning during nighttime
- Implementing special lighting systems which integrate the use of daylight
- Enhancing the quality of interior ventilation
- Applying more efficient electrical supply plans
- Using renewable energy wherever possible
- Building camp extensions based on eco-friendly/ low energy consumption standards (thicker wall insulations, access of natural light to walk ways, energy saving light bulbs)

environment

Sustainability in Practice & Renewable Energy

Habshan 5 Project United Arab Emirates

The Habshan 5 project in Abu Dhabi is a prominent example of our sustainable engagement. Our project team aspiring to "make a difference" initiated a widespread strategy titled: "Habshan 5 - The Green Journey".

The highly successful campaign covered 3 main action areas with the implementation of relevant measures:

SAVE ENERGY:

- Energy-saving lamps used throughout the camp and offices
- Solar powered security lights
- High masts for camp lighting
- Timers for users' consumption
- Fully synchronized powerhouse to ensure optimal operation
- High density insulation (cooling improved by 43%)



SAVE WATER:

- Spring taps.
- Gravity water supply (10m elevated tanks) to control pressure and reduce consumption
- Treated water for flushing and irrigation network (supply reduced by 50%)
- Meters used throughout the camp to identify leaks and misuse
- Flow regulators added on all showers

REDUCE GAS/FUEL CONSUMPTION :

- Diesel cars (all 4 x 4)
- Low-consumption engines

Moreover, to help offset carbon emissions and improve the natural habitat on site our project team planted 1,000 trees, which is estimated to balance up to 50 tons of CO₂.

PNUW Saudi Arabia

Recognized as one of the world's mega projects, Princess Noura bint AbdulRahman (PNBAR) University is the first green building campus in Saudi Arabia to use the world's largest district solar water heater.

With an installed capacity of 17MW it provides hot water for all 40,000 students in the 8km² campus through its 36,000m² solar collector area. CCC was responsible for the construction and acted also as a procurement partner.



Qusahwira Camp United Arab Emirates

We realized the first off-grid solar installation in the United Arab Emirates.

The rooftop photovoltaic system with an output of 368 kWp is one of the largest solar installations in the country, empowering our camp with more than 5,000 people working for an oil field development project in the desert



Simaisma Camp Qatar

Our first solar initiative was a pilot project at the Simaisma Camp in Qatar.

Following completion it provided solar heated water to various units on site, including the laundry and kitchen as well as photovoltaic lighting. Following this pilot project, we have successfully been utilizing solar technology at various CCC locations & projects.



environment

ACWA



Water

Access to water is a fundamental human right and as such it was the first new right to be added to the Universal Declaration this century. Water is increasingly becoming a scarce resource due to the influence of the climate, pollution, increasing demand for food and the growing population.



Water is an essential component of our construction and engineering operations and we recognize that water scarcity is an issue around the world, especially in the Middle East. We work diligently to ensure that this scarce resource is deployed responsibly.

For 2012, our total fresh water usage was 228 million m³, of which almost 1/3 is being recycled.

This has become our starting baseline. Our ambition is to continue to optimize fresh water usage.

We hope to achieve this target by continuing to equip CCC facilities with advanced technologies for reducing, recovering, recycling, and reusing water in an atmosphere of increased awareness.

In our offices we deployed specific measures such as:

- Replacing old single flush toilet tanks with more efficient dual flush toilet tanks
- Replacing the toilet/kitchen faucets with low flow faucets
- Installing water meters to measure water consumption per building.
- Scheduling regular maintenance to detect leaks.
- Conducting a study on the suitable advanced irrigation system.

On our construction sites, we implement water recycling and reuse water for tree irrigation on projects located in water-scarce regions such as Saudi Arabia and UAE. We also monitor the discharge aspects such as effluent temperature and organic concentrations to help minimize the intensity impacts of our water discharge on local flora and fauna.

CCC by definition is as an integrated solutions supplier and has been involved in water treatment and desalination plants globally, leveraging ACWA, its specialized affiliate, on this topic.

ACWA has achieved eminence as a leading provider of innovative, sustainable process solutions for the air, water and wastewater sectors around the globe

In 2012, ACWA Services celebrated 25 years of success in the water industry. During this period the company has undertaken projects across the world allowing safe and secure water to flow to both domestic customers and industry alike.

From the contract with Yorkshire Water in 2006, which assisted with UK's worst ever drought by designing, building, maintaining and operating a filtration and reverse osmosis plant to supply drinking water for 100,000 people, ACWA has always been a water treatment powerhouse. ACWA - as part of CCC - has provided solutions for some of the world's most prestigious and challenging projects including the Palm Jumeirah development in Dubai and the flagship Al Ansab wastewater treatment plant in Oman, and for an influential international client list that includes Kellogg, Coca-Cola Enterprises and many major water service companies and government bodies.

In the complex and increasingly challenging world of air, water and effluent treatment, ACWA's expertise has won it a valued reputation as a trusted, reliable partner where low-carbon, environmentally sound and cost effective solutions are required.

Although, water purification remains a mainstay of the business, ACWA has also successfully expanded across the entire water treatment spectrum as well as diversifying into air pollution control.



Water

environment

Membrane Bio Reactor Installation, King Abdullah University for Science & Technology

Saudi Arabia



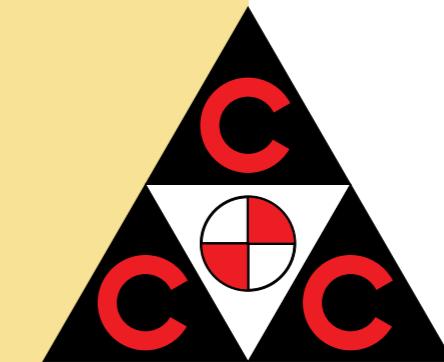
Sludge Digestion, Naburn, Yorkshire Water

United Kingdom



Sharjah WWT

U.A.E.



Waste Water Recycling Plant

Saudi Arabia



Al Taweelah Power & Desalination Plant Extension

U.A.E.



Jeddah III Desalination & Power Plant

Saudi Arabia

Provides 22,000 m³ of potable water per day.



ACWA



environment

Materials

Construction projects require a massive amount of materials; recognizing that our planet's resources are limited, we strive to use raw materials responsibly and to minimize any material losses.

In 2012, our use of raw materials was equal to 96\$ million, of which 7% is being recycled.

We have made this out starting point. Our goal is to constantly improve our recycled materials numbers and manage non-reusable materials prudently.

"Prevention is the best cure", hence we aspire to accomplish our objective, by developing early on-site material plans to minimize construction materials quantities upfront and intensify the reuse of any excess where applicable.

