

# IBE Global Brief

## Syria Edition, 2026



| *Syria, the land where time began*

| *Syria, the cradle of civilization*



Construction Project Management Consultancy Services,  
Construction Technology, and Training



PORTFOLIO PRELUDE

# On the Road Again to Damascus

## A New Chapter for IBE Partnership in Syria

*Before projects are announced, serious groundwork must be done.  
Before capital is committed, confidence must be built.  
Before construction begins, structure must be established.*

Some portfolios introduce a company. **This one opens a door.** A door into experience, readiness, vision, and the disciplined thinking required to transform opportunity into real projects.

Syria is not merely another market on the map. It is history, memory, responsibility, and possibility. For IBE Partnership, it is also a professional chapter that began years ago, when the company had the privilege of providing Project Management Consultancy services in Syria from mid-2009 to March 2011.

**Today, the road to Damascus opens again.** This time, the journey is wider in ambition, deeper in purpose, and stronger in capability. Through its local and international operations, strategic affiliates, and professional partners, IBE Partnership is preparing to position itself in Syria as a salient and trusted PMC company, capable of supporting complex projects from early vision and structuring through disciplined execution and delivery.

The pages that follow are not merely a presentation of services. **They are an invitation to look closer** - to see how opportunities are shaped before they are announced, how risks are understood before they become obstacles, how confidence is built before investment is committed, and how governance, planning, coordination, and construction management come together to convert ambition into deliverable outcomes.

**Every successful project has a visible story and an invisible foundation.** The visible story may be design, construction, progress, and completion. The invisible foundation is alignment: alignment of vision, expectations, responsibility, risk, capability, and execution strategy. This is where IBE Partnership believes serious project management begins.

Syria's next chapter will require more than capital. It will require trusted professionals, structured thinking, transparent coordination, practical planning, and the ability to move from aspiration to implementation with discipline and confidence.

This portfolio is therefore not only about who IBE Partnership is. **It is about what IBE Partnership is preparing to contribute.**

**The expectations are high. The dreams are big. And reality is what we make of it.**

With humility, pride, and unwavering determination, IBE Partnership looks forward to serving Syria - the land where time began and the cradle of civilizations - through a renewed professional journey built on experience, responsibility, and readiness.

**On the road again to Damascus.  
A new chapter for IBE Partnership in Syria.**

The story begins here - and the pages ahead reveal what comes next.

# IBE Global Brief

## Integrated PMC Company Brief

Project Management | Construction Management | Lean Construction | Digital Delivery | Construction Technology |  
Healthcare Programs | Urban Development Advisory

**Project certainty through integrated leadership, lean delivery and digital intelligence.**

**IBE stands for Improving the Built Environment. Every building we shape becomes part of the environment that shapes us - influencing how people live, work, heal, learn and connect.**

*More with Less*



## IBE Global Brief

### With particulars for the construction marketplace of the Arab Republic of Syria

This portfolio presents IBE's global built-environment capabilities with market-specific particulars for the construction marketplace of the Arab Republic of Syria. It brings together Project Management, Construction Management, Lean Construction, Digital Delivery, Construction Technology, Healthcare Programs and Urban Development Advisory services under one integrated, client-side leadership platform.

### *Syria - the land where time began; the cradle of human civilization.*

Syria possesses one of the world's most extraordinary built heritages - a country whose cities have shaped the history of architecture, trade and human settlement for millennia. This portfolio reflects IBE's respect for Syria's historic identity and frames its purpose for the country's next chapter: responsible recovery, urban renewal and modern project delivery. IBE's commitment to the Syrian construction marketplace is grounded in that respect, and in practical optimism about the opportunity to rebuild, modernize and deliver projects that serve communities and perform over the long term.

IBE's role is to connect international best practice with local market understanding - bringing transparent delivery governance, construction management discipline and engineering judgment to projects that must perform both technically and socially. Through integrated, client-side leadership, IBE aims to deliver more value with less waste, more certainty with less fragmentation, and progress that respects both heritage and future needs.

