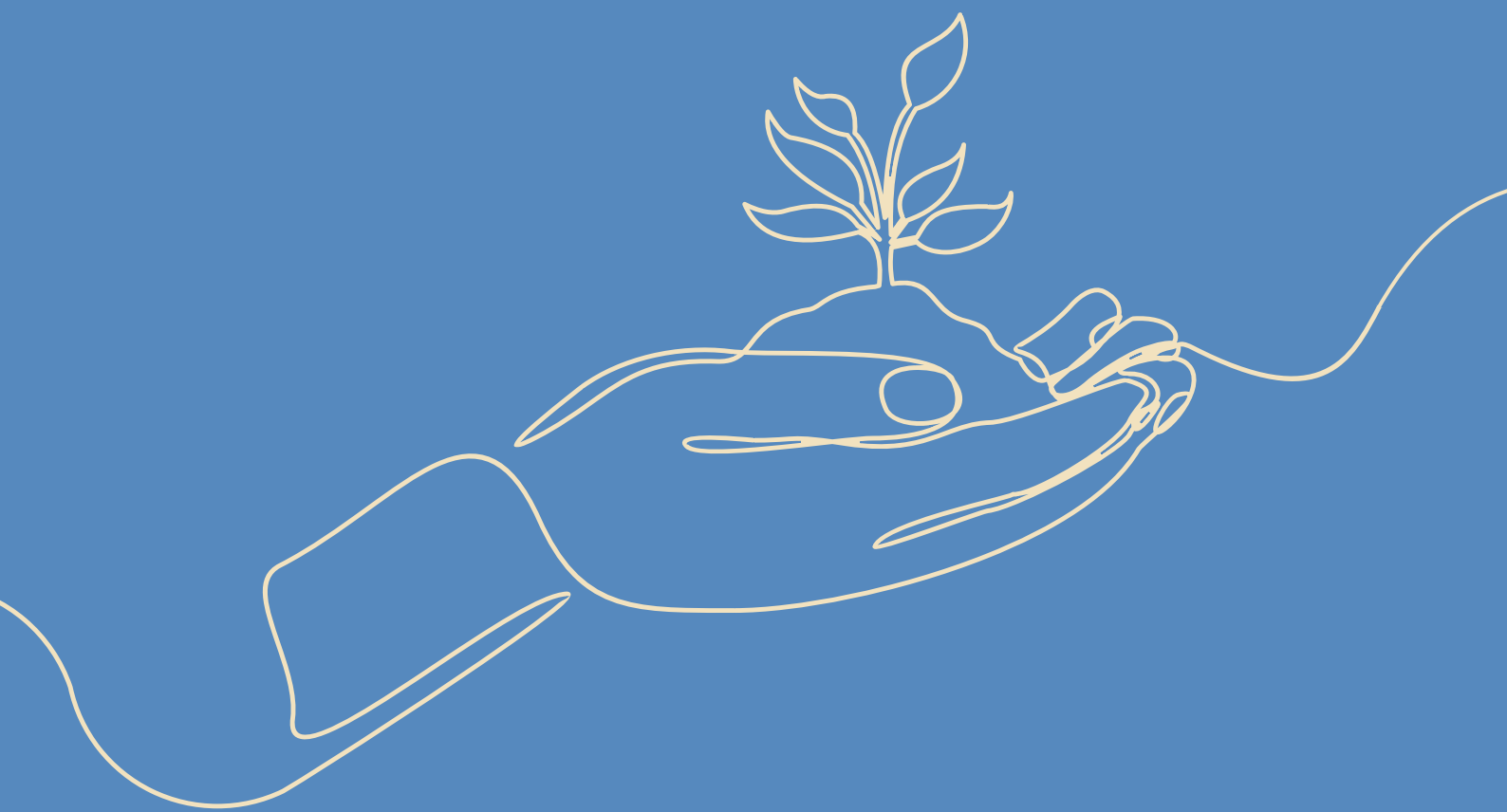
بيئة
be'ah

رؤية عمان 2040

2021

SUSTAINABILITY REPORT



2021
SUSTAINABILITY REPORT

HIS LATE MAJESTY SULTAN QABOOS BIN SAID

"MAY HE REST IN PEACE"

HIS MAJESTY SULTAN HAITHAM BIN TARIQ

"MAY GOD PROTECT HIM"

WELCOME TO THE

2021 SUSTAINABILITY REPORT

In this report, we cover our social, safety and environmental performance for the past year, as well as significant events that occurred during the year as we continue working towards achieving our long-term corporate targets.

- 60% waste diversion from landfills by 2025
- 80% waste diversion from landfills by 2030
- Reducing the average daily waste generation per person from 1.2 kg to below 1.0 kg by 2040

Following a challenging 2020, be'ah set a new strategy and standards for 2021. To reflect this, our sustainability report contains a retrospective evaluation of our performance in 2021 in the context of our forward-looking framework for the future.

This report is prepared in accordance with the GRI Standards: Core option. It covers the period January 1, 2021 to December 31, 2021. The report follows the annual cycle of reporting as has been followed for our previous sustainability report – which can be found on https://www.beah.om/Knowledge-Center/Report

For any related queries, please contact csce@beah.om

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CHAIRMAN'S MESSAGE

In His address to the Sultanate of Oman and its people, His Majesty Sultan Haitham bin Tarik said that the "youth are the wealth of this nation, its inexhaustible resource and the arms that build it." It is our mission to participate in nation building and work tirelessly to build a better future. We want to leave a healthier environment for the next generations to prosper and propel Oman forward, so that it remains an influential cultural stronghold promoting peace and harmony.

We dedicate this Annual Sustainability Report to the youth of our nation with the aim of inspiring them to take advantage of the opportunities provided by Oman and companies like be'ah to show initiative, take leadership, and contribute to the growth of the country.

be'ah takes His Majesty's message to heart and aligns itself with Oman Vision 2040 to ensure a rich and sustainable environment, starting with a waste management sector that introduces ecological practices and new disposal methods across industries.

Emerging stronger and more robust than ever, our country faced both the COVID-19 and the Cyclone Shaheen challenges simultaneously, and it has certainly proven its resilience and agility. Similarly, be'ah has shown in both these crises that it has the technological capacity and manpower to overcome such disruptive obstacles and adapt to new risks.

In this regard, we also upheld our commitment to nurturing the prosperity of our nation through training and development. While faced with the challenges of the past two years, we did not falter in inspiring our employees and the wider community to continue the legacy of our sector so that they can become viable contributors to its progress and sustainability, and thus the prosperity of our Sultanate.

We continue to further the education of our employees through external and internal learning programs. Externally, the Academy has successfully completed five external programs including the IEMA Foundation Certificate in Environmental Management and the CSE ESG Practitioner program, exceeding its 2021 target of three external programs. Internally, the team relied on multiple platforms such as LinkedIn Learning, online courses, and on-ground courses to educate employees.

be'ah remains committed to inspiring Oman's youth to enter the waste management sector, and has successfully run 10 apprenticeship programs through the Academy, exceeding the 2021 target of three programs. Moreover, the second EIDAAD Internship Program commenced in Q3. We are extremely proud of this contribution to Oman and its Vision.

In fact, we view Oman Vision 2040 as a guiding light to achieve inclusive and sustainable development. Across our projects and operations, be'ah prioritizes supporting Oman's economy by maximizing in-country value (ICV) and putting in place waste management practices that are aligned, not only with the Vision, but also with international best practices to meet the country's demand on modern waste management.

As per our ICV policies, we give priority to experienced local contractors and offer as many investment opportunities as possible to local investors and SMEs.

Furthermore, we believe in engaging and cooperating with the business community

and the general public to raise awareness and educate stakeholders on waste management practices. In 2021, be'ah partnered with the World Health Organization to launch a public awareness campaign about the risks of the unsafe disposal of face masks.

Since its establishment, be'ah identified a number of core strategies that would achieve the Government's vision for waste management. These core strategies undergo annual review to ensure alignment with Government directives and Oman's current situation. Despite the challenges of 2021, be'ah has so far managed to stay on track.

Our aim at be'ah is to divert 60% of waste from landfills by 2025 and 80% by 2030. To achieve these ambitious goals, we seek to develop a commercially sustainable operational environment, where waste management practices incorporate economic factors as well as social and environmental concerns to create a truly sustainable system. Our plans were designed and detailed to promote be'ah's environmental excellence by focusing on energy and material recovery.

Throughout the year, be'ah took many significant steps forward in modernizing our waste infrastructure. In 2021, be'ah covered over 45 million kilometers during the waste collection process, and received over 2.5 million tonnes in be'ah engineered landfills.

be'ah also made remarkable progress in terms of growth; some major achievements include the commencement of C&D and shredder operations in Mirbat and Barka respectively, the deployment of reverse vending machines in Muscat, and a 2-bin system deployment and operation. We signed 9 agreements for the handling of lead acid batteries from major generators and facilitated the preparation for setting up animal feed, compost facilities and green waste diversion with Nakheel Oman Development Company. We also partnered with PDO to commence clearance work on the PDO dumpsite.

Additionally, we signed major industrial waste treatment contracts with international companies, which bolstered revenue generation. Another value creation initiative is recovering the lost value from waste through various projects and laying the foundations of a circular economy in Oman. In 2021, the commercial framework for one of the projects was finalized in collaboration with Oman Power and Water Procurement Company and approved by The Authority for Public Services Regulation. Currently, both companies continue their efforts to work jointly to finalize all requirements to prepare for the floating of the tender for the project in Q4 2022.

This value recovery strategy seeks to boost Oman's economy by exploring new resources and providing the private sector with investment opportunities in transporting, collecting, processing, and recycling waste.

Furthermore, an appropriate and fitting legal framework aligned with international best practice and supported by a strong regulatory system is crucial to ensure compliance across the board. Therefore, be'ah plays an active role in this regard by collaborating with the Environment Authority to review the existing waste management laws and regulations and support the development of a new legal framework for the waste management sector aligned with Government's policy.

Our business philosophy at be'ah is to remain focused on promoting sustainability and a culture of environment conservation in Oman. We expect 2022 to bring many growth opportunities for us to thrive, as we continue to educate the population and enable new generations to build a brighter future. We look forward to steadily improving our efficiency, enhancing our performance, and realizing our goals related to the circular economy.

Good governance and focus on sustainability are the core impetus for our company that leverages innovation to help create solutions and address challenges around us. We proudly tackle all environmental issues in Oman, especially those related to the universal access to waste management technology, the role of the youths, and environmental stewardship.

As leaders in waste management in Oman, we are committed to innovation and progress to develop new opportunities for everyone to thrive and contribute towards building a better, more sustainable tomorrow helping us "conserve the environment of our beautiful Oman for future generations."

CEO'S MESSAGE

Our society has gone through major transformational changes last year, mainly driven by the fallout of the COVID-19 pandemic that began carving a new path for businesses and communities. Our sector was marked by the need to tackle the defining issues of our time. And with the pressing healthcare crisis came the serious need for the responsible disposal of waste; not only healthcare waste, but all waste. That is why be'ah is here, to change people's perception of waste and how they dispose of it.

Over the past year, be'ah continued to address the challenges brought by the pandemic, particularly educating the wider population in Oman about the safe disposal of masks through our successful collaboration with the World Health Organization and the Ministry of Health.

In addition to COVID-19, Oman was hit by Cyclone Shaheen in the second half of the year, which brought about a new set of challenges for the waste management sector.

However, we had already developed a response, readiness and resilience plan for COVID-19, which we were able to replicate and implement to address the harrowing aftermath of the cyclone. The team sprang into action as soon as the Civil Aviation Authority issued an early cyclone warning. This allowed the team to plan and set potential expectations of the impact on municipal waste management services. Through constant monitoring and proactive action, the team was able to remain agile and provide services as required; and once the storm had passed, the team worked on evaluating the field situation of municipal waste and identifying damages to be'ah facilities.

What stood out most clearly in this turbulent year was our company's ability to bounce back more resilient and responsive than ever. I am very proud of the entire team who worked together to tackle unprecedented circumstances and react beyond expectations.

In addition to tackling these challenges, be'ah continued to push forward and achieve its strategic goals, which are directly aligned with Oman's Vision 2040. In 2021, be'ah made meaningful contributions to Oman's in-country value by engaging with local and international stakeholders further developing Oman's waste sector. During the year, the company achieved a 98% Omanization rate and added 12 new permanent employees to its ranks. Another milestone was awarding 96% of the procurement activities in 2021 to Omani companies.

As a key enabler of Oman's Vision 2040 to achieve inclusive and sustainable development, be'ah continued to introduce sustainable waste management practices in line with international standards, provide adequate infrastructure to meet the country's demand for waste management, ensure efficient waste management services, and raise public awareness.

be'ah ensured the sustainability of healthcare waste (HCW) management throughout 2021 by developing an effective HCW Contingency Plan and adding effective and proactive operational components that were carried out in the field by the full team. We also ensured that the business plan was aligned with our SP business continuity plan. Moreover, we maintained consistent communications with all stakeholders to guarantee transparency. These measures resulted in total treated HCW increasing by 13.6% from 4,300 tonnes in 2019 to 4,887 tonnes in 2021.

We worked with various municipalities to ensure that commercial areas are sanitized and decontaminated in response to the pandemic, and to meet the stringent requirements as the workforce started to return to work in some sectors. Additionally, be'ah created and issued a new set of permits that enabled MSW operation teams to move safely between governorates.

As for our community engagement actions, we launched the Ramadan 2021 "Ma Yjuz" (Unacceptable) campaign, which addressed UN Sustainable Development Goal No. 12.3 to reduce food waste by half by 2030. Our aim was to cut through the clutter of digital content and get a conversation started on excess consumption, remind people to reduce food waste during the Holy Month, and give them the tools to do so successfully. be'ah garnered two global awards from the International Solid Waste Association and the Middle East Recycling Foundation for the "Ma Yjuz" campaign launched in Ramadan 2021 to tackle the issue of food waste.

These are only few highlights of be'ah's accomplishments to ensure sustainable practices internally and externally. Our efforts across functions did not go unnoticed; in 2021, be'ah was chosen as one of the four global co-creators to participate in the Circularity Gap Report (CGR) Digital Tool Co-Creation. Additionally, we created an in-depth report that studied the current processes at be'ah and identified potential ways to enhance them using 4IR technologies and solutions.

be'ah has a clear strategy for growth, focused on strengthening our contribution to Oman's economy, improving waste management, educating our people, and supporting our communities. Our aim is to change the way people view waste. And despite the challenges we have faced as a company, we are on track to achieve our strategic objectives in 2022 and beyond.

Finally, we express our best wishes and deepest gratitude to His Majesty Sultan Haitham bin Tariq for his wise leadership and vision; may he continue to lead the people of Oman to prosperity and wellbeing. We also extend our appreciation to the Government of the Sultanate of Oman for its support and efforts to promote environmental sustainability. In conclusion, be'ah takes this opportunity to thank the people of Oman and call upon them to learn from our experiences and conserve the beauty of Oman and its environment for the sake of our children and grandchildren.

BOARD OF DIRECTORS

Eng. Ahmed Hamed Al-Subhi
Chairman of the Board of Directors

Eng. Abdulaziz Said Al Shidhani
Deputy Chairman

Seif Al Din Mazen Al Aamad
Member of the Board

Juma Saleh Al Uraimi
Member of the Board

Noor Hilal Ambusaidi
Member of the Board

EXECUTIVE MANAGEMENT

Eng. Tariq Ali Al-Amri
Chief Executive Officer

Hilal Khalfan Al-Noumani
Executive Vice President - Municipal Solid Waste

Mohammed Sulaiman Al-Harthy
Executive Vice President - Strategic Development

Mohamed Moosa Ibrahim
Sector Head - Corporate Support Services

Abdulkareem Qasim Al Balushi
Sector Head - Industrial Waste

SPOTLIGHT ON be'ah

ABOUT
be'ah

> "We are corporate citizens with an ambition to generate In-Country Value by developing the capabilities of the Oman waste management sector and supporting Omani-owned businesses. Our ambition of managing resources in a sustainable way directly contribute to Oman's 2040 Vision, and the pillar encompassing the economy and development in particular."

At be'ah we invest in leading the change to put the waste management sector on its strongest possible foot for the future. We believe that by maximizing the effective utilization of our resources and minimizing the destructive environmental impacts, we build a solid foundation for both economic and environmental sustainability for our nation and future generations.

Oman Environmental Services Holding Company (be'ah) was established in 2007 to support a cohesive plan laid out in a National Strategy Report in 2006 to promote proper waste management practices. This includes the effective use of resources, development of adequate infrastructure and implementation of sustainable goals to make a lasting impact on the country's future.

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

Operating under the Oman Investment Authority (OIA), be'ah is responsible for managing municipal, industrial and healthcare waste in the country, providing waste management services from collection to disposal to both private and public sectors.

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

be'ah is committed to achieving a circular economy business model in a sustainable manner. This commitment is exemplified throughout the company's operations, as well as its consistent communication with stakeholder groups at multiple levels. We have established strong and lasting relationships with society at large, and the communities that operate within it including academia, Omani-owned SMEs, entrepreneurs, as well as international partners that bring global experience and innovation.

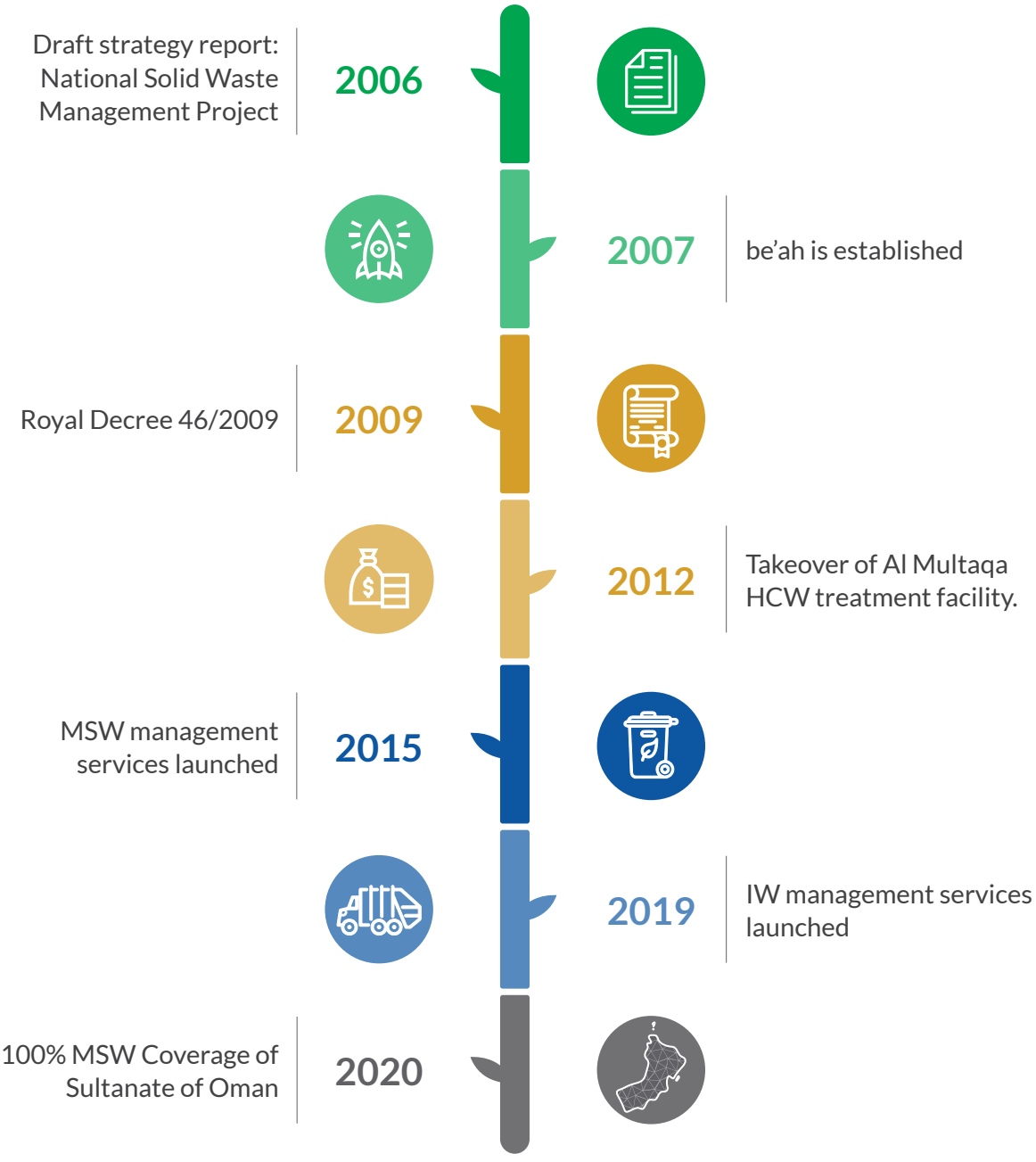
Our Vision

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

Our Mission

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

be'ah Timeline



Our Values

In all that we do, we strive to achieve safety, efficiency, sustainability, innovation, honesty, respect, and inclusiveness.