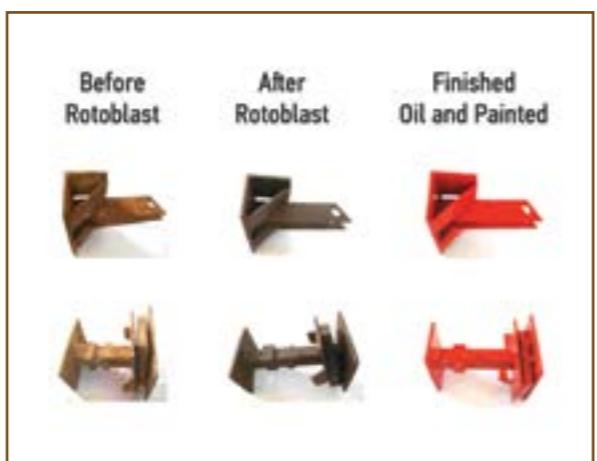
Material Management

rotoblast machine

A machine originally designed to repair aircraft brake linings is now used to service and make re-usable scaffolding components such as couplers and bolts. In the past, these parts after extended use would be decommissioned and sold for scrap. Consequently, new replacement components needed to be purchased at an increased material cost to projects.

Results:

- Cost savings during a 2 year implementation are approximately 670,973\$
- Materials are re-used
- Waste is minimized



CASE STUDIES

waste to gold initiative

An initiative according to which, waste hose-lines are utilized to assemble the tool belts that CCC scaffolders require to hang their tools. The belts and tool holders are essential equipment, but with a short life cycle, once either is damaged it has to be replaced thus becoming a constant consumable cost for CCC.

Results:

- Significant cost savings
- Material is recycled
- Waste is reduced



Waste

environment

As already indicated, for CCC, safeguarding the natural environment is a key priority. As a construction company considerable amounts of waste are inevitably being produced, thus posing the issue of resource protection once again.

For year 2012, our excavation waste was 1,100,000 tons, while nearly 17% of construction related waste is being reused.

We have established this as our basis. Our goal is to reduce the projects' amount of waste sent to landfill and ultimately in the long-term diverting our worldwide projects' waste away from landfill.

We are confident this target will be met by implementing an enhanced construction waste management plan, which will segregate waste and appoint the alternative destination substituting landfill.

At the moment, to guarantee a working environment that is eco-friendly and safe, we maintain a well-organized waste management system. Before a project is undertaken we examine the waste-related environmental implications and risk factors in order to identify the potential environmental impact of our operations, and to avoid any serious environmental hazards. Our waste strategy, also concentrates on controlling materials through the implementation of a consistent corporate plan that includes inspection of waste transportation and disposal vendors, tracking and characterizing waste streams, and implementing detailed internal control procedures such as training, auditing, material handling, and storage best practices.

Material Management CASE STUDIES

reduce | reuse | recycle initiative

Since 2011 a major eco-friendly scheme has been developed in CCC offices in Abu Dhabi (EPSO).

In line with CCC's belief and commitment to natural resources conservation, the 3R's—"Reduce-ReUse-Recycle" initiative was launched. The 3R's initiative is governed by CCC's sustainability pillars; Economy, Society and the Environment and aims to accomplish efficient use of resources and zero waste.

The implementation strategy for achieving the 3R's initiative goals has been based on the following mindset:

- Waste minimization can be achieved in an efficient way by focusing primarily on the first of the 3Rs, "reduce" followed by "reuse" and then "recycle", so the fundamental idea should be using resources efficiently and implementing reduction measures



environment

Green Solutions

Our Sustainability Mission Statement demonstrates our philosophy: to secure a leading position in sustainability in the construction & engineering segment.

We are increasingly concentrating on sustainable construction. As part of this focus, we advise clients on environmental questions and develop low impact options for project implementation.

As an aspiring leader in the "Green Building" sector, we have already incorporated "Green Solutions" on our own sites (32% already executed in 2012). We aim to protect natural resources and reduce environmental impact in all phases of the construction project life cycle. A new mindset is cultivated, from project design, to construction and throughout operation; CCC will be fulfilling its promise to the future generations by developing environment-friendly, energy-efficient engineering and construction solutions.



the CCC Arup alliance and CCC capability

Responding to the growing demand for sustainable solutions, and green building expertise in particular, CCC has teamed up with ARUP, a major UK based engineering company, to form an Alliance to promote and create high quality, energy efficient sustainable buildings in the Middle East and North Africa. Through this Alliance CCC and ARUP combine their resources and experience to design and construct high performing new environmental buildings, as well as unlocking the value of existing buildings through renovation, hence making them more attractive to investors, owners, users and tenants.

Recognizing the broad spectrum of green building rating systems available and the varying "regional preferences" CCC employs both globally recognized LEED Accredited Professionals and locally certified engineers, such as, Estidama engineers in the UAE. CCC is currently seeking to develop the Global Sustainability Assessment System (GSAS) capability.

CASE STUDIES

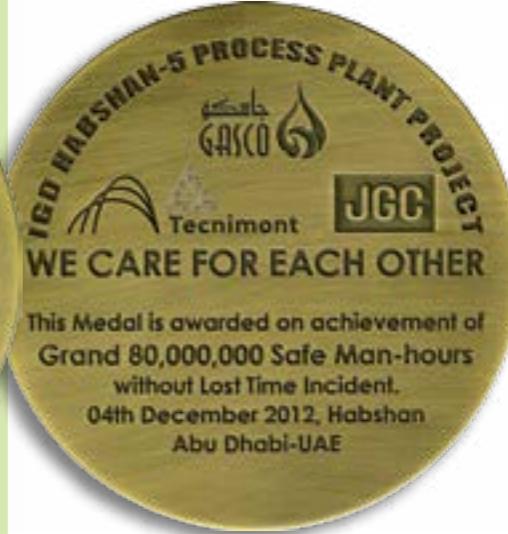
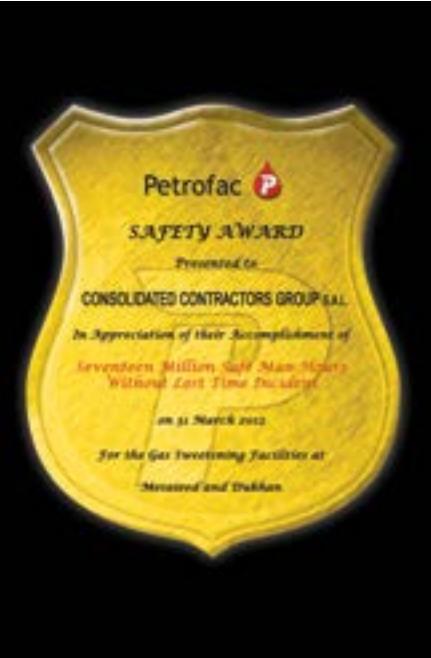
CCC training on LEED and green buildings

We have adopted an internal formal commitment to environmentally sound building practices. All across CCC offices, in-house designed seminars on "Green Buildings & Sustainability" are organized for Control Managers & Engineers. Also, 12 CCC employees during 2012, have been qualified as LEED Certified, meaning that the company now has a total of approximately 300 employees proficient in this field. We are integrating sustainable construction into all our activities demonstrating the high environmental standards we strive to preserve as a whole.

social



We translate our Social Commitment by executing our complex projects in a safe manner and placing the security of our workforce as a priority, by supporting human rights in word and action and by grounding employee policies on our unique culture and strong values.