Prepared for IBE Partnership | Syria Construction Marketplace Edition | Rev 5 | June 2026 | [www.IBEpartnership.com](http://www.IBEpartnership.com)

## Contents

| Section | Title                                              | Purpose                                                                                                       |
|---------|----------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 00.1    | Prelude I - On the Road Again to Damascus          | Opening Syria-market prelude, renewed Damascus chapter and portfolio invitation.                              |
| 00.2    | Prelude II - IBE Global Brief                      | Original global brief title page retained at the front as the second prelude section.                         |
| 01      | Syria Marketplace Front Statement                  | Global portfolio positioning, Syria marketplace context and heritage motto.                                   |
| 02      | Executive Snapshot and Corporate Positioning       | IBE overview, value proposition, vision, mission, values and differentiators.                                 |
| 03      | PMC, CM and Delivery Methodology                   | Service portfolio, project lifecycle, project management, construction management and commercial controls.    |
| 04      | Lean, Digital Delivery and Construction Technology | Lean Construction, Last Planner, InTeamPlan, Nialli Visual Planner, ConstructCO2, KPI Hubs and IBE Humanoids. |
| 05      | Specialist Capabilities                            | Healthcare programs and urban development / G2G delivery advisory.                                            |
| 06      | Experience and Evidence                            | Representative sectors, regions and selected projects list.                                                   |
| 07      | Clients, Customers, Partners & Collaborators       | A selected list of names.                                                                                     |
| 08      | Governance, Policies and Organization              | Policy framework, HR commitments, Fit Organization model and corporate organization chart.                    |
| 09      | Executive Leadership Profile                       | Omar Jamali executive profile and leadership credentials.                                                     |

## 02 Executive Snapshot and Corporate Positioning Executive-level introduction to IBE Partnership.

### Executive Snapshot

**IBE Partnership** is an international built-environment organization operating across the UK, GCC and MENA, delivering project management, construction management, lean delivery, digital productivity, healthcare program expertise and urban development advisory capability. We bring an integrated client-side and construction-delivery perspective to projects where strategy, procurement, cost, time, quality, risk and operational outcomes must be managed with discipline.

**IBE operates as a client-side leadership platform:** owner-oriented, impartial and accountable. We support complex capital projects from early strategy and procurement through construction delivery, handover and operational readiness, combining disciplined project governance with hands-on construction management, modern production-control methods and practical digital intelligence.

**IBE's engineering philosophy** is grounded in a simple motto: "As engineers, we calculate buildings—we do not build calculations." This statement captures a timeless truth: knowledge exists independently, but its value depends on human judgment. The future of engineering will not be defined by the sheer accumulation of complex models, but by our ability to evaluate them with precision, responsibility and meaningful application.

**At IBE, technology is an instrument of human judgment, not a substitute for it.**

|                                                                                                                                                                                                                                                                            |                                                                                |                                                                                     |                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <b>40+</b><br>Years of partner/executive construction leadership experience                                                                                                                                                                                                | <b>PM + CM</b><br>Integrated client-side and construction delivery perspective | <b>UK   GCC   MENA</b><br>International experience and regional operating footprint | Lean + Digital + AI<br>Productivity, planning, carbon/KPI and technology-enabled delivery focus |
| <b>Core proposition</b><br><br>IBE gives clients control, transparency and predictability by combining multi disciplined project governance, construction management, procurement strategy, project controls, lean production planning and selective digital intelligence. |                                                                                |                                                                                     |                                                                                                 |

## Who We Are

IBE Partnership supports clients in the planning, procurement, delivery, recovery and successful completion of projects where H&S, Environment, time, cost, quality, risk, stakeholder alignment and operational outcomes must be managed with discipline. The company is presented as an owner-oriented advisory and delivery management partner rather than a conventional task-based consultant.

|                                                                                                                                         |                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client-side leadership</b><br>Clear governance, decision support and escalation from concept to handover.                            | <b>International best practice</b><br>Project, construction and supply-chain methods drawn from mature markets and adapted to regional delivery realities. |
| <b>Integrated delivery thinking</b><br>Alignment of design, procurement, commercial control, site logistics and construction execution. | <b>Modern productivity tools</b><br>Lean Construction, Last Planner, digital dashboards, AI-enabled analytics and continuous improvement.                  |

## Vision, Mission and Values

| Element        | Portfolio wording                                                                                                                            |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Vision</b>  | To transform client aspirations into structured, viable and resilient projects that deliver lasting value across the full asset lifecycle.   |
| <b>Mission</b> | To deliver projects that empower client teams, enable seamless handover and set new benchmarks in efficiency, accountability and innovation. |

|               |                                                                                                                                         |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Values</b> | Transparency, collaboration, professionalism, continuous improvement, responsible and sustainable delivery and measurable client value. |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------|

## Value Proposition - More with Less

The IBE value proposition translates the brand promise into client outcomes across governance, transparency, productivity and delivery integration.

|                                                                                                                                  |                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>More certainty</b><br>Clear governance, planning discipline, decision logs, early risk visibility and action-led reporting.   | <b>More transparency</b><br>Open-book procurement , contract visibility, cost reporting and traceable approvals.              |
| <b>More productivity</b><br>Lean planning, digital dashboards, AI-enabled waste identification and benchmark-driven improvement. | <b>Less disruption</b><br>Proactive stakeholder alignment, live-environment phasing, change control and delivery integration. |