These values reflect the Company's commitment to excellence through the work that it does and the people behind its operations. be'ah firmly believes that its operational aims are intertwined with the values of Oman and the culture of those behind the implementation of these objectives.

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

To reflect the people at be'ah, the Company included a set of cultural values that collectively reflected the employees' personal perception of its broader goals. These values mirror the local culture, diversity, understanding, motivation and path towards achieving excellence, and were based on the employee's input about the values that best reflected them.

SAFE

Ensure minimal risk to the environment, service providers and the community.

EFFICIENT

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

SUSTAINABLE

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

INNOVATIVE

Harness new technologies and best practices for continuous improvement.

HONESTY

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

RESPECT

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

INCLUSIVENESS

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

be'ah IN NUMBERS

PERFORMANCE OVER THE YEARS

be'ah Journey Since 2012

COMPLETED PROJECTS

ENGINEERED LANDFILLS

10

TRANSFER STATIONS

16

INDUSTRIAL WASTE TREATMENT FACILITIES

3 HAZARDOUS

3 HEALTHCARE

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Engineered Landfills	0	0	0	2	3	7	8	9	10	10
Transfer Stations	0	0	0	0	3	7	9	14	15	16
Healthcare Waste Treatment Facilities	1	1	1	2	3	3	3	3	3	3
Rehabilitated Dumpsites	0	0	0	6	12	17	23	31	31	31
Hazardous Waste Treatment Facilities	0	0	0	0	0	0	0	0	3	3

▶ **Note:** Figures above are cumulative

Human Resources

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of Permanent Employees	40	68	82	106	137	147	184	237	259	268

OMANIZATION	98%

Service Coverage

Collection, Transportation and Disposal Services

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
MSW Number of Covered Governorates	0	0	0	1	3	6	6	10	11	11
Healthcare Waste Number of Covered Governorates	1	1	2	4	8	9	11	11	11	11

Note: Figures above are cumulative

2021
ACHIEVEMENTS

Following a demanding 2020, due to the COVID-19 pandemic, 2021 continued to prove challenging for the Sultanate, not only because of the global pandemic, but also the adverse weather conditions caused by Cyclone Shaheen. Despite this, be'ah persevered making great strides in its strategic and operational development.

In 2021, be'ah continued to make meaningful contributions to Oman's In-Country Value by engaging with local and international stakeholders, paving the path for Oman's waste sector. During the year, the Company achieved a 98% Omanization rate and confirmed 12 new permanent employees. In another milestone, 96% of the procurement activities in 2021 were awarded to Omani companies.

Over the years, be'ah entered into strategic agreements to further the Company's circular economy ambitions and made great strides with recycling through a number of key deals with stakeholders to support local recyclers. be'ah facilitated and supported two local companies to launch UCO recycling operations to use a biofuel, and provided technical and logistics support to paper recycling plants.

Adverse weather conditions impacted the Municipal Solid Waste operations, particularly affecting the Governorates of North Ash Sharqiyah, Muscat, North Al Batinah, South Al Batinah and Al Buraimi. be'ah continued to manage these operations, successfully restoring service stability in a short period of time.

In a region first, be'ah closed the first cell in Al Multaqa Engineered Landfill, and designed and constructed an integrated engineered landfill with Omani in-house capabilities.

When it comes to Industrial Waste, be'ah completed 100% commissioning of the solidification plant in Sohar, and signed on 5 new partners, to receive Industrial Waste solutions.

In a pandemic year, be'ah improved efficiencies when it comes to managing Healthcare Waste. It also took on more social responsibility by partnering with WHO (World Health Organization) to run a public awareness campaign on the risks of unsafe disposable masks.

OUR STRATEGY

OUR GOALS

Since its establishment, be'ah has come a long way in developing Oman's waste sector and align itself with Oman's National Strategy. The Company reimagined its original goals in 2020 to integrate equal impetus on sustainability and quality of life, as they do on waste management and economic contribution.

IMPROVE QUALITY OF LIFE	SUPPORT OMAN'S ECONOMY	DEVELOP WM SECTOR	SUSTAINABLE COMMUNITIES
Improve environmental quality	Maximizing in-country value by promoting SMEs and capacity building of Omanis	Services and Operations Excellence	Waste management hierarchy (Reduce, Reuse, Recycle & Recover)
Improve hygiene conditions	Create potential market for investors	Talents & Competencies (Entities & Individuals)	Environmental behaviours
Reduce health risks caused by illegal dumping		Governance	

1. IMPROVE QUALITY OF LIFE

Improving Quality of Life is a multidimensional concept, covering multiple life domains, accordingly; be'ah's goal focuses on quality of life beyond the economic context to include access to waste management services and thereby contribute to the living conditions in relation to the environmental quality. be'ah's goal focuses on improving the hygiene conditions and reduce the individuals' health risks incurred from improper waste management practices. Henceforth, this goal will ultimately foster a sustainable community and urbanization.

2. SUPPORT OMAN'S ECONOMY

Across its projects and operations, be'ah ensures supporting Oman's economy by maximizing the In-Country Value; giving priority to experienced local contractors, offering investment opportunities to local investors and Small and Medium Enterprises (SMEs), creating job opportunities for Omanis and foreign direct investment opportunities. Furthermore, be'ah works towards recovering the lost value from waste via various projects and accordingly develop the basis for circular economy in Oman.

3. DEVELOP THE WASTE MANAGEMENT SECTOR

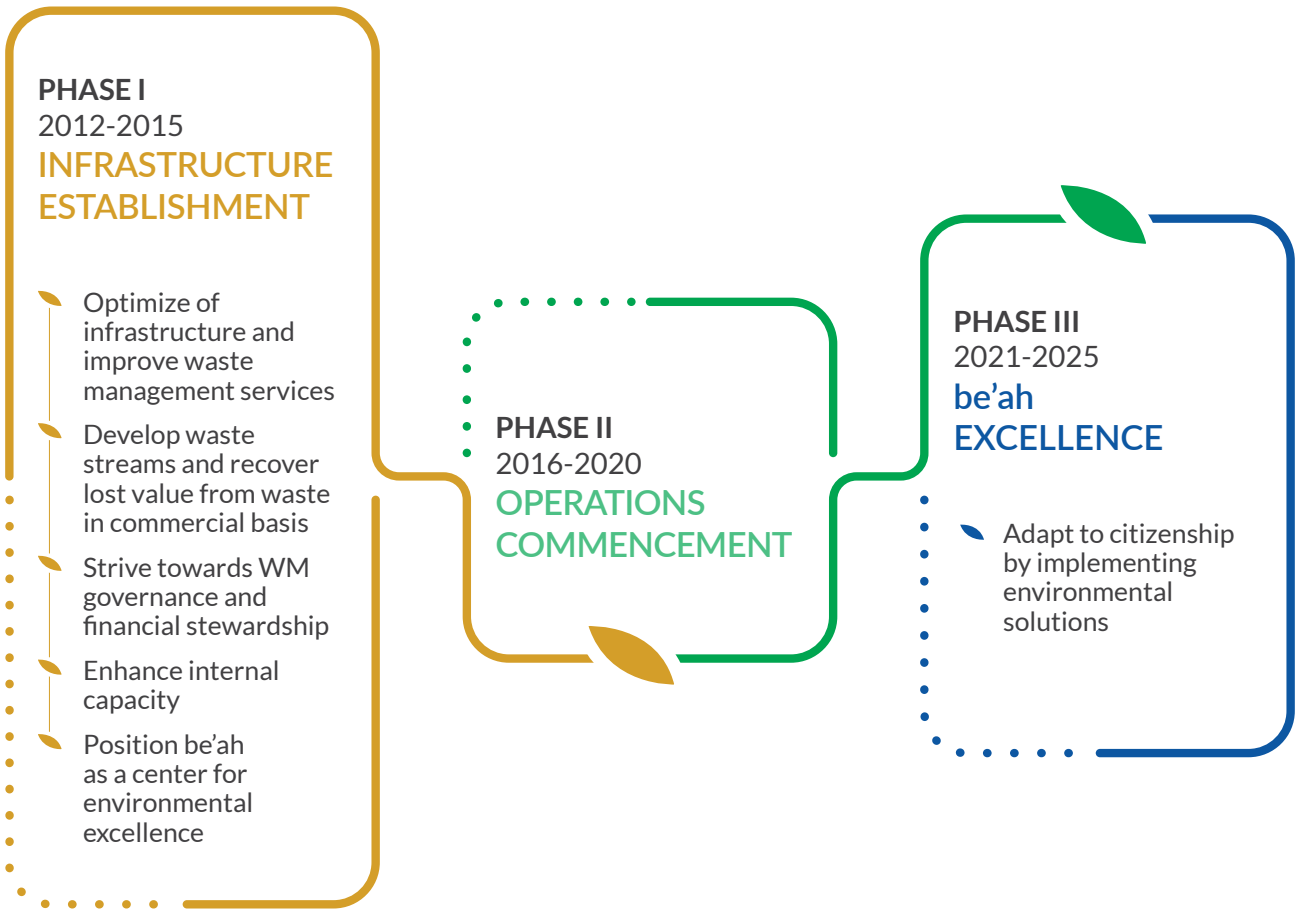
As be'ah continues towards providing integrated solid waste management services across the Sultanate, be'ah sets its targets on providing these services as per the best practice international standards. Accordingly, be'ah works on developing the sector by building the talents and competencies at both individual and entities level across Oman. be'ah also works on attracting top local investors in way to drive the sector and be at par with the other developed sectors in Oman like the oil and gas, banking and telecom. Under this umbrella, be'ah strives towards having a proper Governance and financial stewardship in place for waste management.

4. SUSTAINABLE COMMUNITIES

There is a significant need to support, educate and promote environmental friendly behaviors to develop a sustainable community in Oman. be'ah will work towards enriching the community to recognize their role in urban sanitization and resource efficiency by embedding and promoting the waste management hierarchy concept and recognize it as a powerful driver for sustainable development and global citizenship.

CORE STRATEGIES

be'ah Core Strategies undergo an annual review and update process to ensure alignment with Government directives. Having achieved phase I and II within the foreseen timeline, be'ah is now focused on achieving Excellence, Sustainability and Waste Diversion by 2025.



STRATEGIC DIRECTION

PHASE I
(2012-2015)
INFRASTRUCTURE ESTABLISHMENT

In achieving this phase, be'ah followed the international Waste Management hierarchy concept which starts by reducing waste generation, recycling, waste value recovery and finally, disposing the remaining of it safely. A primary achievement in this phase was the development of the Omani workforce to drive infrastructure development in accordance with international best practices.

PHASE II
(2016-2020)
OPERATIONS COMMENCEMENT

Declining oil prices and Government budget cuts challenged be'ah during phase II. However, the Company stayed the course relying on government support and the implementation of innovative practices. be'ah worked towards setting the plans by 2020 to reduce the amount of municipal waste to be disposed of in landfills and diverting 60% of MSW by 2025 and 80% by 2030 via energy and material recovery projects. be'ah's strategy focused on supporting Oman's economy by supporting private sector initiatives and local SMEs. Furthermore, be'ah established itself as a center for environmental excellence.

PHASE III
(2021-2025)
be'ah EXCELLENCE

With the launch of Oman Vision 2040 and its mission to join the world's developed countries representing an integrated framework for economic and social policies to be adopted by all Government entities; be'ah is working towards aligning its strategies in Phase III with the vision's aspiration.

This vision calls for a progressive move towards innovation, knowledge and making use of the opportunities triggered by the regional and international change. Subsequently, strategic directions, goals and draft public policies have been set to translate the vision into action plans.

Within that, 4 main themes had been identified in the Vision 2040 document as following:

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

Within the 4 themes, 12 National Priorities have been set, with which all Government companies, including be'ah, are aligned.

PHASE III (2021-2025)

ALIGNMENT WITH 2040 NATIONAL PRIORITIES

As an extension of Oman's Vision 2040 to achieve inclusive and sustainable development, be'ah aspires to establish sustainable waste management practices in-line with international standards, provide adequate infrastructure to meet the waste management demand of the country, ensure efficient waste management services and raise the level of public awareness about waste management.

Since its implementation, be'ah has had a very clear track to bringing its goals to life through a well-thought out strategy that was phased in over the years. In the coming period, be'ah will continue to focus on completing the third phase of its strategic direction, which includes the concept of active partnership, realizing the imperative of transformation, the need to foresee the future, contribute to its formulation, take the initiative towards it, and exercise a positive role to achieve it.

This is accompanied by effective communication, and translating policies into practical measures according to a comprehensive governance system.

United nation sustainable development goals

Oman vision 2040

National priorities

A society of creative individuals

- Education, learning, scientific research and national capabilities
- In-country value
- Citizenship, identify and national heritage culture
- Well-being and social protection

A competitive economy

- Economic leadership and management
- Economic diversification and fiscal sustainability
- Labor market and employment
- The private sector, investment, and international cooperation
- Development of governorates and sustainable cities

An environment with sustainable

- Environment and natural resources

Responsible state agencies

- Governance of state's administrative bodies, resources, and projects
- Legislative, judicial, and oversight system

be'ah goals

be'ah core strategies

- Optimize of infrastructure and improve waste management services
- Develop waste streams and recover lost value from waste in commercial basis
- Strive towards WM governance and financial stewardship
- Enhance internal capacity
- Position be'ah as a center for environmental excellence
- Adapt to global citizenship by implementing environmental solutions

be'ah phase III (2021-2025) focus area

- Waste diversion and waste streams
- Stages of industrial waste sector
- Environmental excellence
- Financial stewardship

PHASE III
FOCUS AREAS

1. OPTIMIZATION OF INFRASTRUCTURE AND IMPROVE WASTE MANAGEMENT SERVICES

This strategy has three key focus areas to ensure the balance between the operational requirements, improved service provision levels and the implementation of a commercialized operations. These are the efficient utilization and optimization of be'ah's infrastructure, ensuring that productivity and efficiency of Municipal and Hazardous waste management are on par with international standards, and financial stewardship.

2. COMMERCIAL DEVELOPMENT OF WASTE STREAMS AND RECOVERY OF LOST VALUE

Developing a commercial model supported by the appropriate regulatory framework for waste streams as well as recovering the lost value from waste to maximize In-Country Value by creating economic returns. With the value recovery, this strategy strives towards supporting Oman's economy by providing the private sector with investment opportunities in the operations of transporting, collecting, processing and recycling of waste streams.

The strategy focuses on energy recovery and material recovery, and has high potential to significantly contribute to the commercial growth of be'ah.

3. STRIVE TOWARDS WASTE MANAGEMENT GOVERNANCE AND FINANCIAL STEWARDSHIP

Together with the Environment Authority (EA), be'ah reviewed the current laws and regulations for waste management and provided support for the establishment of a draft framework of laws and regulations for the waste management sector. Additionally, be'ah continues to strive towards financial stewardship by implementing solutions that lead to financial independence.

4. ENHANCE INTERNAL CAPACITY

This strategy aims to enhance and maintain the organizational capacity and internal processes to achieve efficient and productive Waste Management services. be'ah is committed to enhancing and optimizing internal capacities and ensuring the efficient utilization of resources to improve services internally and externally.

5. POSITION be'ah AS A CENTER FOR ENVIRONMENTAL EXCELLENCE

be'ah is on the path to becoming a regional and global reference for waste management practices. With the primary goal of achieving environmental excellence by putting in place state-of-the-art infrastructure and managing waste sector operations as per global best practices, be'ah has already established itself as an international player as one of the founding members of the global network for Centers of Excellence for Circular Economy and Climate Change.

be'ah continues to partner with international environmental and waste management institutions and associations to further support environmental innovation, research, learning and development.

6. ADAPT TO GLOBAL CITIZENSHIP BY IMPLEMENTING ENVIRONMENTAL SOLUTIONS

be'ah aims to eliminate legacy waste practices and contribute towards providing environmental solutions that eliminate the environmental impact of these practices. With the environmental awareness and behavior campaigns, as well as the provision of environmental solutions, be'ah works towards driving the public to adopt global citizenship on environmental friendly behavior. Within this strategy, be'ah also aligns with the United Nations Sustainable Development Goals (SDGs) for environmental

RISK MANAGEMENT

The Risk Management (RM) function at be'ah identifies, assesses, evaluates and monitors all risks that may affect the business plan, corporate performance, business continuity, and integrity among others. be'ah's risk management model is based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and ISO 31000 standards. It also includes assessing fraud risks as per standards set by COSO.

Each department at the company has a focal "Risk Champion" that is regularly trained and works closely with the RM function to ensure that risk in all areas of the organization are in check. Risk Champions are responsible for:

1. Supporting the identification, management and reporting of risk.
2. Update and oversee the management of risk register(s).
3. Provide risk management updates and support to Risk Owners (RO).
4. Support Executives/Managers in risk identification, recording, escalation and management.
5. Monitor and follow-up on risk treatment activities and reporting.
6. Regularly discuss questions, concerns, opportunities for improvement and training gaps with the RM Function.
7. Attend and contribute to monthly meetings together with the RM function.
8. Provide any required information to the RM function.
9. Reporting incidents through the Risk Incident Management System.

Types of Risk

1. STRATEGIC

Strategic actions that affect the goals, mission and vision of the organization.

2. OPERATIONAL

Daily processes or tasks that can affect the day to day work environment.

3. FINANCIAL

Miscalculation or miscomputing of financial transactions or work terms that can affect the Financial Reporting integrity or impact of disclosure principles.

4. COMPLIANCE

Noncompliance with the Law, Regulations, Internal Policies and International Standards affects the system within the organization.

Risk Management Process

1. IDENTIFICATION

RO and RM jointly identify risks. Risks can be identified directly through RO or by identifying potential uncertainties and jointly discussing the associated risks.

2. ASSESSMENT

Based on the risk identification, the different stakeholders (RM, RO and Risk Champions) assess the estimated levels of risk.

3. TREATMENT

Risk treatment is led by ROs, while the RM, RO and Risk Champions continuously monitor the risks for any enhancements or areas of improvement.

4. REPORTING

Reporting is done by ROs and Risk Champions. Additional quarterly reports are generated by the RM function for executive management and board of directors' review.

Auditing Risk Management

Audit team supports the RM function through:

1. Reviewing Risk Appetite Statements and provide feedback.
2. Reviewing Risk Tolerance limitation and provide feedback.
3. Confirming Risk Assessment and building their Audit plan accordingly.
4. Periodic Internal Audit execution and reporting observations.
5. Generating follow up reports for the Management/Audit Committee.
6. Evaluating corporate-wide compliance with the risk management policy and procedures.
7. Providing advice with respect to enhancing the risk management tools, and function.
8. Examining the adequacy and effectiveness of controls identified.

Externally, an Audit team from the State Audit Institution conducts the auditing.

be'ah

POST - COVID

The impact of COVID-19 has drastically transformed the way that we work, and this narrative is threaded through the report. This transformation has yielded some positive results in the way we operate. As a result of the sudden lockdown, be'ah has had to be agile, and to support our teams in adapting to the new norm. Today, we use fewer resources and our processes are more efficient.