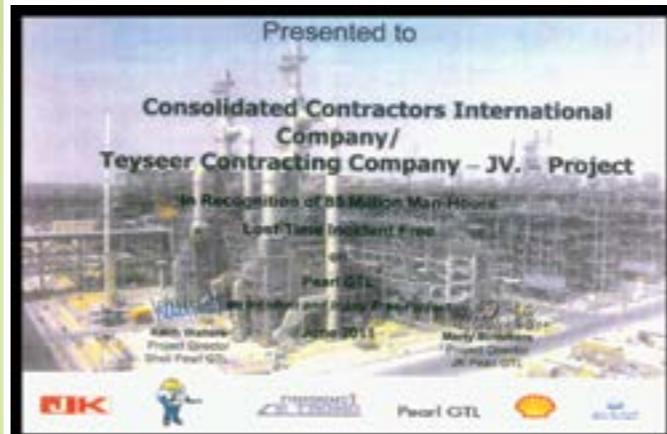


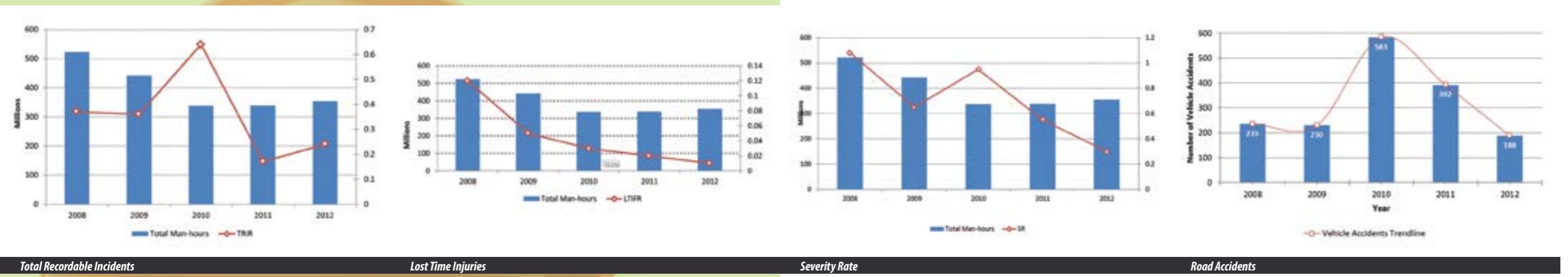
Health & Safety

For us, our people are the most important asset, hence, Health and Safety issues have always been of prime importance.

For over 10 years we have been implementing our Health & Safety Management System. Having received ISO 14001 certification and OHSAS 18001 accreditation, is evidence that we have constantly focused on Health & Safety on all our operations around the world.

Our project teams report to the corporate HSE department, their HSE statistics on a weekly basis. We recognize that it is our employees who empower CCC's growth and as such we never forget that the numbers shown in our Health & Safety reports stand for real people. We thoroughly evaluate any incidents that may occur to immediately pinpoint areas for improvement.





Health & Safety

As indicated in the graphs, over the years, we have generally improved our Health & Safety statistics. We maintain strong Health & Safety records due to the fact that we are fully committed to HSE matters at each level of responsibility.

Specifically, we foster integration of safety in all levels of our corporate structure by promoting the participation of managers from all levels in the decision making process of Health & Safety matters. We have also established an HSE Committee which meets on a bi-annual basis to review our Health & Safety Management System in order to make necessary enhancements and to extend the application of identified best practices across all our global operations.

We strive for the safety of our personnel in every way possible. Another main point that we are addressing is Road Safety. Through research, pilot studies and investigating the various operational and behavioral challenges, we try to continuously improve road safety on our sites. In 2012, our reported number of road accidents shows a 52 % decrease as compared to 2011. This is mainly due to the stringent control measures we have developed and enforced, to mitigate all traffic and road accidents.

Due to our evolving health and safety targets, the CCC HSE Management System measures have been revised and extended to cover three main categories: **Safety on Site - Road Safety - Occupational Health**

Safety on Site:

- Extensive training to raise HSE Awareness and Hazard Identification
- Specialized Construction Safety lectures (Toolbox talks)
- Working at heights Safety training sessions
- Utilizing creative Hazard Awareness initiatives
- Developing comprehensive Health & Safety Procedures (81 at the moment) for workforce to follow accurately
- Using formal documented processes such as "Permit to Work (PTW)" and "Excavation Permits" to control tasks with high potential hazards
- Completing JSAs (Job Safety Analysis)/Risk Assessments to prevent accidents and communicating them effectively to all Supervisors, Site Engineers, and Foremen
- Conducting regular Health & Safety Audits by specialists
- Proper site supervision, especially during night shift activities
- Only trained personnel are authorized to work on machinery.
- All personnel are obliged to wear the hi-visibility vest and other adequate PPE (Personal Protection Equipment)

Road Safety:

- Implementing an effective Fleet Safety management system
- All project employees follow diligently the Journey Management Procedures
- Intensifying the training programs on Journey Management Procedures
- Performing a risk assessment for all journeys exceeding 2 hours
- Continuous review of the selection criteria for our professional drivers
- Applicants for driver positions are assessed on their driving performance by Third Party prior employment.
- Strict enforcement of penalties to all driving violations on sites
- Using mobile phones while driving is not permitted; the vehicle is a "no phone" zone. Hands-free systems are installed and used when needed.
- Investigating the application of Defensive Driving course for all drivers on projects
- Monitoring speed of Vehicles.

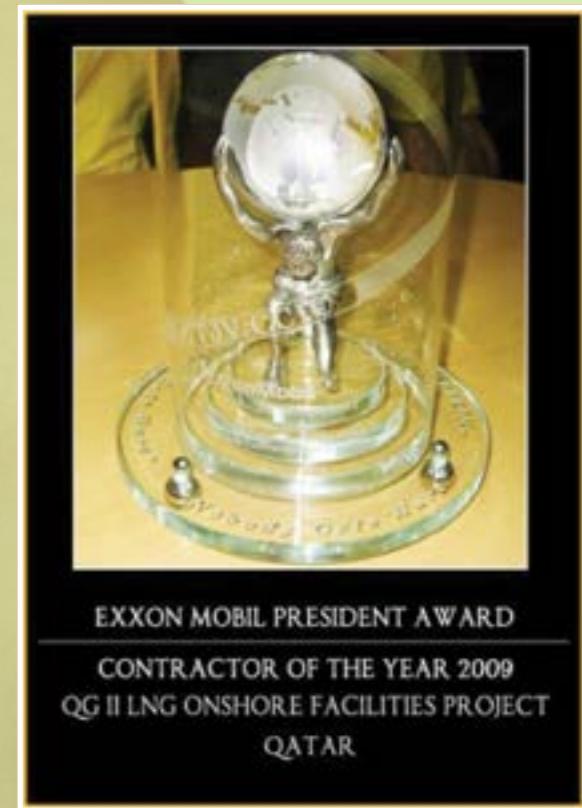
Occupational Health:

- Pre-Employment Medical Evaluation
- Travel Health Advice including area-specific vaccinations and other prophylactic measures.
- Assessment of Fitness for work and work restrictions (Post-Employment Medical Evaluation), also includes Fitness/return to work assessment.
- Drugs and Alcohol Testing
- Regular Occupational Health and Hygiene Inspections
- Catering facilities to maintain high standards of food safety
- Regular water testing
- First Aid Training to employees.
- Health Awareness initiatives including discussions, campaigns & seminars
- Established Corporate Health/Medical Procedures
- Provision of Medical Services to provide on-site health screening, medical surveillance services (Primary Medical Care) & Medical Emergency Management.
- A Corporate "Employee Wellness Program" is currently in preparation

Health & Safety

Safety remains a primary goal for us, and zero incidents is still the fundamental target. We hope to achieve this by nurturing stronger relations between business divisions and improving the knowledge sharing process. We also aim to upgrade employees' skills and education (particularly on sites) through intensive safety related training schemes.

Based on safety records, we have been recognized as one of the safest contractors and because we believe that no accident incident is acceptable and can be prevented.



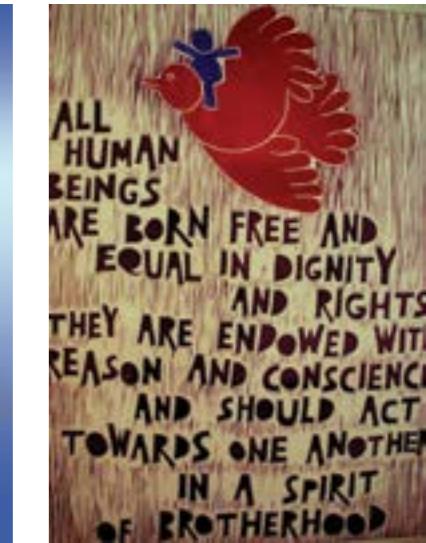
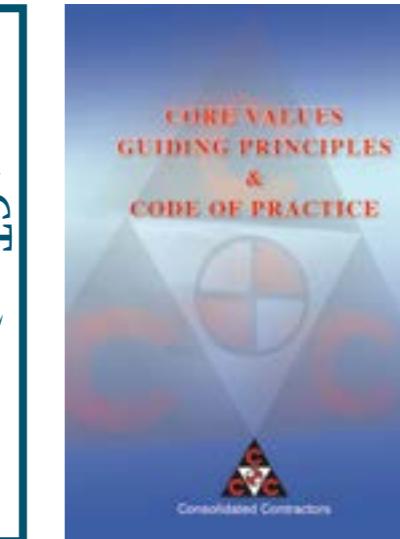
Human Rights

We aim to protect our tangible and intangible assets and resources, while respecting human rights, people's dignity and ethics.

We hope to achieve this, by aligning our efforts with the protection of human rights as the fundamental prerogative of mankind.



at CCC we promote and value Human Rights



We support the
United Nations
Global Compact
initiative

Human Rights & CCC Core Value

In 2001, we joined the United Nations Global Compact initiative. We were one of the first organizations to acknowledge the request articulated by the UN General Secretary Kofi Annan, for the promotion of a more sustainable and inclusive global economy. Ever since we have been actively committed to support the Global Compact ten principles and advance them within our Group. We have aligned our operations to support human rights, labor, the environment and anti-corruption. Each year we submit to the Global Compact our required annual Communication on Progress (COP) with an overview of how we act upon each principle.

As part of our ***"Core Values - Guiding Principles & Code of Conduct"*** we pledge our support and respect towards the protection of internationally proclaimed human rights. Living by our principles is vital and remains an imperative part of our culture. It calls for determination especially as our endeavors lead us to challenging locations and sensitive countries.

We constantly try to turn our commitment to human rights in actions: by offering employees

al
a safe and healthy workplace,
by avoiding child labor, by
implementing security measures
which will protect the rights of
the local communities where we
operate in.

Business & Human Rights Training

Since 2005, through our internal Leadership Training courses, we have been informing personnel about the importance of respecting human rights. As part of the training sessions on ***"CCC Culture and Values"*** we have incorporated tutorials on the UN Global Compact principles which embed respect for human rights, stakeholders, the environment and community. We estimate that during 2012, 10.5% of our In-House Training can be considered as human rights related.

In the future, we aim to introduce a new series of workshops steered towards senior managers. These sessions will assess managers' understanding of our commitment to human rights and what it means in practice.

social



Human Resources

Our values, culture and principles and our employees – our social capital - are a major pillar of our success and commitment to sustainability. For without our human factor, we would not have been the same unique company we are.

social

Our Social Capital

In formulating our culture, we combined international human rights principles with traditional family values thus creating an atmosphere of safety, stability and compassion for our employees. It is our core values which incorporate trust, integrity, transparency, humility, fairness, accountability, respect and appreciation for employees-communities-environment, that constantly reinforce our culture.

As reflected in our 2012 Communication on Progress Report for the United Nations Global Compact, we embrace key principles of human rights with regard to work ethics and human resources. This ensures a sense of sustainability, equal opportunities and diversity for our staff



CCC's volunteer team at Special Olympics, Summer 2011, Athens Greece

Human Resources

our values and principles

The human factor plays an intrinsic role in our culture and business operations. Our long established family oriented culture defines our uniqueness and stimulates continuous attraction of talented and highly qualified individuals from all nationalities. Since our founding and despite our expansion in both numerical and geographical terms, we have always emphasized our distinct family culture. The backbone of our culture is the uncompromising commitment towards our employees, clients, suppliers, subcontractors, communities and future generations. Our family culture creates a connection of loyalty and belonging between the company and the employees. It is this prevailing family atmosphere that inevitably leads to an exciting, vibrant and dynamic working environment, transcending our company's geographical spread.

and our operations throughout the years. We consider these principles of paramount importance to everyday life and business.

Our belief is that adherence to these fundamental values along with conscientious rejections of any practices that contradict them, guarantees that our further growth in the years to come will continue to add value to the communities where we operate and above all to our employees. Our corporate culture has matured and customized itself to the ever-changing markets and conditions in order to adapt with the times.