The most drastic change, however, is in how we communicate with employees and support them as they adapt. As result of the lockdown, be'ah had to adopt solutions to ensure continued operations and training. This remained critical throughout 2021.

Internal Training Processes

- Registered our employees in 113 face-to-face training courses
- Found different ways to deliver training in during COVID-19 including:
  - **Online delivery:** Delivered effective online training courses that do not compromise the original goals of face to face training programs.
  - **Online courses delivered:** 84
  - **Virtual learning:** We subscribed with LinkedIn Learning, an online learning platform that provides video courses taught by industry experts in software, creative, and business skills.
  - **LinkedIn Learning courses assigned:** 605

External Training Processes

be'ah academy in collaboration with our partners successfully facilitated different courses through zoom and skype for various external entities.

The programs offered by be'ah academy include:

- IEMA Foundation Certificate in Environmental Management. Offered three times this year with attendance of 33 employees
- Certified Sustainability (ESG) Practitioner Program. Offered twice with attendance of 22 employees

These options are more economical than face-to-face training. They are also more flexible in program design and reduce travel costs, and potential emissions. Additionally, employees spend less time away from their jobs.

Awareness

- We modified our content to be implemented by digital means
- We targeted new segments of the population. Through digital means, education became more accessible
- We used newer channels to convey our messages (example: existing educational platforms)

Our experience has changed the way we work. be'ah now uses fewer resources and our processes are more efficient.

RESPECTING NATURE: WASTE MANAGEMENT OPERATIONS

RESPECTING NATURE

WASTE MANAGEMENT OPERATIONS

Every year Oman generates more than 2.5 million tonnes of solid waste. Population growth and increasing waste generation mean that we must invest, develop and encourage a broader circular economy proposition moving towards the ultimate goal of a zero waste future.

As Oman's national solid waste management services provider, be'ah is committed to ensuring that all discarded material is handled in the most environmentally beneficial way, which comes down to changing the behavior of industries and individuals alike. be'ah has certainly made progress. Our landfills and transfer stations network coverage has marked the end of traditional dumpsites. As we look toward a greener, and cleaner tomorrow, be'ah continues to work together with stakeholders on innovative strategies to educate consumers and industries on the most sustainable ways of disposing of different forms of waste.

be'ah understands the importance of closing all traditional dumpsites to generate sustainable waste management practices throughout the Sultanate. We decommission these as soon as the nearest engineered landfill becomes operational, or we rehabilitate traditional dumpsites to create new waste streams using innovative, future-proofed sustainable measures.

be'ah SERVICES

RESIDENTIAL CUSTOMERS

SMEs

LARGE CORPORATIONS

MANUFACTURING COMPANIES

MEDICAL FACILITIES

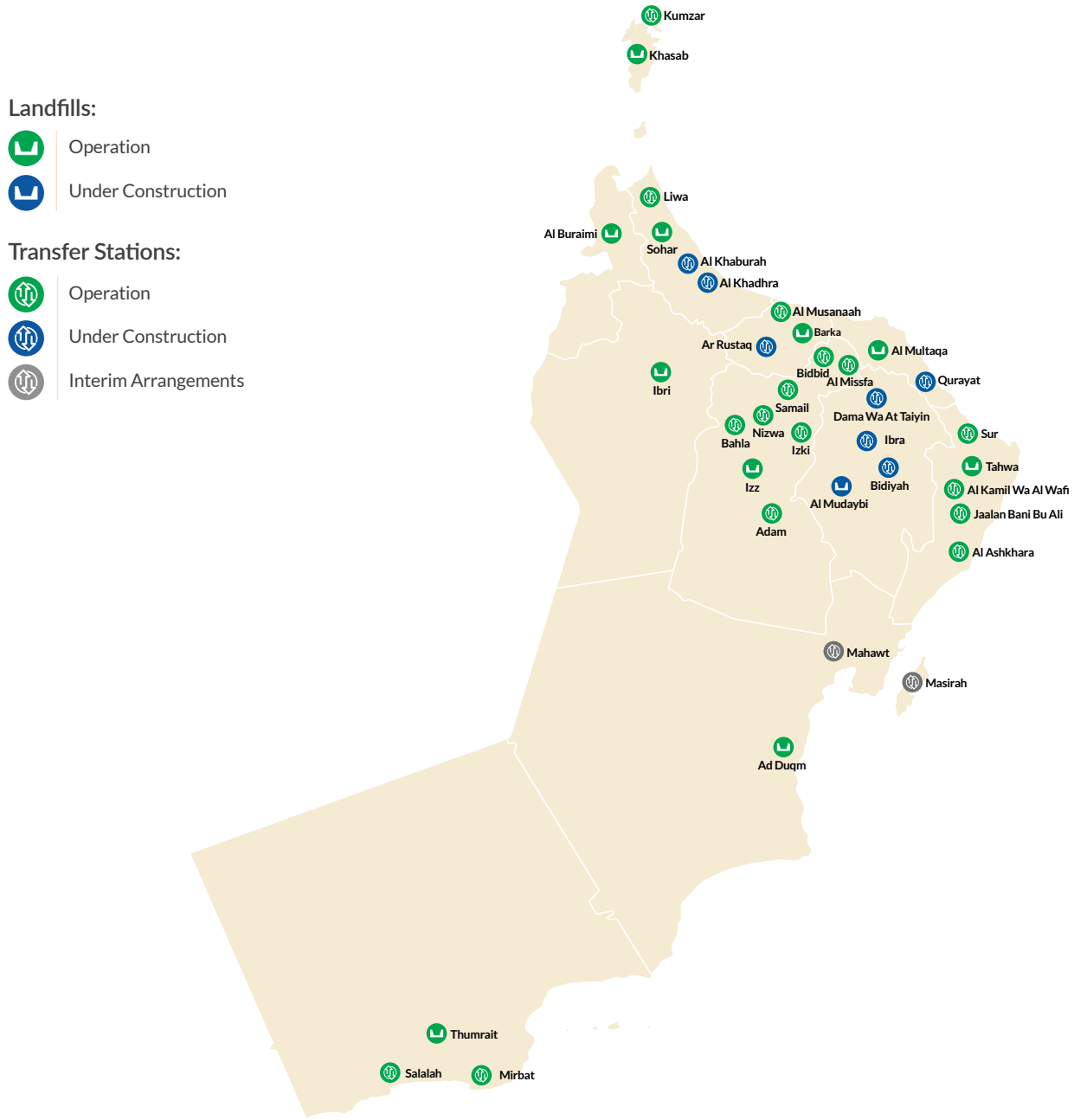
ACADEMIC INSTITUTIONS

be'ah MANAGES

MUNICIPAL SOLID WASTE

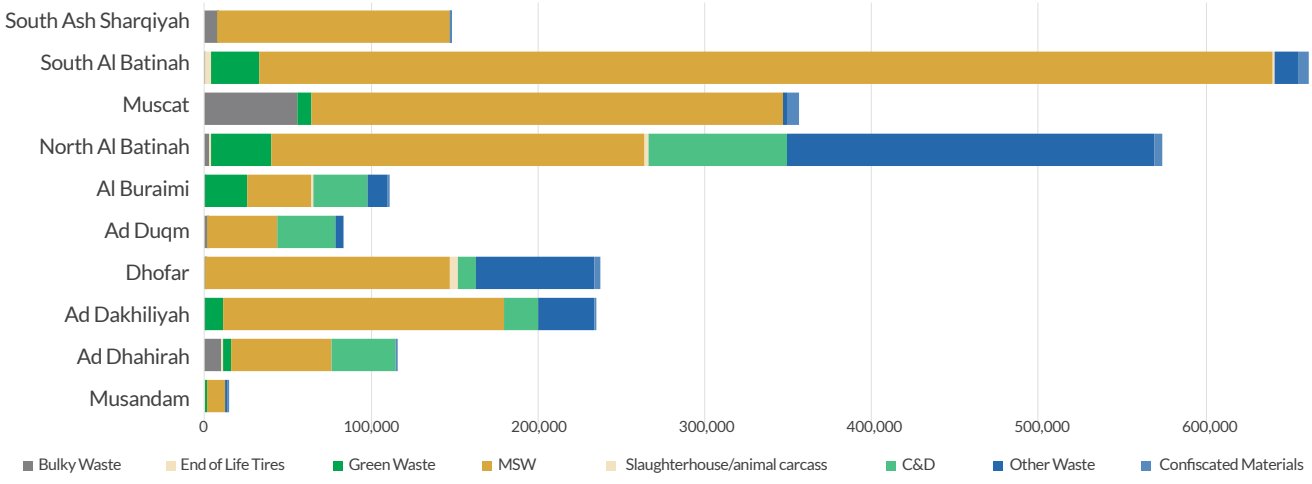
HEALTHCARE WASTE

HAZARDOUS WASTE



We operate in a way that respects nature and we work to protect our ecosystems. The Company is also identifying various waste streams that can be repurposed or recycled, to extract the full value from waste before it is disposed. Hence, we are working to reduce waste and explore opportunities to integrate a circular economy approach in our operations and supply chains.

WASTE RECEIVED AT be'ah LANDFILLS IN 2021



MUNICIPAL SOLID WASTE (MSW)

By end-Q4, 2021, be'ah increased bin deployment across all governorates to address community concerns and achieved 100% service coverage based on reasonable solid waste expectations. The majority of the solid waste recorded came from the private sector, followed by industry and government. The Company continues to monitor requirements closely through the Call Center and social media touchpoints and address overflow requests adequately for all regions. Further to this, be'ah now has at least one operated engineered landfill in each service area except North Al Sharqiyah, which is still under construction. The company is now working systematically towards the completion of its operated transfer stations, and the rehabilitation of traditional dumpsites.

NUMBER OF LANDFILLS, TRANSFER STATIONS AND DUMPSITES

	Total Number
Engineered Landfills in Operation	10
Engineered Landfills Under Construction	1
Transfer Stations in Operation	16
Under Construction Transfer Stations	6
Decommissioned Traditional Dumpsites	300+

MSW Services Across the Governorates

The below graph details the breakdown of MSW services across the Sultanate. In 2021, there was a reduction of 3% in the waste produced throughout the Sultanate, which may be the result of the COVID-19 pandemic, and people creating less waste as they adjusted to new ways of life. Nevertheless, 2.52 million tonnes of waste were collected, as a daily average of 6,904 tonnes. To ensure service continuity, 177,323 bins and 1,157 collection trucks were deployed, supported by a service provider manpower of 3,086. To ensure the correct processing of this waste, 16 transfer stations and 10 landfills were working at full capacity.

Service Area	Start of Operation	No. of Engineered Landfills	Transfer Stations Under Construction	No. of Transfer Stations	No. of Bins Deployed	Average Daily MSW Received in Landfills (tonnes)
South Ash Sharqiyah & Wilayat of Mahout, Al Wusta	2015	1	-	4	10,493	308
South Al Batinah	2016	1	-	1	19,641	542
Ad Dakhliyah	2016	1	-	6	24,518	541
Dhofar	2017	1	-	2	18,797	658
Al Dhahirah	2017	1	-	0	12,691	332
Al Buraimi	2017	1	-	0	5,374	304
North Al Batinah	2017	1	2	1	28,512	1,657
Musandam	2018	1	-	1	3,375	43
North Ash Sharqiyah	2019	0 (1 under construction)	3	0	16,710	180
Muscat	2017	1	1	1	33,935	2,103
Al Wusta	2019	1	-	0	3,144	237
SEZAD	2020	1	-	0	133	237

Service Provider	Service Provider Manpower	No. of Collection Trucks Deployed	Avg. Distance Travelled by Trucks (km/Month)	Total Traditional Dumpsites Decommissioned	Total Dumpsites Rehabilitated
ECOVISION SUMA	382	152	269,996	30	4
Urbaser	326	127	302,381	50	3
Averda	367	167	413,321	43	8
Averda	344	103	457,200	15	5
Al Ramooz National Veolia	202	61	350,636	51	1
Al Ramooz National Veolia	93	35		24	1
Imdaad Al Batinah	427	173	726,602	53	4
Imdaad Al Batinah				8	1
Al Ramooz National Veolia	240	103	349,299	26	4
Averda	655	215	800,150	7	0
Renaissance Sager Environmental Solutions	26	12	64,311.125	11	0
Renaissance Sager Environmental Solution	24	9	21852	-	0

LANDFILL OPERATIONS

Aiming to enhance MSW Service operational excellence, be'ah sought to minimize environmental impact, while ensuring operations of the highest volume and standard. The potential environmental impacts particular to Oman are surface water, air and groundwater contamination. In addition to the establishment and operation of 10 engineered landfills, be'ah also accomplished 12 projects, many of which helped address these environmental concerns. Two of the projects directly affected the management of surface water runoff and blockage, while two were concerned with the compliance with air volume utilization and air monitoring, respectively. Of the 12 projects, the most time intensive was in terms of groundwater, with one project concerned with monitoring and management, and another with Leachate generation, which can contribute to groundwater contamination and the generation of odor.

Leachate Treatment Plant (LTP) Operations

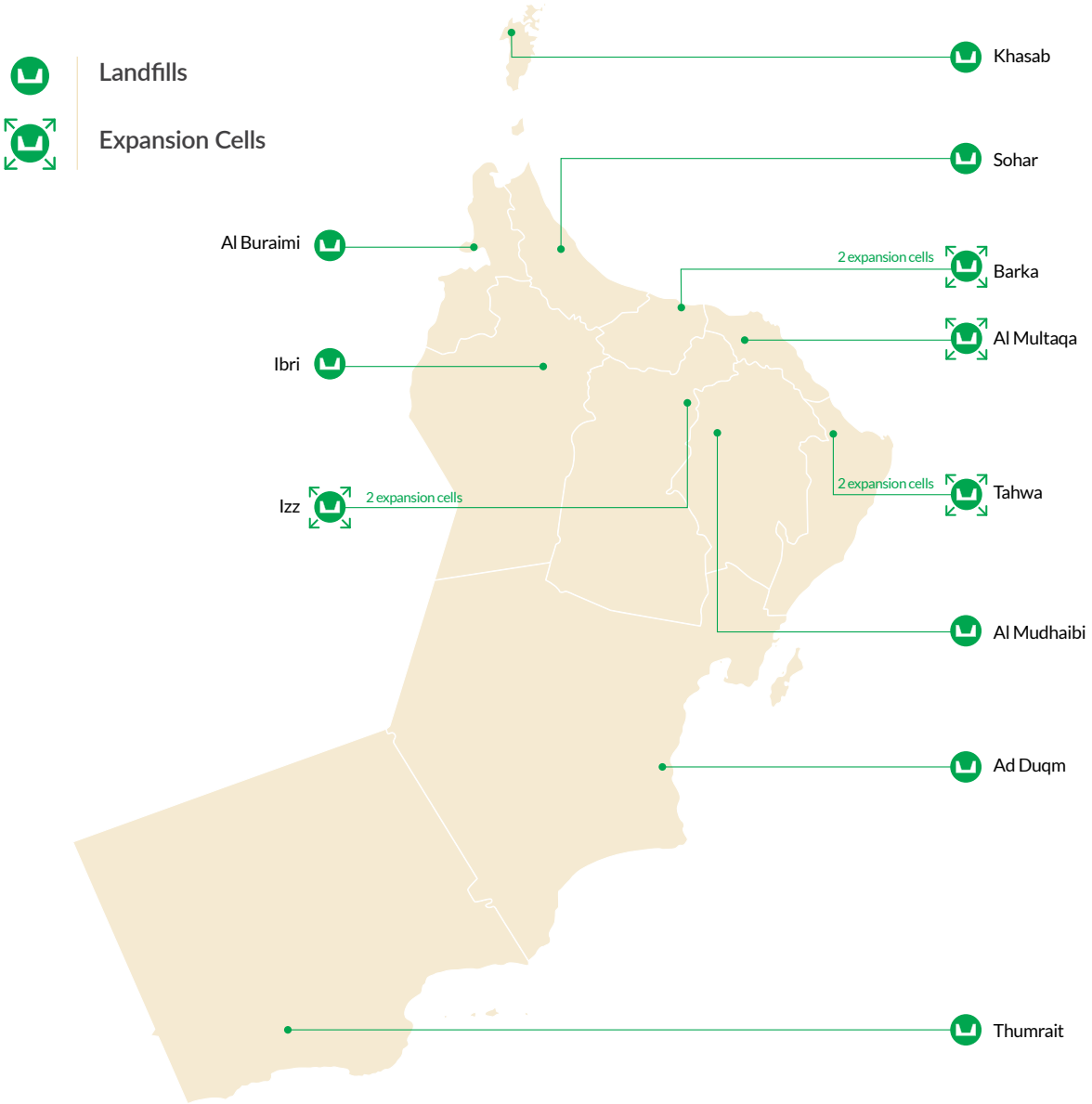
Oman successfully operates Leachate treatment out of its Al Multaqa LTP, which has been operational since July, 2016. Recently, the Barka LTP completed construction and began operations in February, 2021. This newest LTP is mobile and can be used across multiple sites operated by be'ah. In terms of performance, the statistics for the first 4 years of operation of the Al Multaqa LTP produced around 1.5m tonnes of waste, yielding 29,628m3 Leachate. 16,483m3 treated water produced from LTP was used for cooling systems (35%), landscaping (25%), dust control (30%) and plant cleaning (10%).

Closure and Rehabilitation of Dumpsites

There are over 300 dumpsites across the Sultanate. be'ah is well positioned to divert MSW to engineered landfills. Of 40 major dumpsites, 31 including Ash Sharqiyah South, Ad Dakhliyah, Dhofar, North and South Al Batinah and Adh Dhahirah and Al Buraimi Governorates have been rehabilitated at the end of 2021. A key focus of the Company is to ensure the further closure of dumpsites still under the responsibility of regional municipalities to minimize environmental damage. The following dumpsites have been assessed and are planned for rehabilitation: Thumrait, Mahout, Haima, Al Qabil and As Suwayq.

Engineering and Design of Landfills

The construction of Engineered Landfills has been ongoing since 2013, and over time, be'ah has developed in-house capabilities to reduce cost and become self-sufficient. To date, a total of 7 new landfills and 7 expansion cells were designed in-house and constructed. The locations of these landfills were strategically selected to cover all governorates.



SPECIAL WASTE STREAM
OPERATIONS

be'ah introduced a Special Waste Stream Section to manage the operations of all waste streams, including construction and demolition waste, end-of-life tires (ELT) and other operational waste streams.