"Our company's values, principles and culture are not only exceptional among our competitors, but also pivotal to CCC's continuous progress and resilience; for our success is a journey and not a destination".



Our Employees

A primary pillar of our family culture is our employees. We are devoted to our employees' safety and health, job security and welfare. Our employees are our most valuable asset. The dedication and professionalism of managers and staff represent the fundamental basis required for achieving CCC's objectives.

Our approach looks holistically at the employee, by providing security, stability and development; we believe this approach will ultimately secure our employees' motivation and dedication. We are also honored to say that we "walk the talk" by integrating our values with our actions and behaviors thus strengthening our family culture. These values are embedded in all of our key people processes - recruiting, staffing selection, talent management, learning and development.

With regard to our employees, we emphasize our core values and principles such as equal opportunities and diversity, sustainability of manpower and low staff turnover, honesty and reliability, combined with constant attraction, engagement and development of our staff members. CCC is a second home to all CCC family members. It is not only a workplace but a setting through which the company manifests its long-term commitment to its employees and their families, and expects all employees to act as part of a big family, adopting the CCC culture. Workforce commitment is evident by the fact that our employees have been with us for an average of 11 years. Even more, our employees with exceeding 15 years of service form 31.5% of permanent staff. These delightfully long periods of time, demonstrate that our employees regard us more than just an attractive employer.



Diversity & Fair employment practices

We recognize that all employees must receive equal opportunities in order to maximize their development and reach their full productivity. To ensure that the principles of tolerance and equality of opportunity are applied in all our internal dealings, we have also incorporated them in our Human Resources policies and procedures. In this way, successful diversity management is facilitated throughout the entire CCC group.

Human Resources

We have a long-standing practice of creating a workplace that not only accepts differences but values them as well. We place great significance on the elements that make people different, including age, race, gender, origin, and religion. We consider these as well as the mixture of languages, educational backgrounds and mindsets to be the ideal basis for constructive cooperation. Distinctions are made on the basis of hard work, professionalism and fundamental requirements of each particular employment position (i.e. qualifications, skills acquired and relevant work experience amongst others).

We also consider diversity as one of our competitive advantages. A key aspect of this competitiveness is our global and diverse workforce that encompasses employees from many different cultural backgrounds. Since the initiation of CCC, we have completed projects

for clients from different backgrounds and origins; the goal is for our workforce to reflect this same diversity. CCC boasts employees from more than 85 nationalities and 40 countries, comprising a total of 110,000 strong workforce, working at different locations and projects.

We have projects and activities in locations worldwide, spanning the Middle East to Africa and as far as to Papua New Guinea and Australia. One fundamental part of our recruitment policy has always been to recruit local staff. The data accumulated during 2012, indicates that there is clearly a trend towards hiring local employees, particularly in certain countries where regional personnel employed by CCC reached 65%.

To successfully carry out our business, discrimination and racism are notions that are not tolerated in our company's environment. If such instances occur, they are dealt with swiftness and justice to all concerned. Behavior that is unbecoming is not tolerated; preventative steps are taken to resolve conflicts and issues that may arise.

Our continuous commitment to our workforce indicates that all staff is treated with dignity, respect and transparency. Implementation of international human rights, ideals and notions is constantly revisited and communicated to all staff on all levels. These policies lead to high employee commitment and low employee turnover. Our staff enjoys security and long-term benefits, which leads to them staying longer in the company, thus making our staff turnover quite low.

Our project mess halls cater to respect staff ethnicities/religions and to accommodate their different meal requirements. This separation supports and respects diversification in these cultures, religions and ethnicities. Our mess halls showcase a variety of different types, forms and tastes of food.



social

Traineeship for Amal Zouhair, New Graduate (Morocco)



After Amal graduated as a civil support technician (2012) she began her professional career as part of the CCC team in H.H Sheikh Khalifa Bin Zayed Al Nahyan Specialized Hospital in Casablanca, Morocco. Starting her traineeship as a site engineer assistant and developing into a key team member of the Construction Department, Amal was responsible for daily construction reports, work inspection requests and concrete pouring planning.

In Amal's own words:

"Day after day I realized that my experience with CCC changed my life forever. For that, I'm thankful to all who helped me in the accomplishment of these tasks that would not have been easy"



Promoting Women's Career Development

Diversity has different meanings in various regions of the world. In the Middle East & North Africa, where the share of women in the construction industry workforce has traditionally been low, the involvement of women, particularly in positions of responsibility, has been a priority for us.

We are working to create an inclusive environment that encourages active participation from all employees, regardless of gender, and supports the career development of female employees.

Our future plan to include more female employees in engineering and construction jobs includes:

- Providing special career counseling to female employees;*
- Organizing development activities targeting female employees;*
- Organizing skill-development training courses and networking events for both men and women with the aim of raising awareness of both genders for the importance of a mixed workforce*



Human Resources

staff Engagement & Retention

social

When it comes to remuneration we strive to always offer standard entry level packages that are comparatively higher than most locations' minimum wages. We offer health coverage internationally for our office staff. We also provide medical specialists and relevant amenities to all camps and project sites, messing halls for staff, and recreational spaces such as gyms and physiotherapy facilities.

social

training & developing our staff

Since the beginning, we have invested in our employees, staying true to the belief that they are truly our strongest asset. We consider our staff an essential pillar of our continuous success and sustainable growth. Our employees are the stable foundation of CCC and must be continuously developed to successfully tap into their motivations, ambitions and needs. Programs are designed and implemented in order to reward star performers, foster creative learning processes, and provide comprehensive training and development.

We have always regarded training as of utmost importance to the development of our people, and strive to always go one step further, compared to other multi-national companies. Extensive training workshops are held annually - mostly in house - by qualified and certified CCC instructors and experts (in Technical, Project Management, Leadership, IT, Health, Safety and Environment, Quality topics, etc.). In numerous cases, we have partnered with renowned external training providers that have proven records of excellence in a global business environment (including INSEAD, University of Texas, etc.), to offer our staff a higher level of specialization whenever the need arises. The training schemes we apply are flexible to allow our personnel to take the courses that best fit their learning needs and professional development aspirations.

We also aim to actively support our international diversity targets by making sure that our training courses are attended by a diverse group of employees.



Human Resources

Among our Career Development programs are: the Graduate under Development (GUD) Program; the Discipline Leaders Program; the Future Construction, Control and Project Leaders Program; the High Fliers Program, and the Professional Development Program. Each of these program requires a customized model to cater for the needs of employees from technical skills training, management training, and leadership training.

We strive to attract the very best candidates by offering a competitive salary and career progression, a wide range of training and development initiatives, as well as a defined and methodical succession planning framework. We aim to be "second to none" in our specialized construction activities in addition to our overall diversified business operations.





For years now, we have been concentrating on vocational training in the various countries we operate such as Saudi Arabia, Oman, Jordan, China and Turkmenistan. As a result, we have gained extensive experience in establishing and managing vocational training centers. With this plan we aspire to generate skilled artisans and craftsmen who can join our projects, and we consider it a way of giving back to the local communities. The training scheme is based on a simple yet effective idea: veteran CCC craftsmen share their knowledge and experience with the younger generation, who are then stimulated to pursue careers in the construction industry. Our construction expertise (covering mechanical, civil, instrumentation and electrical) combined with our alignment with accredited institutions, guarantees the high quality of the training curriculum offered at our industry specific centers.

From our vocational centers thousands of skilled trainees have graduated, among them some of the top artisans in their respective region which are sought after by other companies.

In the future, we plan to expand these vocational training activities in countries such as Tunisia, Azerbaijan and Mozambique.

**training our
craftsmen**

Human Resources

graduate under development (GUD) scheme

We provide a Graduate Under Development (GUD) scheme, which takes the best graduates from top Universities through a 2-3 year structured program aimed at giving them diversified experience as well as a fast tracked career progression. Incorporated into the program are various management and technical training opportunities that all graduates attend.

As graduates progress from the scheme, we offer a range of opportunities for further development by placing employees into specialist or management roles. This is done in conjunction with carefully considered and planned succession strategies. This succession planning underpins goal setting and training plans for employees looking to attain the next step in their career.

Our star performers who exemplify CCC values, code of ethics and professionalism receive executive training schemes and programs in order to help them develop further and prepare them for more critical positions with us. We also assist them to acquire know-how from our experts in order to enrich the company's knowledge database.



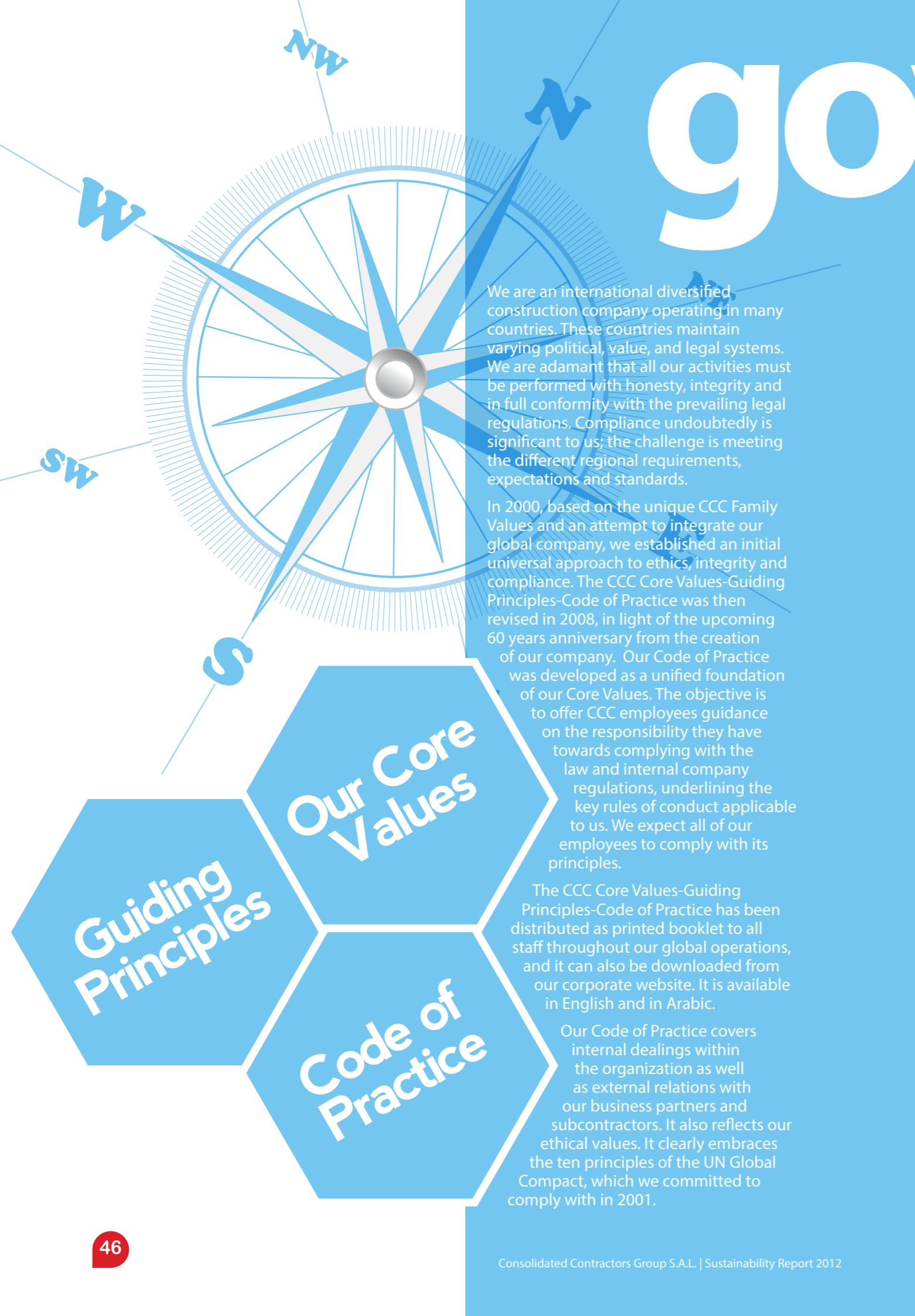
governance



We are committed to being a responsible company. We aim for the highest standards of ethics, integrity and compliance during all our transactions and in all places we operate. We consider corruption, bribery and unfair competition unacceptable. Our supreme priority is to safeguard our reputation and distinct CCC Family Culture.

To accomplish this we conduct our activities in accordance with the applicable ethical, professional and legal standards and by caring for our clients, business associates and, above all, each other. This mindset is the cornerstone of the sustainable growth we are seeking.

governance



The CCC Code of Practice is governed by the 17 Core Values & Guiding Principles below

1 Integrity, Honesty & Reliability	2 Trust, Transparency & Humility	3 Sense of Belonging & Harmony for All Company Employees	4 Fairness to all Stakeholders
5 We Respect Hierarchy & Accountability	6 We Aim to be Second to None in All We Do	7 Protecting Human Life is our Goal	8 We Encourage Innovation
9 We Nourish Long-Term Relationships	10 Our Staff is our Greatest Asset	11 Commitment to Preserve the CCC Family Culture	12 Commitment to the Community
13 Commitment to the Environment	14 Commitment towards Anti- Corruption	15 Commitment to Change for the Better	16 Appreciation of our Staff
17 Commitment to the Development of Future Generations	<i>We are proud to say that we have dedicated a great deal of effort in forging our Group-wide ethics and values program. We are convinced that by demonstrating the CCC Family values combined with a strong ethical approach, we will differentiate ourselves from our competitors. For this reason we constantly try to embed our values further across the Group.</i>		

governance

Anti-Corruption



We strongly believe in fair competition and transparency in the construction industry. Our thrust upon the matter is reflected through our commitment to the United Nations Convention Against Corruption as well as the World Economic Forum - Partnering Against Corruption Initiative (PACI) Principles.