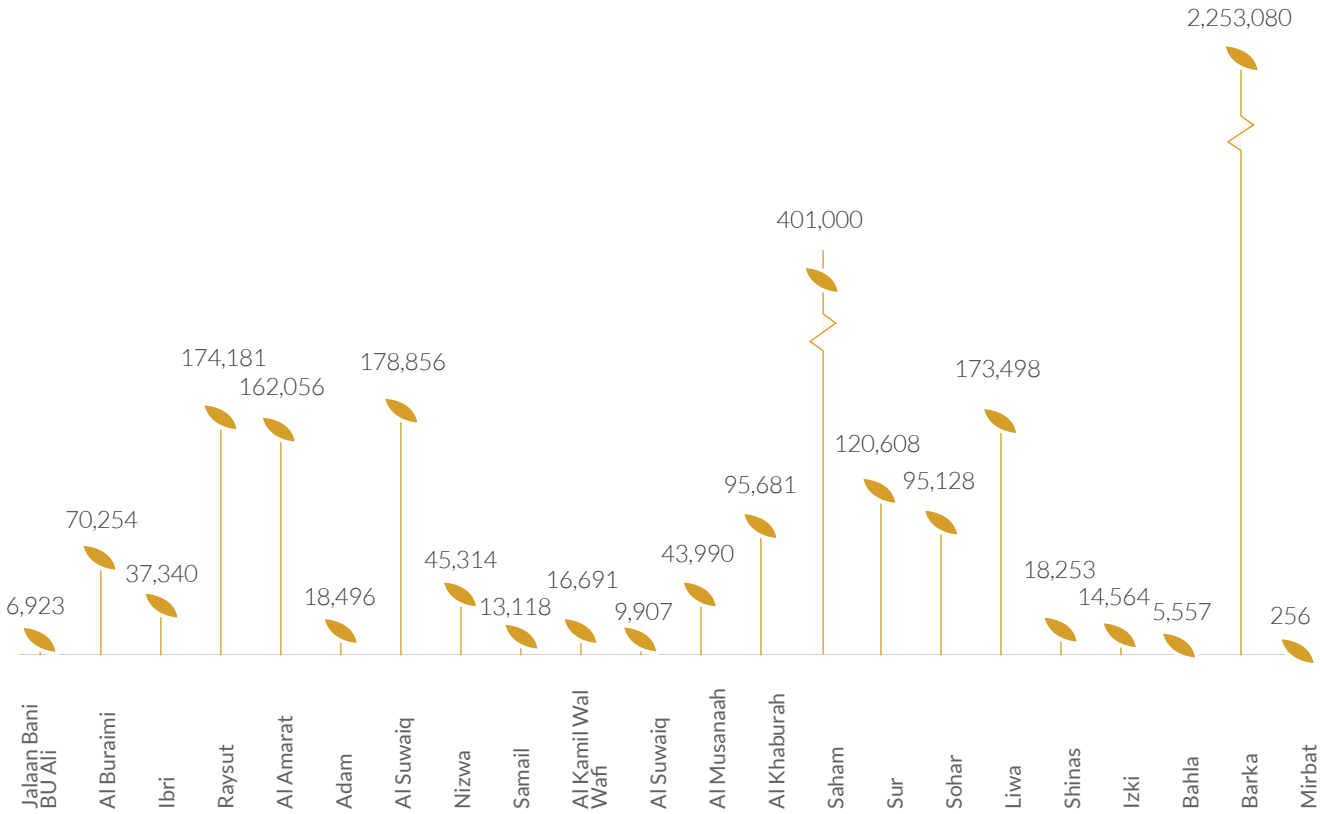
Construction and Demolition (C&D) Waste

be'ah has procured a number of contractors for the processing and stockpiling of C&D waste in different regions within the Sultanate.

There are two processing sites in Barka and Dhofar Governorates, and 22 stockpiling sites spread throughout the governorates of Al Batinah North, Al Batinah South, Dhofar, Ad Dakhliyah, Al Buraimi, Ad Dhahirah, Ash Sharqiyah South and Muscat.

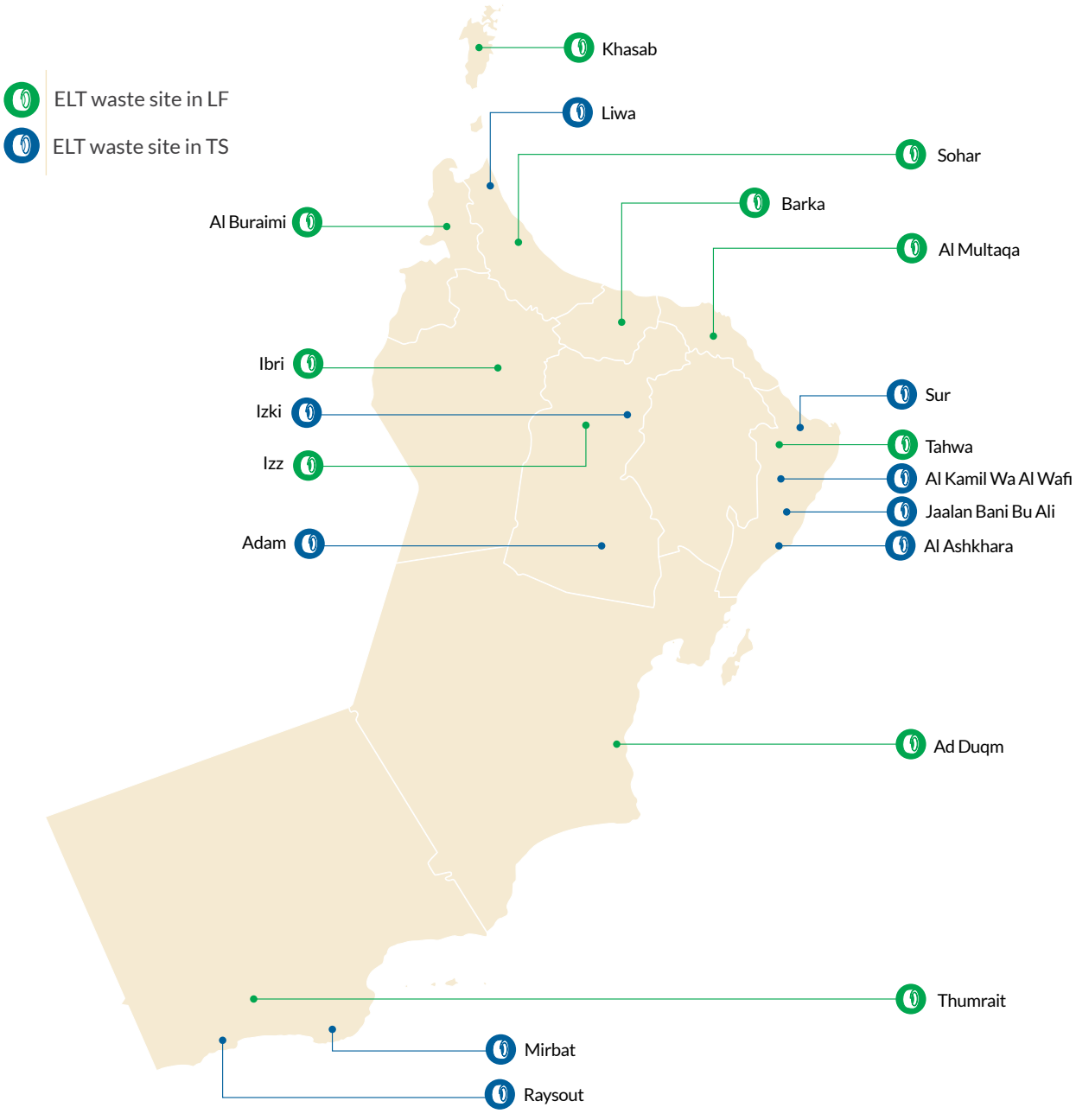
As part of risk mitigation, a number of contracts have been signed to process wood, green and bulky waste in key location within the Sultanate.

TOTAL C&D WASTE RECEIVED (TONNES) 2021



End-of-Life Tire (ELT) Waste

As part of risk mitigation, be'ah has set up multiple sites across the Sultanate of Oman for the processing of end-of-life tire waste.



TRADITIONAL DUMPSITES REHABILITATION PROGRESS

Governorate	Wilayat	Closure Year	Area (sqm)	Officially Taken over from Municipalities
Ad Dakhliyah	Bahla	2015	66,000	In progress
	Al Hamra	2015	48,000	In progress
	Izki	2015	108,000	In progress
	Nizwa	2015	200,000	In progress
	Samail	2015	158,000	In progress
	Bidbid	2015	150,000	Yes
	Manah	2015	259,000	In progress
	Adam	2015	69,000	In progress
Al Buraymi	Al Buraimi	2017	908,000	Yes
North Al Batinah	Al Khaburah	2017	565,000	Yes
	As Suwaiq	2018	1,024,000	Yes
	Liwa	2017	500,000	Yes
	Sohar	2019	3,400.000	Yes
Ad Dhahirah	Ibri	2017	1,022,593	Yes
South Al Batinah	Rustaq	2018	500,000	Yes
	Al Musanaah	2018	335,000	Yes
	Barka	2016	2,285,458	In progress
South Ash Sharqiyah	Al Kamil Wal Wafi	2016	747,442	Yes
	Jalan Bani Bu Ali	2016	100,802	Yes
	Al Ashkhara	2016	106,632	Yes
	Masirah	2018	354,000	Yes
North Ash Sharqiyah	Al Mudhaibi	2019	39,500	Yes
	Sinaw	2019	23,000	Yes
	Ibra	2019	168,555	Yes
	Bidiyah	2019	289,000	Yes
Dhofar	Mirbat	2018	140,000	Yes
	Taqah	2017	122,000	Yes
	Raysut	2018	1,360,000	Yes
	Shalim	2019	23,000	Yes
	Al Mazyona	2019	29,554	Yes
Musandam	Daba	2019	25,258	Yes
Total Area (sqm)			11,730,194	

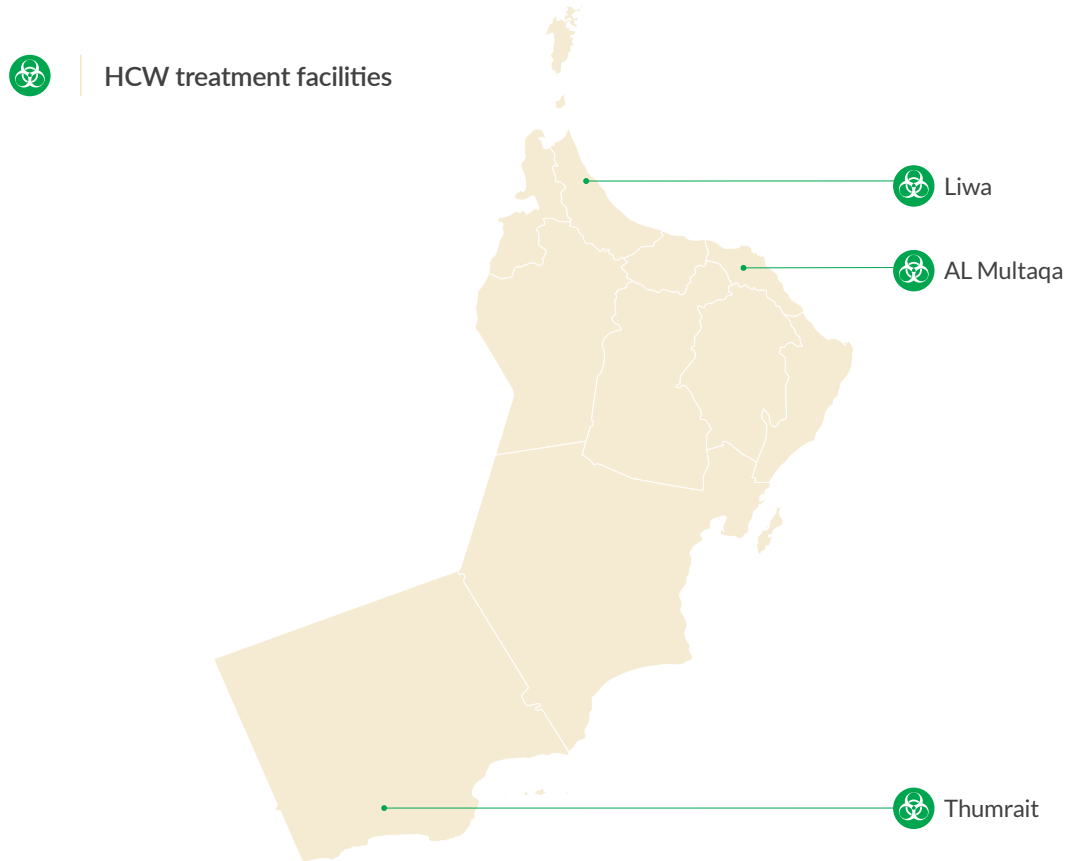
HEALTHCARE WASTE (HCW)

When it comes to HCW, the pandemic has created a massive strain across the supply chain as additional measures were put in place to help mitigate the spread of the virus. be'ah implemented and sustained these additional measures throughout the Sultanate ensuring the service, stabilization and quality to manage the increased waste volume and collection of additional institutional quarantine sites. There are currently two healthcare waste treatment facilities; one is Al Multaqa that has incineration and autoclave technology, and the other in Thumrait that has autoclave technology. A third facility is currently under construction in Liwa. Hazardous healthcare waste comprises of up to 15-20% of the total healthcare waste generated.

Total Waste Collected	Total Waste Treated*
4,853.6 tonnes	4,871.8 tonnes

*The additional treated waste was collected at the end of 2020 and treated in 2021

HEALTHCARE WASTE TREATMENT FACILITIES



Sustainability of HCW During COVID-19

Effective HCW contingency plans were put in place to complement the existing HCW operations. Due to the pandemic, these plans were effectively executed throughout the year. Moreover, these were consistently reviewed and updated throughout the year. be'ah continued to adhere to the MOH Infection Prevention Control and Sterilization guidelines, ensuring the sufficient availability of bins and maintaining sufficient capacity at the treatments plants through holding pharmaceuticals destruction. The Company also continuously engaged external stakeholders to ensure allocations for waste distribution at new quarantine centers, as well as the immediate allocation of bins and services. To maintain operations, regular inspections were conducted.

Additional measures included:

- Talks were conducted to ensure the safety of medical staff
- Daily updates on the COVID-19 situation were provided
- MOH sterilization guidelines were strictly followed
- Stabilization of HCW treatment facilities
- HCW collection times were flexible and offered around the clock (24-hours)
- be'ah staff were vaccinated

COVID-19 Waste Collected and Treated
106.4 tonnes

Introduction of New Bins to Treat Waste

Allocated biohazards disposable bins for all labs and vaccinations centers. be'ah staff were equipped with full PPE to be used during collection, transportation and treatment of COVID-19 waste in line with MOH Infection Prevention Control and related guidelines.

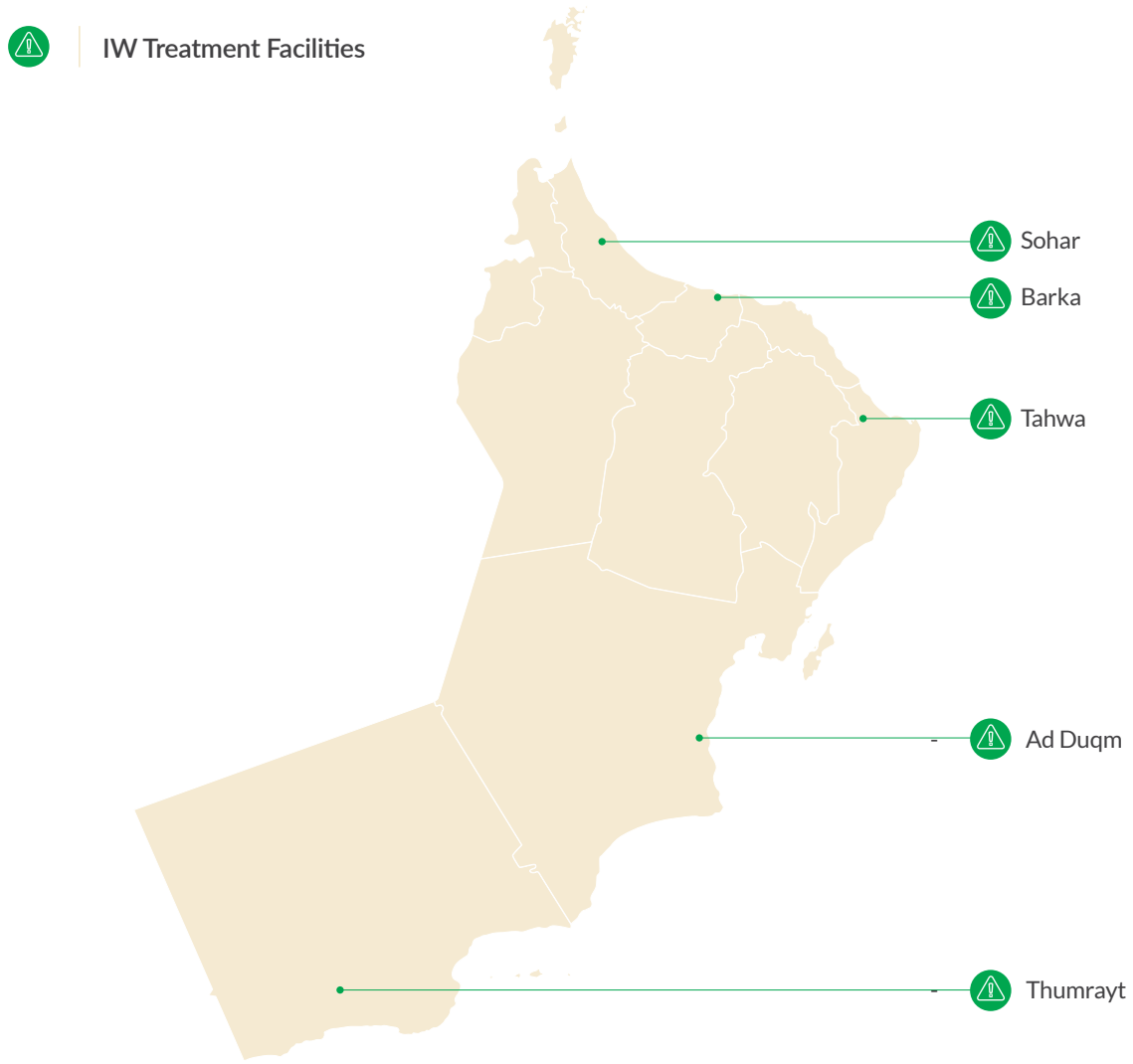
To treat genotoxic and cytotoxic waste, a subset of hazardous waste that may have mutagenic, teratogenic or carcinogenic properties, including residues of certain cytostatic drugs or vomit, urine and feces from patients treated with cytostatic drugs and chemicals, be'ah introduced purple colored bins at hospitals. These bins were transported in specialized vehicles to designated treatment facilities where this waste was incinerated under temperatures of 850 degrees Celsius.

Genotoxic and Cytotoxic Waste Collected and Treated
16,228 tonnes

INDUSTRIAL WASTE (IW)

IW is defined as waste generated in industrial processes, as well as the waste derived from mining, oil and gas, and water and electricity production activities. In most cases it is considered to be hazardous waste. In processing this waste stream, be'ah continues to maintain infrastructure and operations that takes into account the best interests of Oman's natural environment. Throughout 2021, be'ah continued to partner with leading sustainability and environmental bodies across the world to stay ahead of the latest research and practices when it comes to IW. Sustainability is at the core of every solution in the treatment of IW.

INDUSTRIAL WASTE TREATMENT FACILITIES, STORAGE AREAS, SOLIDIFICATION PLANTS AND LABORATORIES IN OMAN



Currently, IW is being processed at MSW stations across the Sultanate, and treated at one of the three IW treatment facilities in Thumrait, Sohar and AD Duqm.

Sohar Industrial Waste Treatment Facility

The industrial waste treatment facility in Sohar is a work in progress, and is expected to be fully completed in 2025. Once up-and-running, the facility will be able to handle all industrial and hazardous wastes produced in Oman. Currently, phase 1 of the project, including the general infrastructure, 3 landfills and open and a closed storage area for industrial waste have all been completed.

Operations include the completion of laboratory installations, namely the equipment, which is expected in Q1 2022, and solidification plant project completion, which is in the process of finalizing legalities. The contract for the implementation of phase 2 of the project has been extended through 2022.