Specifically, as a member of the World Economic Forum's International Partnering Against Corruption Initiative we actively follow two fundamental principles:

- A zero tolerance policy towards bribery, and;
- A practical and effective anti-corruption program

In the above-mentioned Code of Practice we have included our Anti-Corruption declaration demonstrating our commitment to stamping out corruption from our global business. We also have internal and external auditing systems in place and management monitoring procedures to ensure the prevention of corruption.

We have developed our own "Ethics & Anti-Corruption Program" (EACP) (available in English & in Arabic) which covers all related aspects including commitments, declarations and whistle blowing procedures. Implementation of the EACP is mandatory across the Group and is monitored by senior management.

We also have in place internal controls which ensure business is done in a transparent way. Specifically, our company is set up in such a way that every department is obliged to follow standard procedures, hence making it harder for corruption activities to occur.

In order to discourage any corruption incidents, internal memos are frequently distributed clearly defining the legal consequences employees might face for participating in subject activities.

Our goal for the future is to intensify our anti-corruption training sessions, in order to increase awareness of the staff on the importance of fighting corruption.

community



Corporate Social Responsibility

Before the term '**Corporate Social Responsibility**' became popular in recent years, the sense of continuous giving was rooted in our beliefs and values. Nowadays, our Corporate Social Responsibility Initiative (CSR) undertakes the role of "**Corporate Citizenship**". As a commitment to sustainability, we align our growth and profitability goals with the major challenges faced by humanity today. This commitment is grounded on promoting the welfare of CCC employees and their families, local communities where we have an operational presence and society at large.

We actively engage in activities falling under the spheres of:

- Supporting Local Communities
- Environmental Responsibility
- Education & Scholarships
- In House Initiatives for CCC Employees
- Disaster Relief
- Health

community

CASE STUDIES

Supporting Local Communities

While providing engineering and construction services, supporting the local communities in which we live and work is our privilege. Our work in supporting communities is as strategic as it is heartfelt.

As a company that works in both developed and underdeveloped countries, we recognize how important it is to ensure that people have access to basic needs. To this end, we support organizations that provide food, shelter, prevention programs to those in need, orphanages and old age homes.

Over the years, our employees have collectively given thousands of volunteer hours as an effort to comfort distressed communities. Through their involvement, we understand better the interests of those living where we work, thereby maximizing community benefits.

A
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CCC

Corporate Social Responsibility



Donation to Municipality of Athens in Greece

We organized a dry food donation for the Municipality of Athens. The donation (for a full truck load of dry food) was greatly appreciated and covered the needs of 1,000 people for approximately two months.

The Caritas Athens Refugee Program in Greece

In central Athens Caritas offers daily cooked meals to around 350 persons. We donated dry food as well as "manpower". During 2012 once a week, two or three staff volunteers helped with the preparation of the soup kitchen and assisted in washing the dishes.



CCC Egypt Helping the Local Community in Cairo

We donated food packages containing necessities such as rice, sugar, oil, flour, salt and dried vegetables, to affected communities mainly daily labor and their families.

Distribution of Food Parcels in Kurmangazi, West Kazakhstan

Just before the heavy winter descended upon Kazakhstan, our local CSR team distributed food provisions to 50 families in Kurmangazi, near the Russian border.



community

Corporate Social Responsibility

CASE STUDIES

Environmental Responsibility

We recognize that the growing importance of environmental stewardship will have a significant impact on future generations.

Around the world we engage in local programs that serve the dual function of benefiting the environment and improving the communities in which we live and operate. We also provide opportunities for our staff and their families to reflect upon their own environmental impact by participating in reforestations, beach cleanups and other relevant programs.



Reforestation on Penteli Mountain in Greece

Following the fire that raged in Nea Pendeli 500,000 trees were burnt. The catastrophe was devastating with the fire burning even some nearby houses.

We organized a reforestation campaign in the area where approximately 120 enthusiastic CCC volunteers planted over 1,000 trees. Overall, we donated 12,000 pine trees and two water tanks of 47m³ each.

Beach Cleaning Campaigns Egypt, Qatar and Greece

The teams in Egypt, Qatar, Lebanon and Greece are organizing beach cleaning activities. Beachfronts were cleared of plastic bottles, broken glass, tin cans, barbed wire, bits of metal etc.

World Environmental Day in Papua New Guinea

Our local office commemorated the World Environment Day (WED) with St. Paul's Primary School in Komo. We decided to celebrate with children because as the future generation they should be groomed to take care of the environment.



Earth Hour

For four consecutive years (since 2010) all CCC areas and projects have participated in the Global Earth Hour Campaign by switching off their lights between 8:30 and 9:30 pm local times.

community

Education & Scholarships

We aim to enhance community well-being through meaningful schemes. We acknowledge that supporting education is vital not only to our success as a company but for the future of neighboring communities. Our industry requires educated and skilled people to succeed; equally humankind needs a solid workforce and business leaders to innovate and thrive.

As a corporate citizen, we consider it is our responsibility to constructively promote the education of the new generation. We actively address the mission of supporting young people in their personal development and their vocational training. By providing funding and expertise, we dynamically support education related initiatives and institutions. Our commitment to education stems from the unique CCC Family Culture and we consider it one of our highest social priority.



Institutions that we have supported include:

- American University of Beirut (*Lebanon*)
- Balamand University (*Lebanon*)
- Lebanese American University
- Athens International Technology College



Palestine BIM Center staff

• Birzeit University (*Palestine*). One model case was realized in collaboration with Birzeit University. We have established a BIM (Building Information Modeling) Center in Palestine. This is meant to be a knowledge hub as well as a showcase for the cooperation and strategic partnership between **Industry** and **Academia**. The center provides a variety of activities and opportunities to students such as elective courses, graduation projects (mechanical & civil), summer trainings and interviews with potential employers. Through our BIM Center in Palestine we are engaged in strategic activities, aiming to enhance the students' overall competencies. We also aspire to provide students with career advancement opportunities throughout recruitment, training & development activities.

- Donation to Public School Libraries in UAE, Palestine and Lebanon
- We donate to various schools in different areas

community

In-House

Recognizing that our employees are our most important asset, we organize internal CSR programs addressing the needs and well-being of our workforce. Our initiatives concentrate on creating worldwide consistency and empowering our employees towards personal sustainability issues. Here are some examples:



- **First Aid Awareness Seminars in Athens**
- **Blood Donation**
Regular Blood Donation Campaigns are organized between different areas including Greece, Qatar, Oman, UAE and others with local Blood Banks and hospitals.
- **Road Safety Awareness Program for the Employees' children**
A genuine "learn through play" activity was organized, to introduce children to the concept of road safety. The children had the opportunity to drive real, environmentally friendly junior-sized cars, motorized by real engines. Through the course, they learned how to identify and react to traffic lights and zebra crossings, got to know the various road signs and gained a feeling for the flow of road traffic.
- **Greek and Arabic Lessons for the employees in Greece**
In an attempt to promote intercultural relations between the communities, we have been holding Greek and Arabic language classes, for CCC employees and their families.
- **Green Office Programs**
To fulfill our environmental responsibility we have also applied significant measures to set up a "Green office" philosophy in every area.



- **Some of these are:**
 - Recycling corners to collect waste paper
 - Recycling bins for plastic, aluminum cans, glass bottles, used lamps and batteries
 - Water saving awareness campaigns
 - Regular maintenance checks for the detection of water leaks
 - Replacing paper magazines with electronic subscriptions
 - Submitting numerous of our business bidding proposals electronically
 - Converting our main archives from paper to electronic/digital records
 - Two sided printing is a default setting on office printer networks
 - "Paperless Day Initiative"

A highly successful paper saving campaign we apply globally, whereby every Thursday is established as a "Paperless Day". Our reports show a 25-30% reduction in overall paper consumption since launching the campaign.

community

CASE STUDIES



GBCHealth

Disaster Relief

We provide financial and other forms of support when local communities have been hit by natural disasters. We offer help on an ad hoc basis to disaster victims as part of our commitment to support the overall well-being of communities, regardless of whether we have any business ties with them or not.



Donation to Pakistan

Following the floods that hit the Indus Valley in Pakistan we made a significant donation to the International Federation of Red Cross & Red Crescent Societies and for Relief International, which was delivered directly to the disaster victims.

Donation to Haiti

After the earthquake disaster in Haiti we transferred an appreciable contribution to the International Federation of Red Cross & Red Crescent Societies and for Relief International, two international relief organizations.

Donation to Japan

Following the natural disasters (earthquake, tsunami) that struck, relief organizations made urgent calls for support towards the "Power Generation Relief Campaign". We immediately responded by offering three 500 KW generators from our inventory.

Corporate Social Responsibility

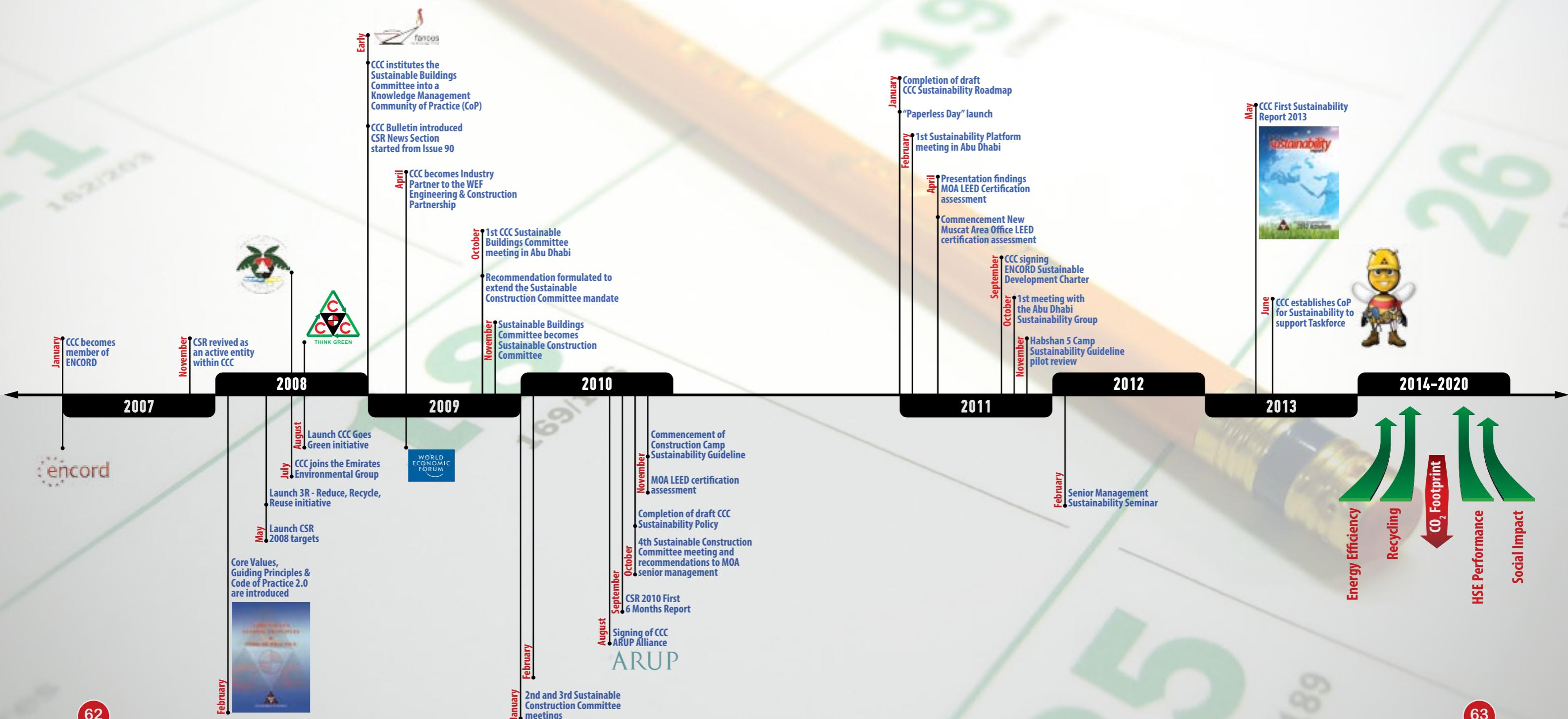


Health

As a member of the GBC Health, we participate in activities towards the fight of AIDS, TB (Tuberculosis) and Malaria, particularly in Africa. We are committed to the promotion of health awareness by developing employee workplace programs and providing essential support to the community.

where we are

May 2000	February 2001	January 2005	Early 2005	Early 2006
Core Values, Guiding Principles & Code of Practice 1.0 are introduced	CCC joins the UNGC	CCC joins the GBC Health	CCC HSE Sustainability Report 2004 published	Supporting Member of the Disaster Resource Partnership



dedicated to

excellence | clients | green | safety | employees | communities

*From
Humble Beginnings
to Global Presence*



Hi! My name is **Sustaino**.

Get used to having me around.

I am going to "buzz" you constructively all over your sites,
to achieve CCC's Sustainability Mission:

"To be a leader in sustainability in the engineering & construction business.

We build on our heritage of family values and impeccable construction record to continue to deliver sustainable value for our shareholders, clients, employees, suppliers, subcontractors, communities and for future generations".