CURRENT STATUS OF THE INTEGRATED HAZARDOUS WASTE HANDLING AND TREATMENT FACILITY

PHASE 1

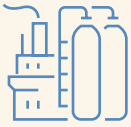
3 ENGINEERED LANDFILLS

OPERATIONAL

- Non-Lined (Inert)
- Single-Lined
- Double-Lined

STORAGE AREAS

OPERATIONAL



SOLIDIFICATION PLANT

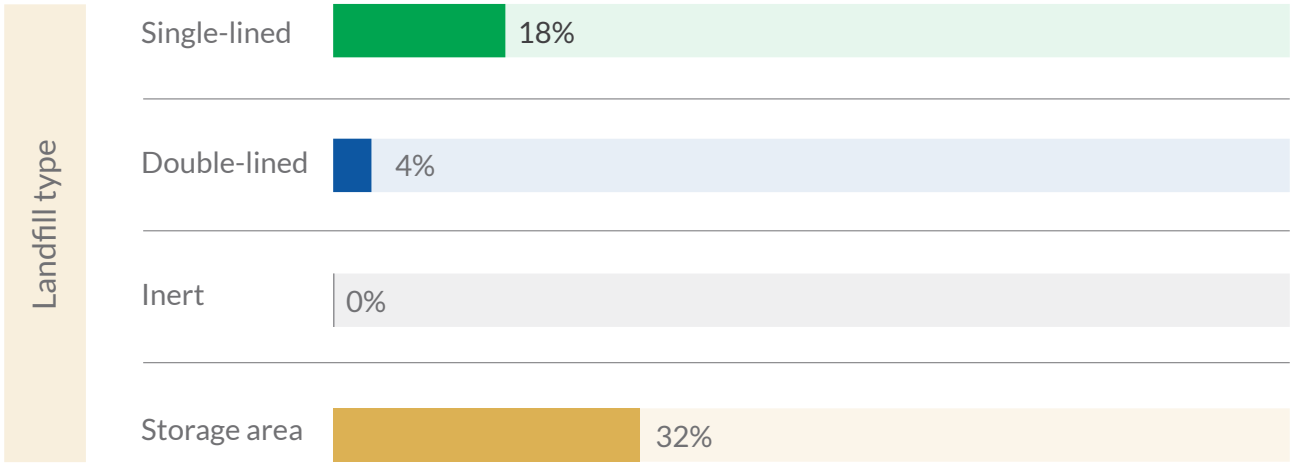
OPERATIONAL

- Completed in 2021

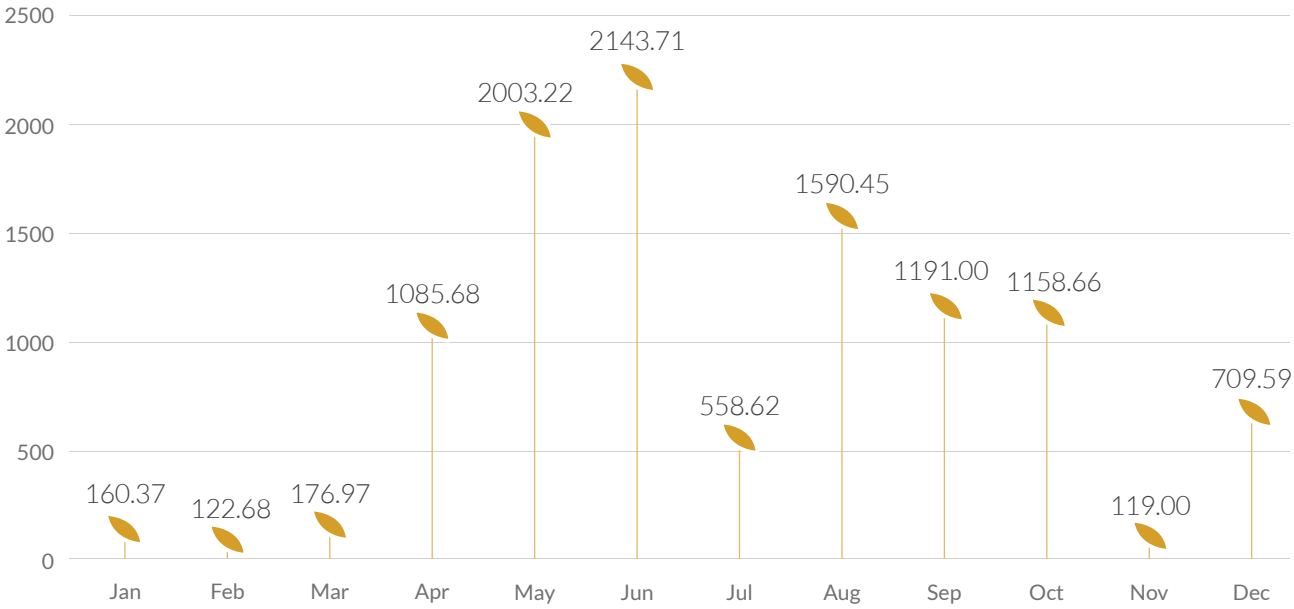
LABORATORY

Currently in installation phase

IWTF SOHAR LANDFILL UTILIZATION RATES AS OF END OF 2021

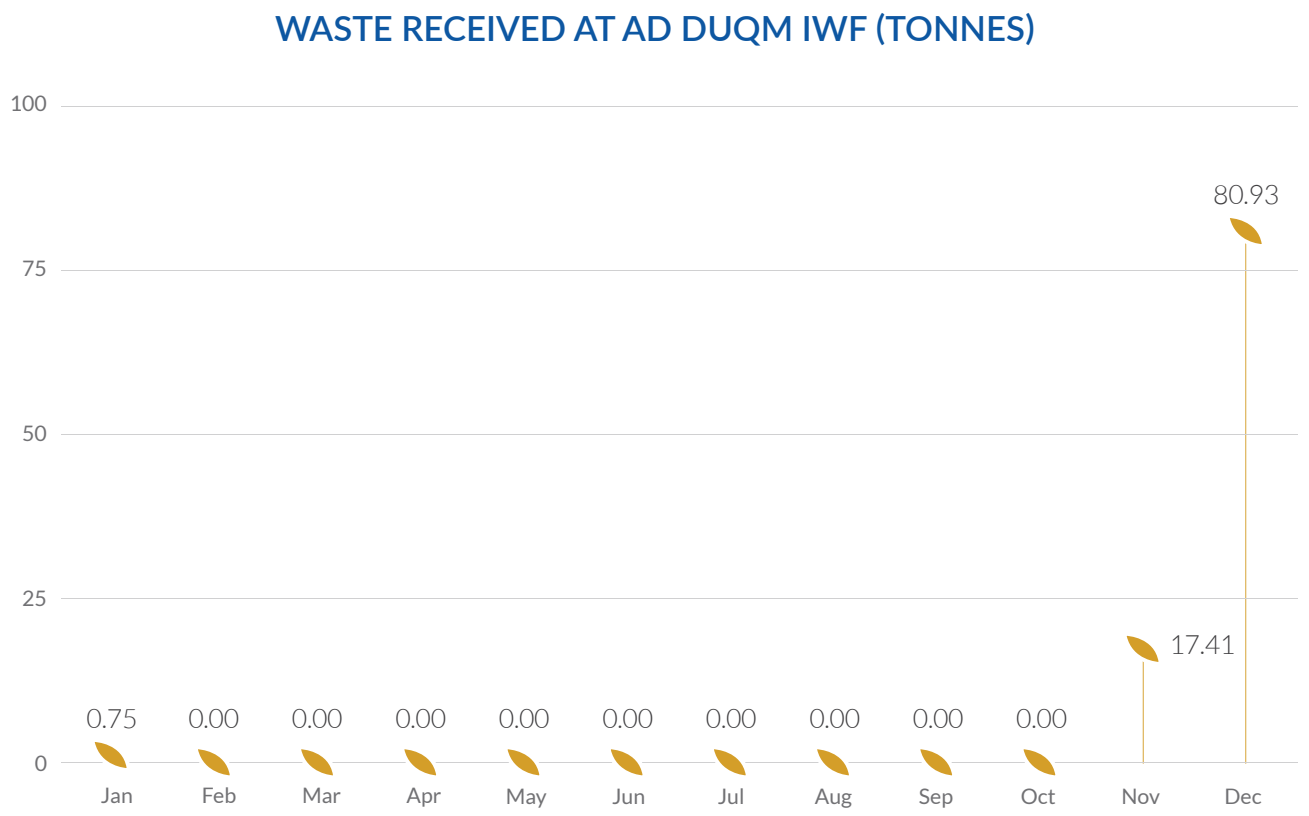


WASTE RECEIVED AT SOHAR IWTF (TONNES)



Ad Duqm Industrial Waste Facility

In Ad Duqm, SEZAD together with be'ah, have constructed a waste handling facility for both municipal and industrial waste. The landfill is designed to accept inorganic industrial waste with the highest values defined in the landfill acceptance criteria. The facility also includes storage and handling area for industrial organic waste destined for incineration and industrial waste needing further treatment before landfill disposal. In Q4 2021, Ad Duqm Industrial Waste Facility started receiving some waste, and expects volumes to grow through 2022.



Temporary Industrial Waste Storage Liwa

Waste stored at the temporary waste storage facility in Liwa is in the final phases of transfer to Sohar IWTF now that it is operational.

CREATING SOLUTIONS FOR A BETTER AND HEALTHIER TOMORROW

SOLUTIONS FOR
A BETTER & HEALTHIER TOMORROW

End-of-life materials can often be the start of something new. That's why be'ah works not only to manage waste responsibly, but also to collaborate with our stakeholders to find ways to create new value together.

Waste management is a national responsibility. be'ah aligns itself with the objectives defined in the Oman Vision 2040 document, and the United Nations Sustainable Development Goals. We are working together to reduce waste and explore opportunities to integrate a circular economy approach in our operations and supply chains. be'ah aims to meet its strategic corporate targets of 60% waste diversion from landfills by 2025; 80% waste diversion from landfills by 2030 and reducing the average daily waste generation per person from 1.2 kg to below 1.0 kg by 2040.

Promoting In-Country Value (ICV)

Waste has great potential to contribute to ICV in Oman by opening the doors to new investment opportunities both directly and indirectly in the waste recycling industries and associated opportunities. be'ah continues to liaise with authorities and relevant stakeholders to accelerate and upgrade the legislation that supports the recycling industry. Currently, the work that the Company does aims to facilitate to encourage and direct generated waste to local recycling centers, and support global efforts to reduce, reuse and recycle all waste, and promote a circular economy. Simultaneously, value is added by creating direct and indirect job opportunities.

2.3 million tonnes
Total quantity of recyclable waste produced in the Sultanate

OMR 400 million
Total value of exported recyclable waste in the Sultanate

2,310
Direct and indirect job opportunities

OMR 530 million
Total value of recycled products

▶ Note: Figures are based on feasibility studies and market research conducted by be'ah

TUNA
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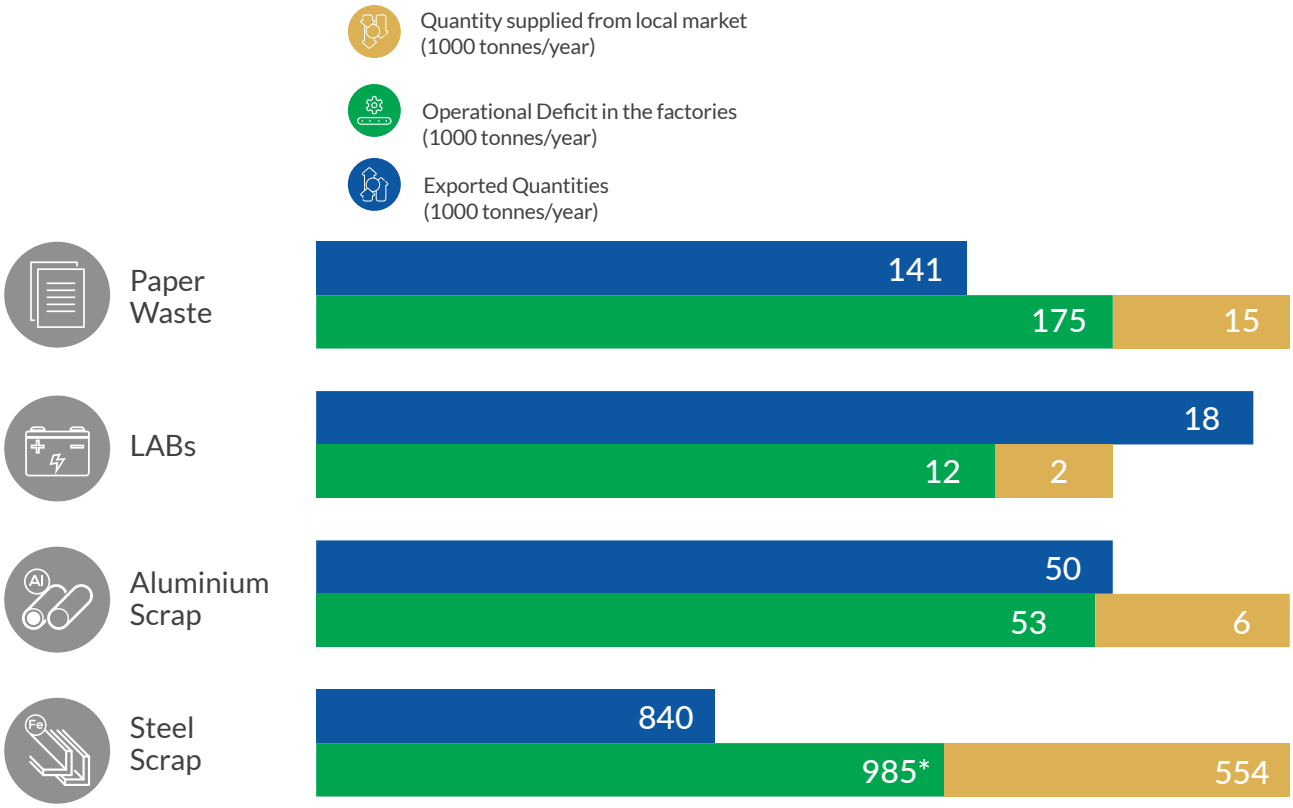
تسد وتبد
One Box is Enough

RECYCLING

EXISTING AND FUTURE OPPORTUNITIES

Recycling conserves natural resources, strengthens our economy and creates jobs. Viewing it as not only an essential part of environmental management, but also acknowledging the role it plays in the economic diversification of Oman is a significant step in achieving our circular economy objectives as it emphasizes the productive and sustainable use of materials across their entire life cycle, while minimizing their environmental impacts. This section of the report focuses on the economic impact of recycling thereby providing a more robust picture of the industry by adding an economic layer on top of the more heavily researched environmental impacts of recycling.

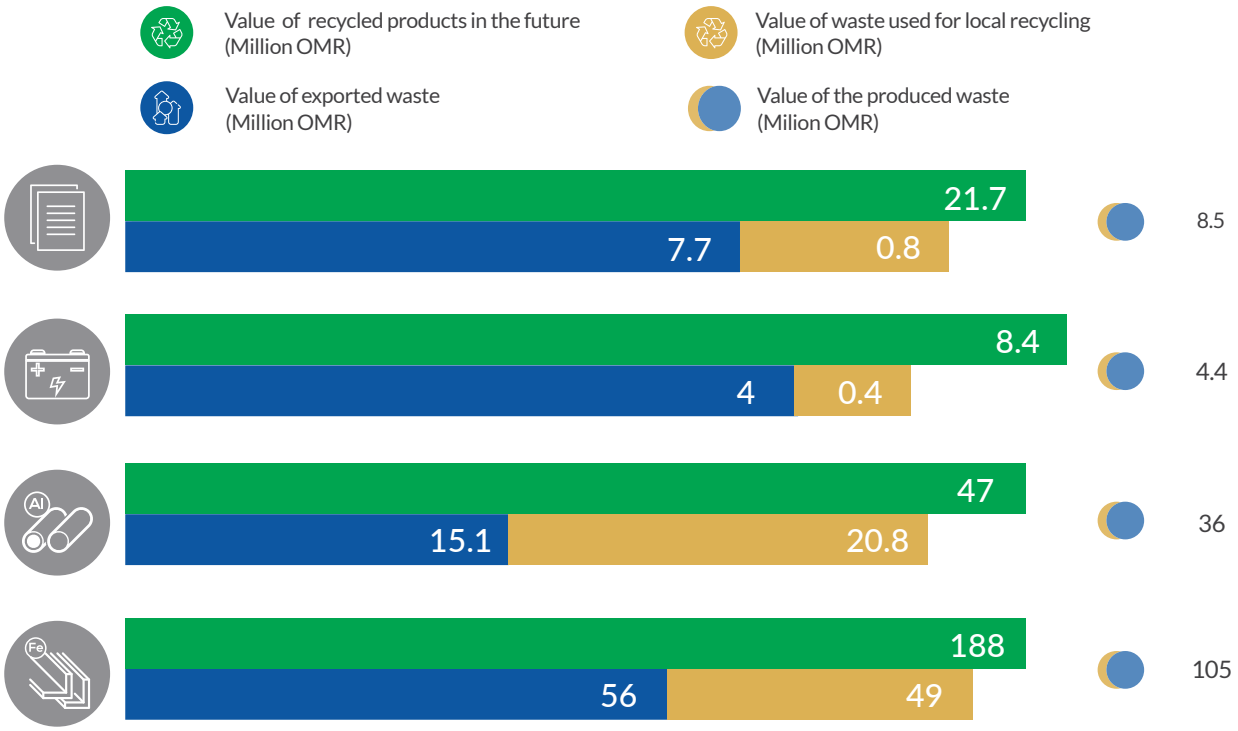
EXISTING OPERATIONAL INDICATORS IN THE RECYCLING SECTORS



*Some quantities are imported to cover the deficit

Note: Figures are based on feasibility studies and market research conducted by be'ah

ECONOMIC INDICATORS IN THE RECYCLING SECTORS



▶ Note: Figures are based on feasibility studies and market research conducted by be'ah

OVERALL INVESTMENT OPPORTUNITIES INDICATORS IN THE RECYCLING SECTORS

EXISTING OPERATIONAL INDICATORS IN THE RECYCLING SECTORS

Cooking Oil Waste

Quantity:	11,000 tonnes
Value of waste:	OMR 2.7 Million
Recycled products:	OMR 3.5 Million
Number of facilities:	1 under construction 1 Investment Opportunity

Engine Oil Waste

Quantity:	50,000 tonnes
Value of waste:	OMR 2.8 Million
Recycled products:	OMR 7 Million
Number of facilities:	2 Investment Opportunities

Glass Waste

Quantity:	64,000 tonnes
Value of waste:	OMR 3.1 Million
Recycled products:	OMR 3.5 Million
Number of facilities:	1 Existing 1 Investment Opportunity

Wood Waste

Quantity:	500,000 tonnes
Value of waste:	OMR 20 Million
Recycled products:	OMR 60 Million
Number of facilities:	4 Existing 4 Investment Opportunity

Used Tyres Waste

Quantity:	45,000 tonnes
Value of waste:	OMR 522 Million
Number of facilities:	3 Existing

Plastic Waste

Quantity:	550,000 tonnes
Value of waste:	OMR 38.5 Million
Recycled products:	OMR 73 Million
Number of facilities:	4 Investment Opportunities

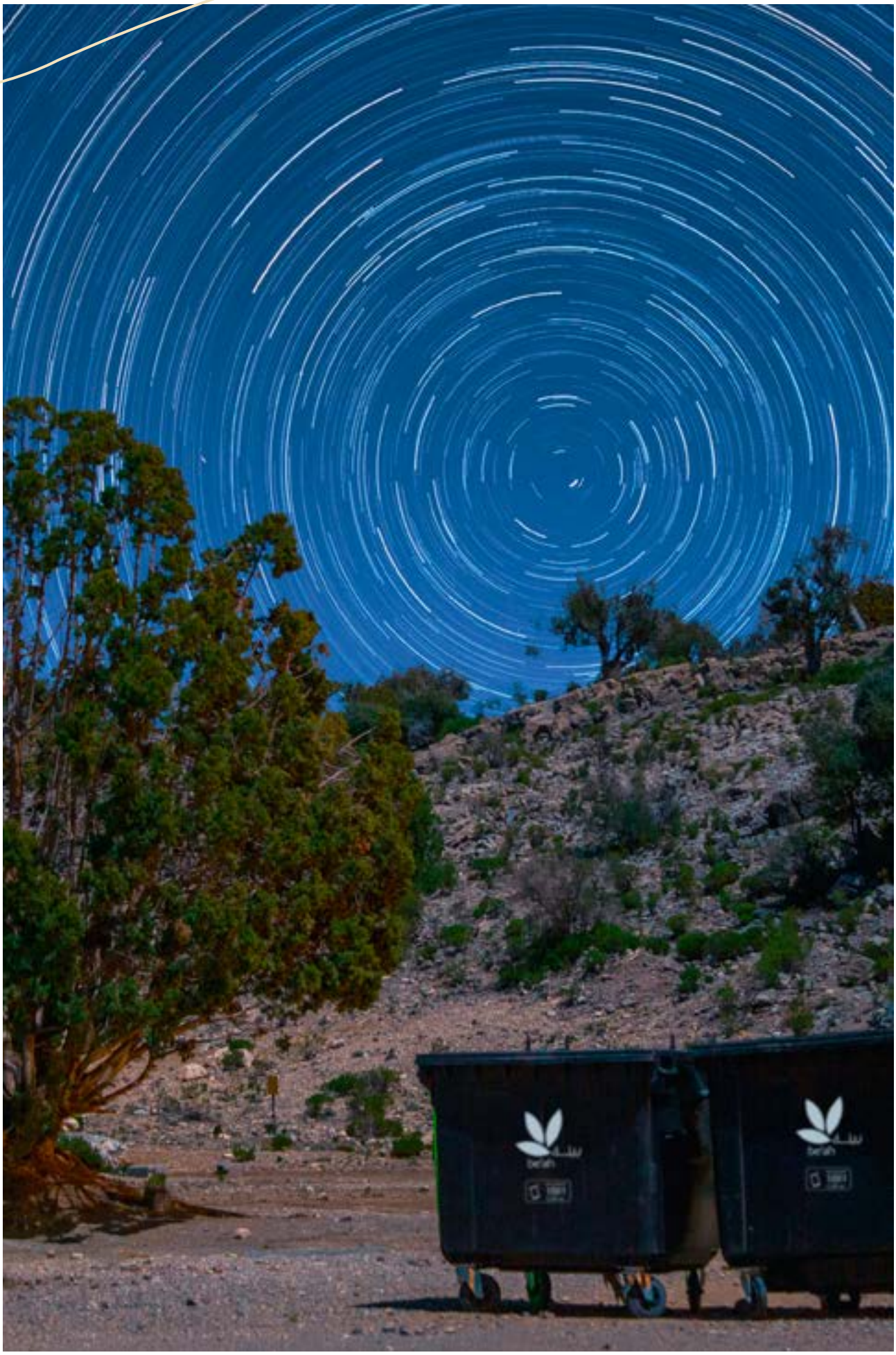
Scrap Copper Waste

Quantity:	36,000 tonnes
Value of waste:	OMR 108 Million
Recycled products:	OMR 112 Million
Number of facilities:	2 Investment Opportunities

Fish Waste

Quantity:	36,000 tonnes
Value of waste:	OMR 1.8 Million
Recycled products:	OMR 73 Million
Number of facilities:	1 Existing 1 Investment Opportunity

▶ Note: Figures are based on feasibility studies and market research conducted by be'ah

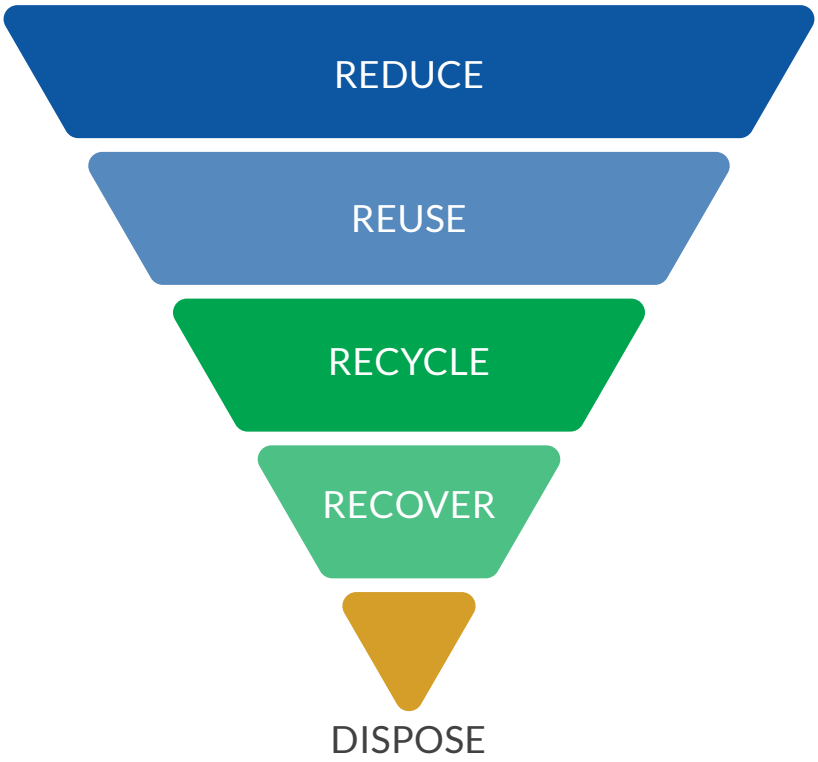


The Circular Economy Model

The circular economy is based on the concept that products are designed to last longer and to be reused, repurposed or recycled. The waste recyclables market faces some challenges, which is impacting the progress in this industry. Therefore, a smarter use of resources will enable us to create a sustainable growing economy. Circular economy, targets to redefine growth, build environmental and social benefits for individuals and firms and solving environmental issues like carbon credit, global warming, and plastics going to the ocean.

Adopting circular economy principles, be'ah utilizes the key approach of the four Rs:

- **Reduce** landfill usage by educating the population about their personal waste practices and working with stakeholders to further develop legislation that will see a reduction of single-use waste going into landfills.
- **Reuse** waste in the everyday life of citizens and residents, thereby extending their lifecycle. Preparing goods for reuse requires considerably less resources and time, and does not eliminate the prospect of utilizing them in recycling and recovery strategies further down the line.
- **Recycle** waste into a new product or use it as a replacement for a raw material.
- **Recover** energy from materials to use in other processes, usually industrial.
- **Dispose** waste in a safe and efficient manner.



Stakeholder Engagement to Support Legislative Frameworks

be'ah continuously collaborates with legislation authorities in developing the current waste management policies and guidelines in alignment with international practices. These include developing procedures on waste management and promoting circular economy in addition to the safe treatment of hazardous and non-hazardous waste and providing suggestion on enhancing waste import regulations.

Initiatives

REUSE

be'ah REUSE CENTER

Initiated in 2020, The Reuse Center was conceptualized in collaboration with Sultan Qaboos University (SQU). The aim of the Reuse Center is to encourage the local community to be actively involved in waste reduction and minimization activities, initiating the transition from a linear economy following a 'take-make-dispose' model towards a circular economy, which aims to keep products, components, and materials at their highest utility and value at all times.

In addition, the Reuse Center will provide environmental, financial, economic and social benefits for all stakeholders involved, including existing charity organizations and the general public. Pre-disposal diversion of reusable items will be encouraged and achieved through community outreach campaigns and education, allowing the Center to become a centralized hub promoting sound environmental practices while keeping reusable materials out of the waste stream.

Preparations to apply for international funding via the Green Climate Fund (GCF) in collaboration with SQU and Civil Aviation Authority are currently underway. This will provide an additional layer of financial support for the establishment of Reuse Center at SQU, and to obtain accreditation status for be'ah as a fund granting entity to support projects that directly contribute towards climate change mitigation and adaptation.

Plastic Waste

End of Life Tires

Green Waste

Waste Electrical & Electronic Equipment

End of Life Vehicles

RECYCLE

ENCOURAGE AND MEASURE ICV IN RECYCLING

To outline the benefit of the waste management sector to the ICV, market assessments were conducted to identify challenges and opportunities in the recycling industry. Following these assessments, be'ah conducted a series of workshops in cooperation with stakeholders from the public and private sectors including MoCIIP and the Chamber of Commerce. The aim of these workshops was to target the waste trade and recycling industries to implement best practices and encourage ICV, and to address challenges and suggest possible solutions. be'ah continues to liaise and work with the governmental stakeholders and authorities to promote circular economy and local recycling industry.

PET RECYCLING PROJECT (REVERSE VENDING MACHINES)

In 2021, 18 Reverse Vending Machines (RMVs) have been successfully deployed around Muscat in strategic locations such as Oman Shell, Oman Oil, Carrefour, Waterfront, Omantel HQ and be'ah HQ. RVMs are used to collect PET water bottles and divert PET waste from the landfills to the recycling facilities. be'ah collaborated with local partners to convert collected PET to granules to be used for other plastic products such as face shields, vases, phone covers and others.

LEAD ACID BATTERIES (LAB)

Through collaborations with major LAB generators, be'ah successfully diverted lead acid batteries to treatment facilities. In 2021, be'ah more than doubled the volume of LABs treated from 1,100 tonnes in 2020 to 2,400 tonnes in 2021. Last year, be'ah, in collaboration with its partners, signed new LAB collection agreements with major generators to implement best practices. Despite this, one of the primary challenges of local LAB recycling is securing the required quantities to operate due to illegal export.

SCRAP METAL COLLECTION AND TRADE

be'ah continuously works to enhance the existing regulation and frameworks when it comes to scrap metal collection and trade in Oman. In 2021, be'ah signed an MoU with Ministry of Energy and Minerals, which lead to agreements with entities in the Oil & Gas sector to bolster scrap metal collection and recycling. This collaboration will support the local Metal recycling facilities i.e. Steel, Aluminum, copper etc. Its estimated that 890,000 tonnes of different metals are exported with a value of OMR 50,000 per annum.

GREEN WASTE

be'ah aims to divert all green waste to the various recycling facilities. To achieve this, be'ah and Nakheel Oman Development signed two agreements to divert green waste from Barka Landfill and Raysut transfer station. Currently, be'ah is exploring Investment opportunities from Green waste.

WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT (WEEE)

Currently, be'ah is working to identify safe treatment and recycling opportunities for WEEE. This starts with planned dismantling activities to assess the opportunities associated to WEEE . A survey will be carried to quantify the WEEE generated in the Sultanate and to assess the value of different components from the dismantling activity.

PAPER

There are two recycling facilities in the Sultanate which have the potential to recycle 190,000 tonnes of paper per annum; however, these facilities only receive around 15,000 tonnes of paper each year due to the high export rate of this recyclable material. be'ah has proposed an integrated collection system and pricing index linked to the global platforms to implement best practices to mitigate this challenge.

WASTE TRADING PLATFORM

be'ah is working on developing a platform through which waste (recyclables) can be auctioned and traded to further bolster Oman's circular economy ambitions. Retaining the maximum value of waste, the trading platform will enable all stakeholders to have full overview of available recyclable wastes, quantities, generators and quality of waste etc. A smart Digital System is planned for development in the coming year to support this initiative and create value for the recycling industry in Oman. The trading platform will display live waste prices based on the local pricing index (which be'ah is also developing) prompting transparency in the process. The trading platform concept was discussed and presented to the relevant authorities along with a potential implementation framework.

PSI AUTOMATION

In order to build a solid database of waste management stakeholders in the private sector, be'ah provides waste generators, collectors, and recyclers with a Proof of Registration Certificate. In 2021, be'ah digitized this process and partially automated it through the Company website. This led to enhanced efficiency and improved customer interface. be'ah will continue to fully automate this process.

WASTE FISHING NETS

A national CSR initiative, led by Wakud International Company, will support coastal and ocean cleanup of waste fishing nets in Duqm and Masirah Island. These will be transported to Sohar Port for further sorting, cleaning and preparations for shipping to recyclers abroad. The revenue generated from selling the nets will be utilized to finance operations and to incentivize the local fishermen to collect the discarded fishing nets and keep the coasts and oceans clear of their risks and hazards. In 2021, be'ah signed an agreement with Wakud International to utilize an area within Duqm Landfill to store the collected waste nets and prevent their inappropriate disposal.

PREPARING FOR THE USED COOKING OIL (UCO) RECYCLING AND TREATMENT PLANT

The aim of the project is to prevent environmental pollution by treating UCO generated from commercial establishments and recover economic value by converting it into biodiesel. Simultaneously, this project will support SMEs to successfully operate their plants be enforcing the proposed waste handling guidelines during the entire value chain of the waste stream; from generation to collection to recycling.

be'ah supports local and international companies to set up UCO recycling plants in Oman to treat the UCO generated from various commercial institutions and produce biodiesel. In 2021, both Wakud International and Oman Blending Services were granted support letters from be'ah post pre-qualification assessment, and were provided with the relevant project permits from other stakeholders to commence UCO treatment operations.

USED MOTOR OIL (UMO) COLLECTION AND TREATMENT PLAN

This initiative aims at establishing a collection infrastructure to prevent illegal dumping, minimize export and optimize local UMO recycling industry within the country, while elevating the production value of UMO with local offtakers whose processes are environmentally sustainable.

be'ah is working with regulators and ROP Customs to control UMO exports and retain its value locally. They do this by diverting the collected quantities to support local UMO recycling plants and to develop a database of locally equipped collectors to collect UMO from various generation sources and transfer the quantities to recycling facilities.

RECOVER

DEVELOPING THE BARKA WTE PLANT IN COORDINATION WITH OMAN POWER AND WATER PROCUREMENT COMPANY

The waste-to-energy (WTE) project is a strategic initiative that will enable be'ah to achieve its targets of diverting waste from landfills. The company is currently developing a WTE IPP (independent power producer) plant in cooperation with Oman Power and Water Procurement Company. The plant will be located in Barka LF in South Al Batinah, with operations planned to commence in 2027-2028. The plant will treat approximately 4,500 tons per day to generate 160 MWh of electricity. This electricity will be connected to the main electricity supply grid. Other by-products from the plant such as recovered metals can be sold in the recycling market, bottom ash can also be utilized as landfill cover or as raw material input into other industrial processes. The plant will be operated for 35 years as BOOT by an international experienced consortium who will be awarded the contract based on a competitive bidding process. This tendering process is currently underway.

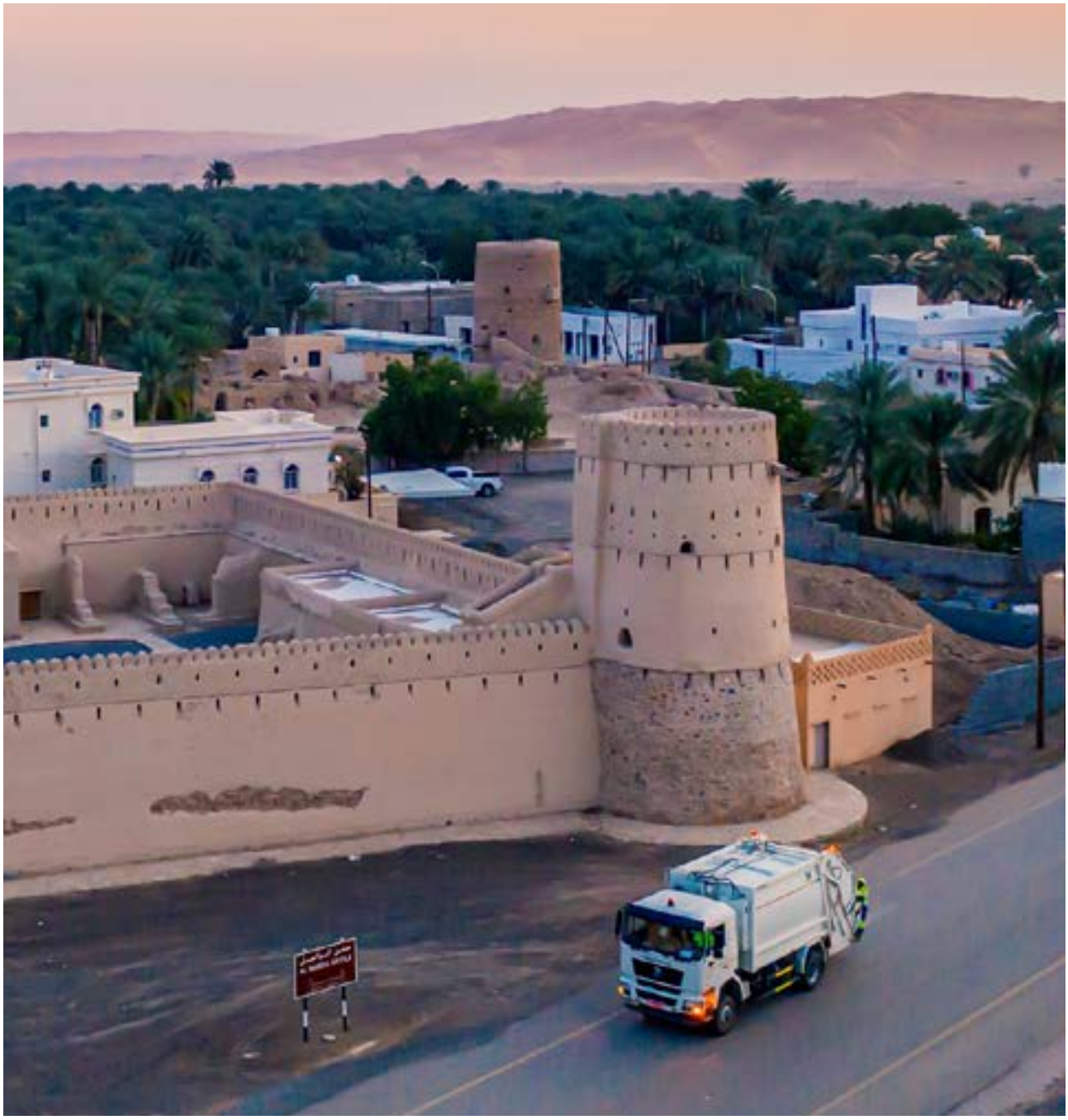
DEVELOPMENT OF BIOGAS PLANT IN SOUTH AL BATINAH

Biogas plants will treat organic waste generated at the source via an anaerobic digestion process, diverting organic waste from landfills before they reach them. Approximately 150-200 tons per day of various source-segregated organic waste fractions will be used as a feedstock for one biogas plant to generate electricity. In addition, biogas can also be upgraded to bio-methane for use in other industries. Digestate and high-quality organic fertilizers will also be produced for use in agriculture as soil compost or soil enhancers. Strategically, be'ah plans to support the development of multiple biogas plants across the Sultanate.

With the project still in concept phase, be'ah is currently aligning with a number of entities interested in setting up a Biogas Plant at their premises as a solution to treat organic waste generated on site or from surrounding areas. The project is anticipated to be tendered out in 2022 in alignment with all project stakeholders.

TIRE DERIVED FUEL (TDF) FOR CEMENT INDUSTRY

be'ah will supply Oman Cement Company (OCC) with a sustainable and cost-effective solution of utilizing up to 30,000 tons of Tire-Derived Fuel annually, in the form of shredded tires. The TDF samples were tested by OCC to ensure compliance to emission standards and were granted operational permit from Environment Authority.



DISPOSE

END OF LIFE TIRES (ELT) COLLECTION SYSTEM

Setting up a robust ELT collection mechanism plays a key role in enabling sustainable recycling industry in Oman. ELT is first shredded and turned into rubber granules that can be used as raw material in manufacturing recycled rubber products with various applications in industry, commercial and residential uses. Developing a robust ELT collection with the support of relevant stakeholders will help secure the required feedstock for these facilities.

ELT collection will commence in Muscat with the support of an integrated routing and monitoring system. Once the system is established in Muscat, the collection coverage will expand to the whole of Oman, supplying the collected ELT to local ELT recycling plants operated by SMEs and to Oman Cement Company (OCC) as alternative fuel for cement production.

EMPOWERING PEOPLE

DELIVERING VALUE
FOR EMPLOYEES

be'ah's policies adhere to the Omani Labor Law, the Social Security Law and international best practices. As stipulated by the local law, an annual increment of 3% is applied to the basic salary and pay parity is ensured between women and men on the same positions, levels and pay-grades. be'ah is committed to foster a healthy and productive work environment for which it applies flexible work hours, an open-door policy with managers across all departments, and a whistleblowing policy.

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

All employees, including those on short-term contracts, work full time and are entitled to health insurance for themselves, their spouses, and up to three children under the age of 21. All permanent employees get parental leave, with female employees entitled to 45 working days of maternity leave and one hour per working day for nursing till the child's first birthday once they resume work. Male employees are entitled to 2 days of parental leave. All operational changes at be'ah are carried out following a one-month notice to employees. The Company stands against employment of individuals aged under 18 years and any form of forced and compulsory labor and has recorded no instances of such infringements. All permanent employees are appraised at the end of each year to ensure performance and continued growth in the right areas.

ALL EMPLOYEES

TOTAL EMPLOYEES

289 **2021**

285 **2020**

290 **2019**

PERMANENT EMPLOYEE

268 **2021**

259 **2020**

238 **2019**

TEMPORARY CONTRACT EMPLOYEES

21 **2021**

26 **2020**

52 **2019**

MANAGEMENT

5 EXECUTIVE MANAGEMENT

13 MIDDLE MANAGEMENT

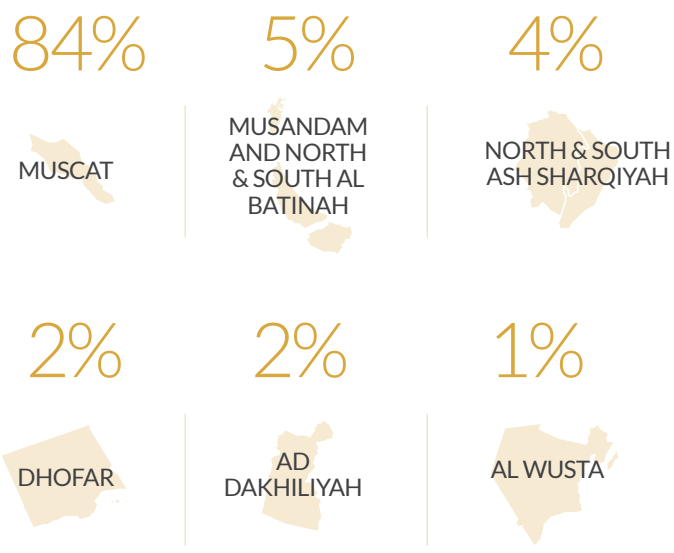
EMPLOYEE TURNOVER

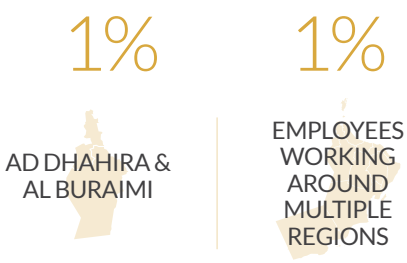
	2019	2020	2021
TOTAL TURNOVER	7 (2.5%)	14 (4.9%)	19 (6.6%)
TURNOVER BY AGE	<30 : 5 (1.7%) 30-50 : 1 (0.3%) >50 : 1 (0.3%)	<30 : 3 (1.1%) 30-50 : 9 (3.2%) >50 : 2 (0.7%)	<30 : 2 (0.7%) 30-50 : 12 (4.2%) >50 : 5 (1.7%)
TURNOVER BY GENDER	14% 86%	21% 79%	43% 57%

NEW EMPLOYEES

	2019	2020	2021
TOTAL NEW EMPLOYEES	57 (19.7%)	34 (11.9%)	28 (9.7%)
NEW EMPLOYEES BY AGE	<30 : 40 (70%) 30-50 : 16 (28%) >50 : 1 (2%)	<30 : 22 (65%) 30-50 : 12 (34%) >50 : -	<30 : 28 (100%) 30-50 : - >50 : -
NEW EMPLOYEES BY GENDER	81%	68%	74%

PERMANENT EMPLOYEES BY GOVERNORATE





TEMPORARY CONTRACT EMPLOYEES BY GOVERNORATE

Advancing ICV in Oman Through Sustainable Employment Practices

be'ah continues to align its ambitions with the government of Oman and ensure diversification and employment to the Sultanate's skilled resources. As be'ah actively works towards Oman's vision of reducing its economic dependency on Oil & Gas and diversify into other industries, we march towards the goal of 100% Omanization within our workforce.

In addition, be'ah supports local educational institutions and education initiatives aimed to galvanize a new generation of young Omanis into careers in the sustainability sector. We remain a foundational entity in Oman, and continue to create jobs both directly within be'ah as well as indirectly by partnering with Omani SMEs at every opportunity to continue the economic upliftment in the Sultanate of Oman.

Omanization

As a proud Omani company, be'ah maintains 100% Omanization at the top management level and has achieved 98% Omanization throughout the business. We give priority for Omanis to occupy all key positions.

OMANIZATION	2019	2020	2021
	94%	96%	98%

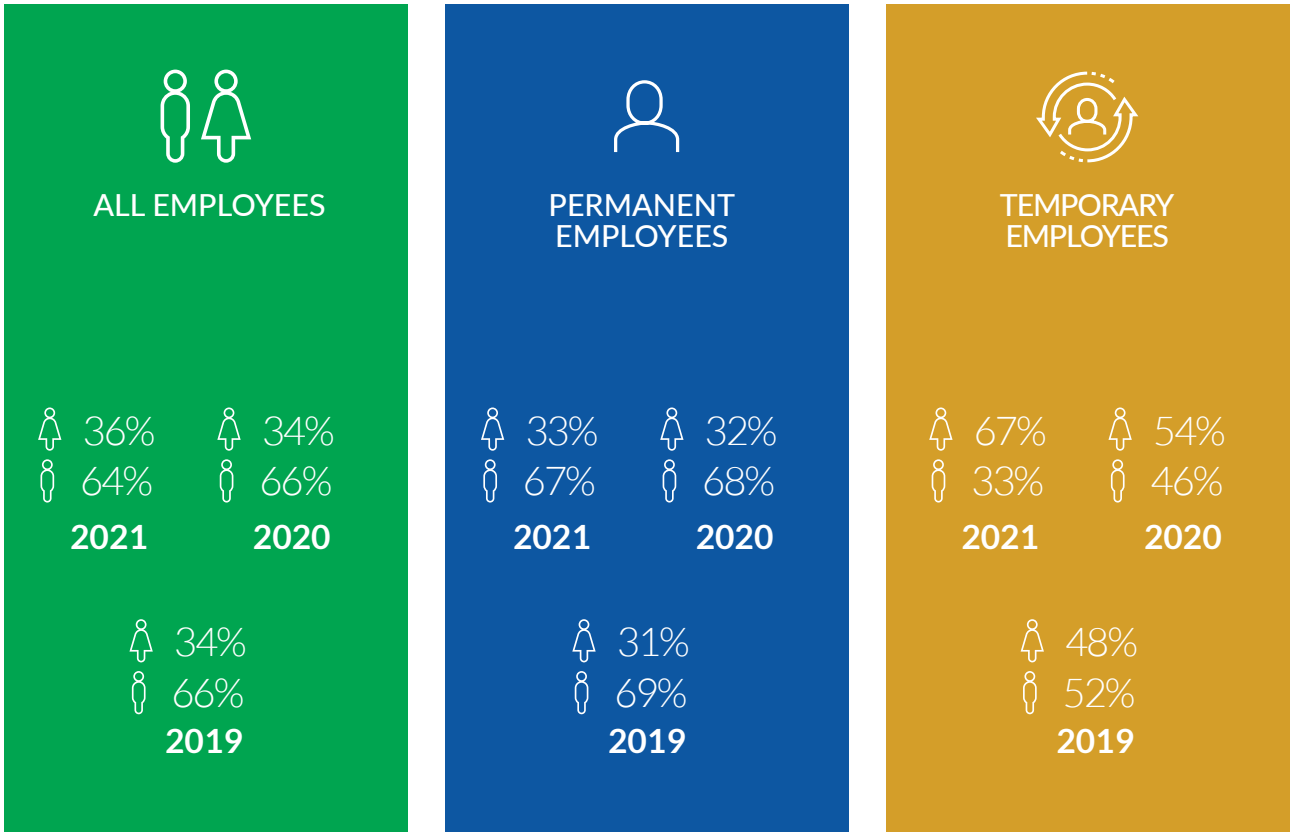
Diversity and Inclusion

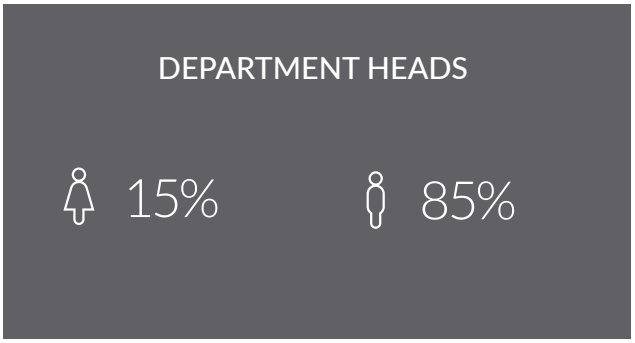
The diverse body of employees at be'ah is a valuable resource for the company. We place great emphasis on establishing a workplace where our people can demonstrate their potential to the fullest, and which is truly inclusive.

Enablement of women is essential to delivering diverse value to the business and our partners. To amplify female representation through all levels at be'ah, we provide training to ensure that top candidates will be ready to take on greater responsibility.

As a result of these initiatives, the percentage of women among be'ah employees has increased from 34% in 2020 to 36% in 2021.

Gender Diversity





Learning and Development

Employees are our most important resource and cultivating their skills is a vital task for us, which is why we offer and support learning opportunities for employees. Our learning programs and initiatives encourage employees to enhance their skills to build their careers and demonstrate their abilities to the fullest. These measures create a culture of constant learning at be'ah. This year, due to COVID, be'ah continued to focus on carrying out learning and development remotely through online courses and continued utilization of LinkedIn Learning.

Tuesday Trivia

be'ah introduced an internal competition initiative to maintain the high engagement level of LinkedIn Learning, and to keep employees motivated to meet the annual training target. This initiative included a monthly quiz on every first Tuesday of the month in which employees could team up and compete on various topics. Points were accumulated, and the totals were added up to determine the winners of the competition. Awards are distributed to the top 3 groups every month.

ANNUAL AVERAGE HOURS EMPLOYEES SPENT IN TRAINING

13.6H

12.7H

14.4H

TOTAL HOURS EMPLOYEES SPENT ON LINKEDIN LEARNING

2,652

=

110.5

24-HOUR DAYS

TOTAL HOURS SPENT BY EMPLOYEES ATTENDING PHYSICAL TRAINING

1,335

=

56

24-HOUR DAYS

Youth Empowerment

We are committed to inspiring young Omanis into the sustainability sector. be'ah continues to place impetus on youth employment; 100% of the new recruits were under the age of 30. Our commitment to the development of youth is evidenced through a variety of internships offered at be'ah with the specific goal to create a culture of knowledge and innovation through training and development in the work environment. This enables us to be a part of the knowledge development in Oman.

NEW PERMANENT EMPLOYEES UNDER 30	28

66	17	45	4
TRAINING OPPURTINITIES (JOB SEEKERS & STUDENTS)	APPRENTICESHIP	be'ah INTERNSHIP PROGRAM	EIDAAD

Apprenticeship Program

Apprentices learn various skills during their tenure within different be'ah departments. The roles and responsibilities of apprentices are varied. However, the aim of the apprenticeship program remains constant, to upskill Omani youths in various professions. Apprentices join be'ah on short term contracts, and bring value to the department in which they are placed. Following the successful introduction and implementation of this program in recent years, it was further expanded in 2021 to 17 participants to support 7 departments in areas such as finance, business development, corporate communication and planning.

Internships at be'ah

In recent years, Oman has grown in terms of its economy, and become even more competitive on the global stage. Attracting foreign direct investment, the Sultanate has welcomed many multinational companies, and witnessed the growth of homegrown business. As a result, the job market has become increasingly competitive, and youth need the support to be part of that growth cycle. be'ah is committed to empowering Omani youth to carve new and exciting careers for themselves, at be'ah and beyond. It's ambition to be a part of the fabric of Omani society includes a sizable investment into the Omani youth through a number of highly successful internship programs.

be'ah INTERNSHIP PROGRAM

Interns learn and master important elements of each job within the department where they are placed. During their time at be'ah, interns gain valuable knowledge and experience that can be applied in their studies and future careers. Following the successful development and implementation of this newly structured program last year, be'ah continued it in 2021 to include 45 trainees.

Eidaad

In today's competitive job market, students need to be even more active in gaining the necessary skills to support their future careers. Eidaad aims to narrow the gap between industry and academia and to establish an internship that lasts for one academic year so students can engage in a longer period of applied learning. Following the successful pilot of the program, be'ah has committed to offer training and development for 4 more Omani students in 2021 through 2022.

Health and Safety Data

All rate calculations are based on 200,000 hours worked

be'ah Employees	2019	2020	2021
Total number of hours worked	1,607,704	2,114,888	520,112
Number of fatalities	0	0	0
Rate of fatalities	0	0	0
Number of high-consequence injuries (LTI)	0	0	0
Rate of high-consequence injuries (LTI)	0	0	0
Number of recordable injuries	1	0	0
Rate of injuries	0.12	0	0

Service Providers Employees	2019	2020	2021
Total number of hours worked	19,078,699	11,455,200	10,142,314
Number of fatalities	2	1	2
Rate of fatalities	0.021	0.017	0.04
Number of high-consequence injuries (LTI)	2	1	17
Rate of high-consequence injuries (LTI)	0.021	0.017	0.34
Number of recordable injuries	10	17	31
Rate of injuries	0.10	0.30	0.61

INSPIRING COMMUNITIES

INSPIRING
COMMUNITIES

be'ah understands that every sustainability initiative begins with people. That includes our local communities, which is why we continue to inspire them through a variety of activities to further educate the people of Oman about the importance of sustainability, what they can do to affect change and how every individual contribution matters to meet the overall goals of the Sultanate.

We invest in community projects so that our people can benefit from social and economic development. This investment is evident through the multiple approaches taken by be'ah to meet the themes of our projects:

“be’ah Joined Forces with World Health Organization (WHO) and Ministry of Health for Campaign About the Proper Disposal of Masks.”

The wearing of masks became a part of life in 2021, and although masks were effective in slowing the spread of COVID-19, the disposal of single-use masks was becoming problematic for the waste management sector. be’ah recognized the negative impact of improper mask disposal, and launched an awareness campaign to reduce random throwing of used masks in public places. This campaign was launched in cooperation with the Ministry of Health and The World Health Organization office in the Sultanate with the aim to highlight the health risks of this practice that negatively affect human life and health, wild and marine life as well. While the campaign targeted all citizens and residents of Oman, impetus was placed on reaching members of the community who were not aware of the proper collection and disposal methods and educating them; target audiences included cleaners and workers.

In order to effectively engage the audience, the campaign was launched on traditional and digital platforms, and received coverage in English and Arabic publications. In addition, it created 261,008 impressions from 78 screens and billboards across 26 locations. Online, be’ah held three educational webinars and created a drumroll of content across various social media platforms resulting in a total of:

- 495,663 impressions
- 22,245 engagements

The campaign was successful in tackling the issue of improperly disposed of masks. As observed from the analytics, both impressions and engagement were high amongst the different audiences.

be'ah
بيئة

be'ah Ramadan Campaign: "ma yjuz" (unacceptable)!

be'ah's goals are aligned with UN SDG 12.3 which is committed to reducing food waste by half by 2030. To achieve this, be'ah continues to take steps in the form of impactful awareness campaigns. The Ramadan 2021 "ma yjuz" (unacceptable) campaign was one such initiative which touched every section of society and people of all ages because of its relatability.

Strategically, be'ah aimed to ensure that the campaign was hard hitting with its message, to drive the impact of food waste, and compel its reduction and influence positive behavior that is steeped in wisdom and values.

Once the campaign picked up traffic, be'ah approached ministries, private sector entities in sectors like banking and oil & gas, retailers, malls, educational bodies, religious associations, embassies etc. to take the message forward. The stakeholders enthusiastically participated in this noble cause. They leveraged their premises, reach, and social media accounts to share be'ah's posts. This ensured increased audience engagement that expanded be'ah's outreach platform manifold. Overall, the campaign posts were shared over 35,000 on various stakeholders' social media accounts.

The campaign had a total of 79 posts across traditional media like print media, radio and television. Additionally, be'ah's campaign ads numbered nearly 370.

Overall, the campaign was a resounding success in terms of its idea, creativity, reach and impact. By successfully blending Omani culture and values with the cause of correcting a habit be'ah has created a ripple effect, which will continue for a long time to come. Its mascot has become synonymous self-discipline, rationale and wisdom on the subject of food waste in Oman.

OVER 2M
IMPRESSIONS
HASHTAG
TRENDED TWICE

REACHED AROUND
300K USERS
+3K NEW
FOLLOWERS

OVER 422K VIEWS
1 MILLION
IMPRESSIONS

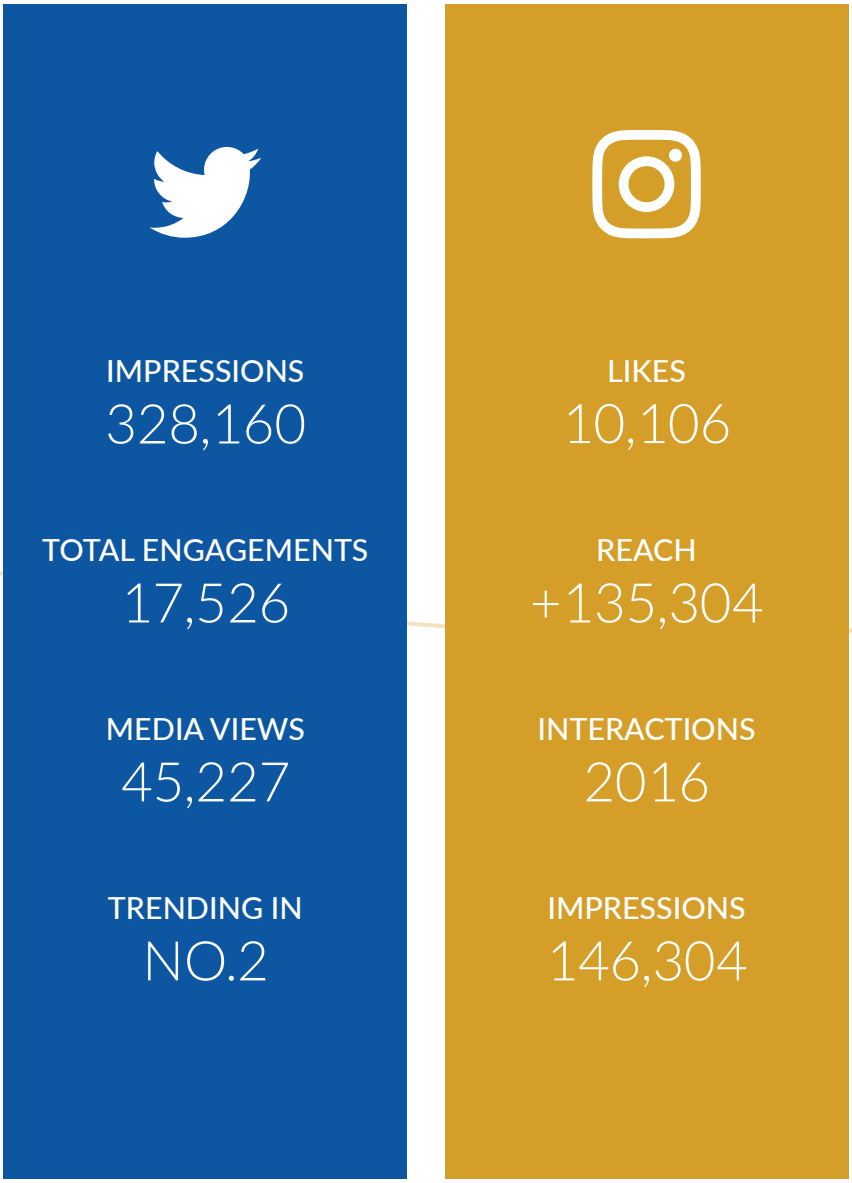
WHATSAPP
STICKERS
DOWNLOAD
+2500

be'ah Eid Campaign: Highlighting Omani Culture

The aim of the Eid campaign was to highlight Omani culture and bring a feel-good reaction amongst be'ah employees and society at large by creating nostalgia for the 'good old times'. Throughout the campaign, be'ah cleverly wove in messaging around waste, waste management and the role of its operations team. During the hard lockdown that happened during Eid Al Adha, be'ah's aim was to lighten the mood.

The campaign was hugely successful despite the last minute changes. be'ah was able to effectively engage the public in conversation around the nostalgia element, and educate about food waste management.

RESULTS



CAPACITY
BUILDING

In line with Oman's vision of economic diversification goals, be'ah has committed to help build the skills and capacities needed to power the future workforce. A number of programs and initiatives have been nurtured throughout the years to enhance both knowledge sharing amongst young Omanis, and discover potential future proof careers available to them.

Ejaad is a membership-based virtual collaborative platform where industry, academia and government can interact and engage in energy-related research and innovation activities.

Industrial Waste Data Inventory: be'ah, in partnership with Sohar University, completed the Industrial Waste Data Inventory project. The project provided a list of the active industries as well as the quantity and type (Solid, Liquid, Gas, Organic, Inorganic, etc.) of industrial waste generated from various industries across Oman to support the establishment of the Integrated Industrial Waste Treatment Facility (IWTF) in Sohar industrial free zone for the management of industrial waste, excluding explosive and radioactive waste.

In Q4 2021, be'ah launched EiO 2.0, the second edition of Eco-Innovate Oman (EiO) at Oman Convention and Exhibition Centre (OCEC) during a press conference. This edition of EiO will run through 2022 and train Omani SMEs to evaluate their operations and their value chains using Greenhouse Gas Accounting which is considered the first step in identifying ways to make their operations greener and more sustainable.

International Sustainability Resources and Technology Conference (ISRTC)

ISRTC was once again delayed due to COVID-19 with new dates set for in 14-16 March 2022 where tens of speakers nationally and internationally have already confirmed their participation. The conference will be held as part of Oman Sustainability Week (OSW). Oman Sustainability Awards, organized by be'ah will also be part of OSW. be'ah, in collaboration with the Center for Sustainability and Excellence (CSE) - Chicago will introduce the Oman Sustainability Index (OSI) for the first time in 2022. This index will focus on assessing how sustainable entities are in Oman and was developed based on the GRI Standards framework and the UN SDGs.

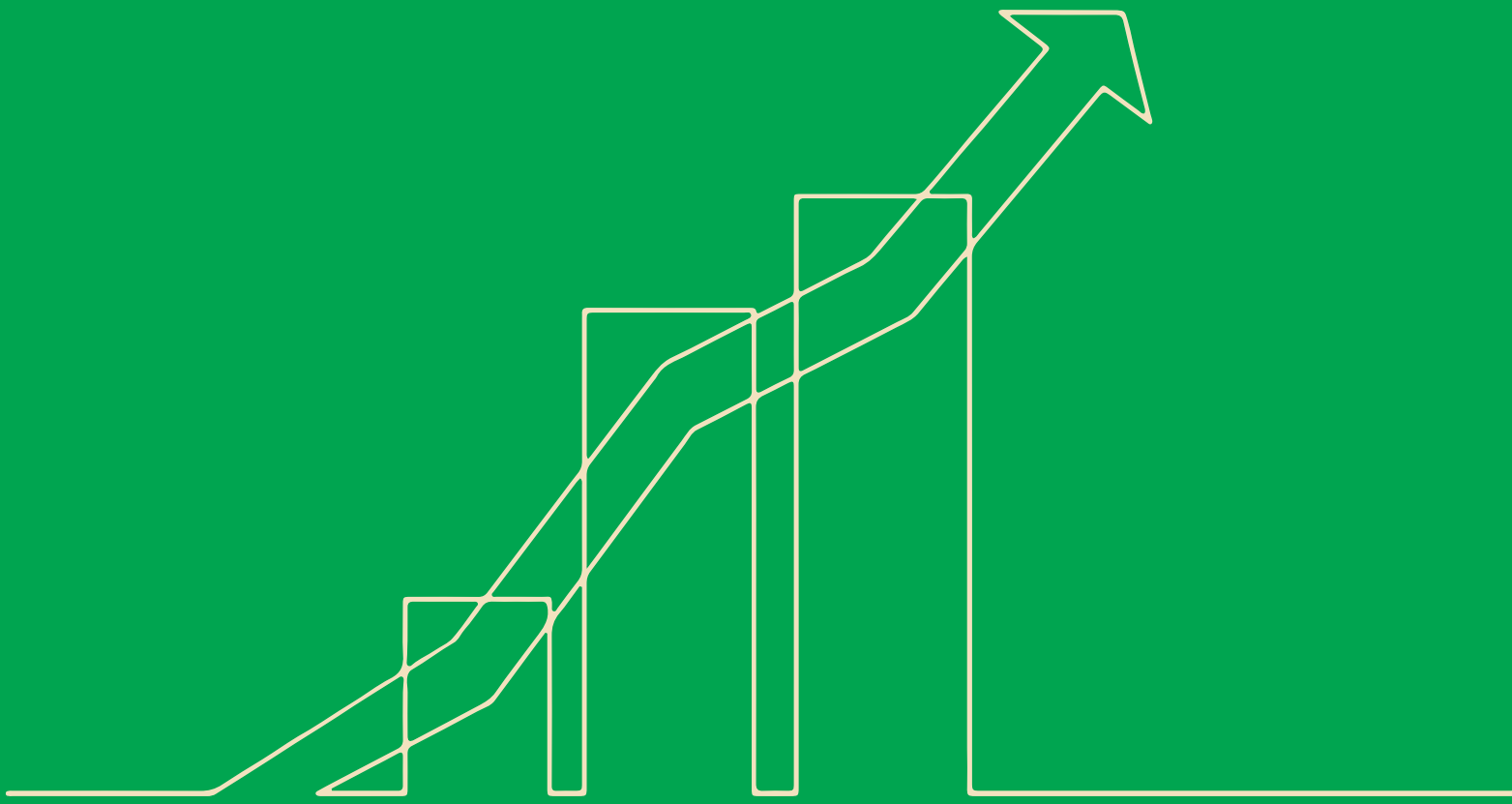
Virtual Roundtables

This year, be'ah hosted 3 ISWA Roundtables for the MENA region. These sessions typically host a small number of experts to discuss regional initiatives, challenges and opportunities in the waste management sector. The topics of the Roundtables held in 2021 were:

- Construction and Demolition (C&D) Waste
- Waste Minimization
- Public Awareness of Waste

Professional Training Programs

Following last year's successful introduction of the two courses, be'ah continued to offer these and with consistent positive feedback. The IEMA Foundation Certification in Waste Management was held 3 times with a total of 36 participants. The Certified Advanced Sustainability (ESG) Practitioner Program in Collaboration with CSE was held twice with a total of 19 participants.



GENERATING SHAREHOLDER VALUE

STAKEHOLDERS

Stakeholders are a vital part of the success at be'ah and we do not merely look to create a one-sided conversation with our stakeholders, but rather a two-way partnership based in mutual goals. We look beyond conventional collaborations to bring about effective change.

Our stakeholders – local as well as international - are defined by the part they play in developing our strategic plan and are listed as groups be'ah is directly and indirectly in contact with, and those through whom our operations take effect. be'ah collaborates with governments, NGOs, industry bodies, and many other businesses. These collaborations vary in design and scope, and help us reach our waste management goals in various ways, as well as share best practices, set future goals and build trust with all our stakeholders and society at large.

Stakeholder Group	Key Issues	be'ah Response
Government	In-Country Value Skill development opportunities for youth/recent graduates	Creating Solutions for a Better and Healthier Tomorrow (p.63) and Empowering People (p. 79)
Employees	Safely return to office work Return to face-to-face learning and development programss	be'ah Post-COVID (p. 40)
Customers and Local communities	Enhanced operations and collection services Community recycling initiatives	Respecting Nature: Waste Management Operations (p. 43) and Creating Solutions for a Better and Healthier Tomorrow (p. 63)
Environmental entities	Support in reviewing and drafting environmental laws and regulations	Phase III: Focus Area (p. 36)
SMEs	Investment opportunities Technical support	Creating Solutions for a Better and Healthier Tomorrow (p. 63) and Capacity Building (p. 98)
Academia	Student internships Research funding/opportunities Data request & assistance for academia projects	Internships at be'ah (p. 88) and Capacity Building (p. 98)

Partners

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

CSE is a leading boutique firm operating globally that specializes in maximizing business impact in Sustainability and Corporate Responsibility. CSE continues to help professionals advance their careers through its certified on-site, online and group training services globally and supports companies and organizations to grow and excel through Sustainability consulting and coaching.

IEMA

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

Memberships

UNITED NATIONS GLOBAL COMPACT

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

INTERNATIONAL SOLID WASTE ASSOCIATION

be'ah is a national member of ISWA, a platform through which the company can share and learn international waste management best practices.

In 2019 be'ah was awarded the right to host ISWA's annual main event, the World Congress 2023.

EJAAD

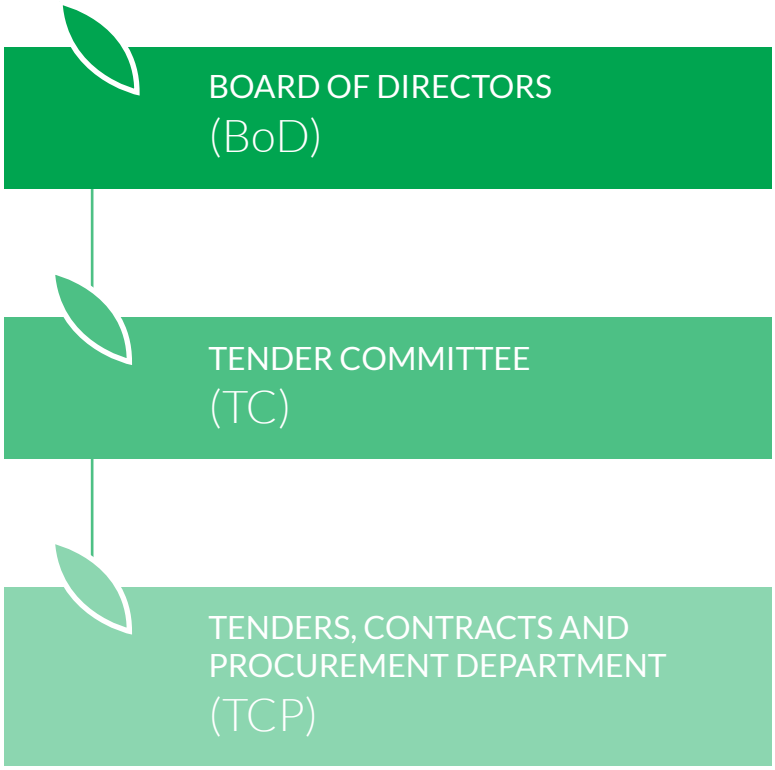
A membership-based virtual collaborative platform where industry, academia and government can interact and engage in energy-related research and innovation activities.

TENDERS, CONTRACTS AND PROCUREMENT

be'ah targets local procurement and in 2021 utilized local companies for 96% of procurement activities. The company follows strict guidelines with regards to the tendering and procurement process, and adheres to the newly implemented Tender, Contract and Procurement Manual. The TCP process involves multiple departments to ensure transparency and governance. The below diagram details the structure of the tender, contract and procurement governance model:

Governance

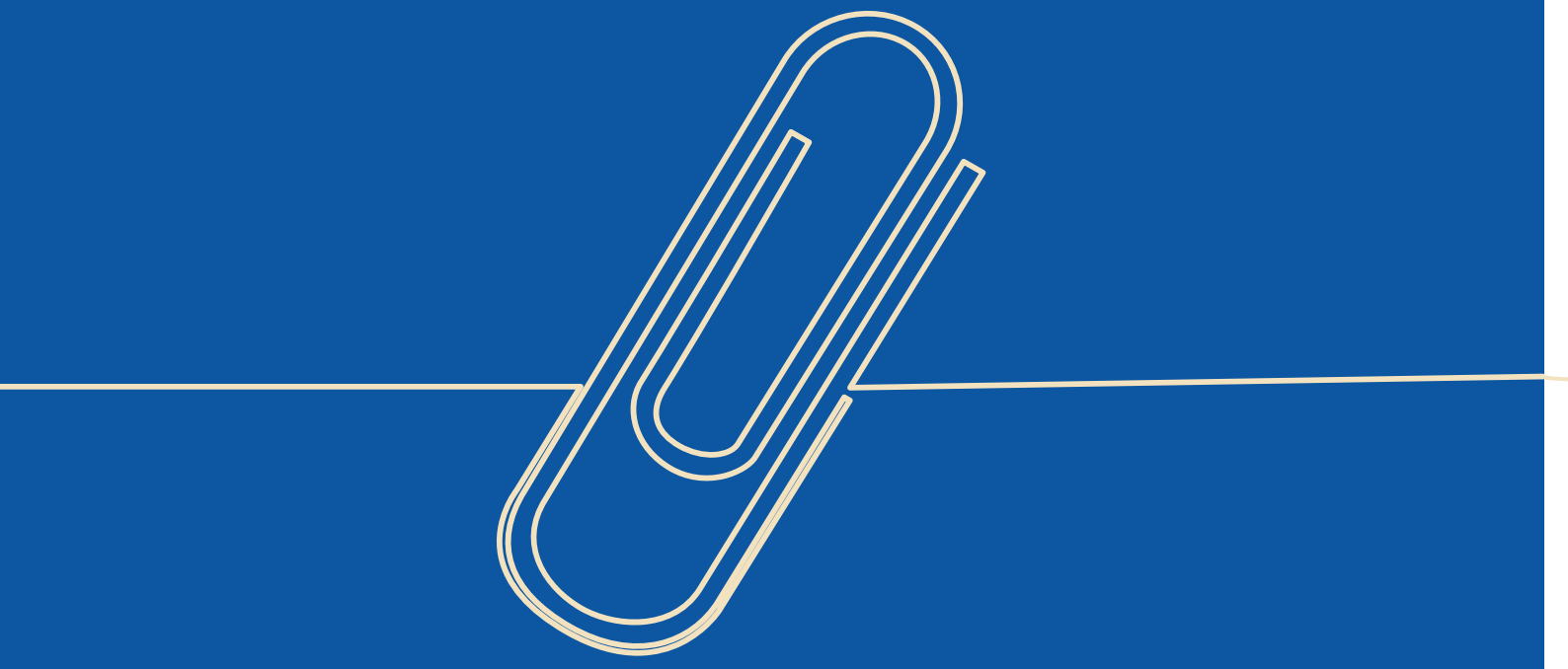
- At be'ah, the tender and procurement process is governed by the Board of Directors (BoD)
- The BoD is supported by the Tender Committee (TC) and the TCP department
- The TCs comprise top Executive Management of be'ah and ensure that related activities at be'ah are aligned to achieving TCP Department and wider organizational objectives



Reporting

All awarded tenders are reviewed annually by the Procurement function. Included are a summary of the facts, figures and analysis along with an itemized listing with the following details:

- Name of tender
- Requesting department
- Estimated tender value
- Awarded bid value
- Adopted tendering strategy (i.e. public tender, limited tender, single sourcing, etc.)
- Justifications for tendering strategy (if other than public tender)
- Purpose and value of Variation Order



APPENDIX

ABBREVIATIONS

Abbreviation	Explanation
BOOT	Build Own Operate Transfer
C&D	Construction and Demolition Waste
COSO	Committee of Sponsoring Organizations of the Treadway Commission
CSR	Corporate Social Responsibility
EA	Environment Authority
ELT	End of Life Tires
ELV	End of Life Vehicles
GHG	Green House Gases
GRI	Global Reporting Initiative
HCW	Health Care Waste
HCWTF	Health Care Waste Treatment Facility
ICV	In-Country Value
IPP	Independent Power Producer
ISO	International Organization for Standardization
ISWA	International Solid Waste Association
IW	Industrial Waste
IWTF	Industrial Waste Treatment Facility
LABs	Lead Acid Batteries
LF	Landfill
LTI	Loss Time Injury
LTP	Leachate Treatment Plant

Abbreviation	Explanation
MENA	Middle East and North Africa
MoCIIP	Ministry of Commerce, Industry and Investment Promotion
MOH	Ministry of Health
MoU	Memorandum of Understanding
MSW	Municipal Solid Waste
PET	Polyethylene Terephthalate
PSI	Private Sector Initiative
ROP	Royal Oman Police
RVM	Reverse Vending Machine
SEZAD	Special Economic Zone Authority at Ad Duqm
SME	Small Medium Enterprises
SPs	Service Providers
SWS	Special Waste Stream
TCP	Tenders, Contracts and Procurement
THWSF	Temporary Hazardous Waste Storage Facility
TS	Transfer Station
UCO	Used Cooking Oil
WEEE	Waste from Electronic Electric Equipment
WM	Waste Management
WTE	Waste to Energy

GRI CONTENT INDEX

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

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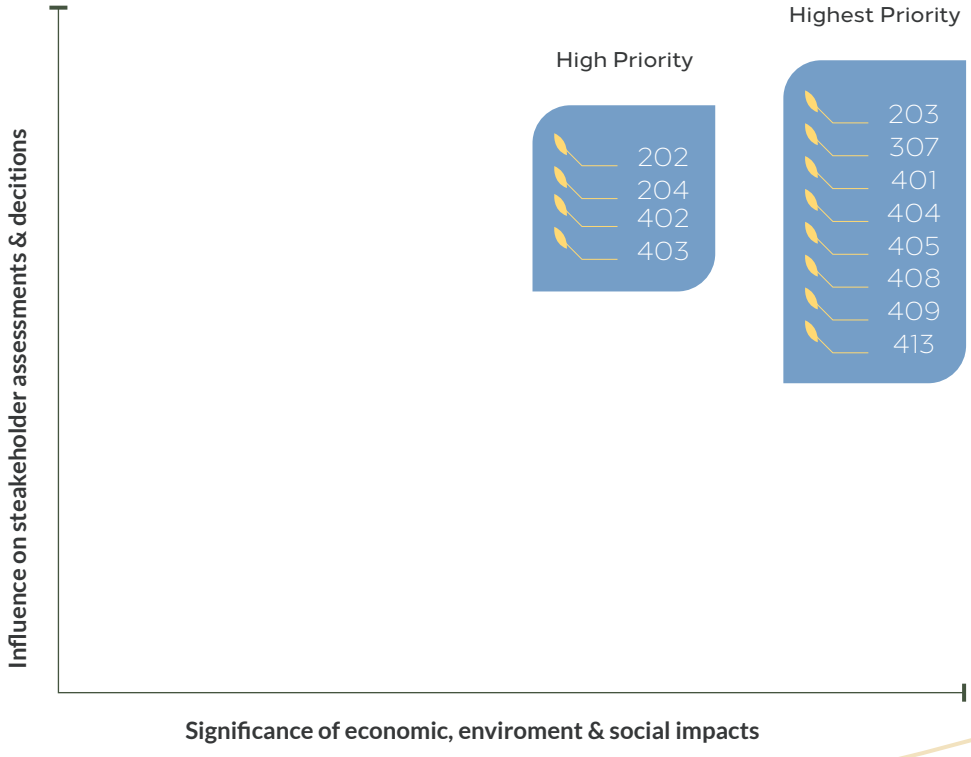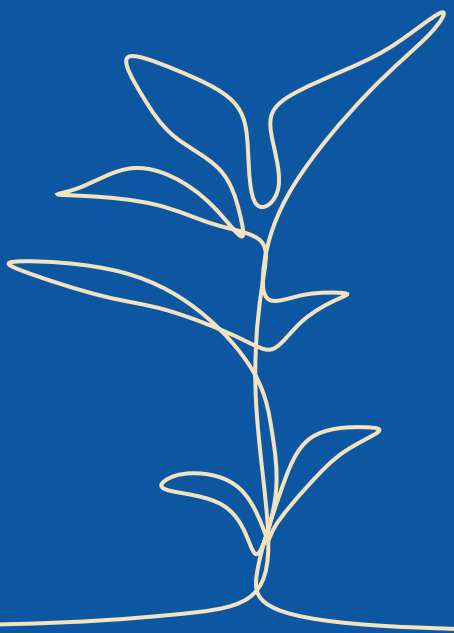
Topic Prioritization Visualization