## What Differentiates IBE

| Differentiator                           | Client value                                                                                                                                                           |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Client representative mindset</b>     | Acting in the owner's interest with disciplined decision support and transparent reporting.                                                                            |
| <b>PM + CM integration</b>               | Combining strategic project leadership with hands-on construction delivery control.                                                                                    |
| <b>Lean and collaborative planning</b>   | Pull planning, Last Planner and production control to improve reliability and reduce waste.                                                                            |
| <b>AI and digital productivity</b>       | Real-time measurement, dashboards, wasted tool time analysis and action-led reporting.                                                                                 |
| <b>Forensic and recovery capability</b>  | Audit, claims, distressed-project diagnosis, commercial analysis and recovery planning.                                                                                |
| <b>Healthcare and urban specialisms</b>  | Integrated healthcare facility delivery and business-led urban development/G2G advisory capability.                                                                    |
| <b>Construction technology ecosystem</b> | Connecting physical AI, visual planning, carbon measurement, KPI benchmarking and site intelligence to support better human decisions and controlled project outcomes. |

03

# PMC, CM and Delivery Methodology

How IBE turns strategy into controlled delivery.

## IBE Integrated Services Spectrum

| Service family                        | Executive service description                                                                                                                       |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Management                    | Client-side governance, stakeholder alignment, design coordination, delivery strategy and executive reporting.                                      |
| Construction Management               | Transparent procurement, trade-package coordination, logistics leadership and flexible delivery control.                                            |
| Program / PMO Advisory                | Portfolio governance, reporting cadence, decision logs, executive dashboards and performance controls.                                              |
| Cost, Commercial and Procurement      | Procurement strategy, bid evaluation, contract structuring, change control and commercial oversight.                                                |
| Contracts, Claims and Forensic Audit  | Claims strategy, forensic reviews, project recovery, dispute-prevention and closeout support.                                                       |
| Lean Construction and Last Planner    | Pull planning, make-ready control, weekly work planning, PPC and productivity improvement.                                                          |
| Digital Construction and AI           | BIM interrogation, dashboards, site-intelligence tools, AIFORSITE, AI-enabled analytics, digital productivity measurement and action-led reporting. |
| Healthcare Programs                   | Healthcare management, facility planning, clinical workflow alignment, operational readiness and delivery coordination.                             |
| Urban Development Advisory            | Business case, master planning coordination, G2G/PPP/BOT route assessment and delivery management.                                                  |
| Training and Capability Building      | Mentoring, workshops, team capability transfer and practical client-side management development.                                                    |
| Physical AI and Construction Robotics | IBE Humanoids, collaboration pathways, construction-task use cases, safety/productivity framing and future pilot/case evidence.                     |

## Project Lifecycle Methodology

| Lifecycle stage | Management focus                                                                                     |
|-----------------|------------------------------------------------------------------------------------------------------|
| 01 Define       | Aspirations, value objectives, stakeholders' needs and success criteria.                             |
| 02 Structure    | Delivery model, governance, procurement, reporting and authority map.                                |
| 03 Control      | H&S, Environment, Scope, cost, time, quality, risk, change and interfaces.                           |
| 04 Deliver      | Trade integrated collaborative coordination, site logistics, change control and progress leadership. |
| 05 Improve      | Lean planning, productivity data, lessons learned and continuous improvement.                        |
| 06 Handover     | Closeout, certificates, O&M records, knowledge transfer and operational readiness.                   |

### Outcome

A controlled delivery environment in which client objectives, consultants, contractors, suppliers and end-users remain aligned from early strategy to asset operation.

## Project Management Excellence

IBE begins by understanding the owner's aspirations, then translates them into a structured project brief, governance model and delivery strategy that safeguards time, cost, quality and stakeholder alignment.

| PM output  | Controlled deliverable                                                    |
|------------|---------------------------------------------------------------------------|
| Governance | Authority, roles, decision rights, escalation routes and steering forums. |

|                   |                                                                                                |
|-------------------|------------------------------------------------------------------------------------------------|
| <b>Controls</b>   | Time, cost, risk, change, quality and interface management.                                    |
| <b>Commercial</b> | Procurement, tenders, contract strategy, bid evaluation and claims prevention.                 |
| <b>Reporting</b>  | Clear, timely executive-level insight with decision logs and action trackers.                  |
| <b>Closeout</b>   | Completion records, handover, defects liability support, archiving and certificate collection. |

## Construction Management Model

The CM model separates management from trade execution and increases client visibility over procurement, cost, logistics and delivery performance. It is particularly valuable when flexibility, early start, transparency or package-level control are important to the client.

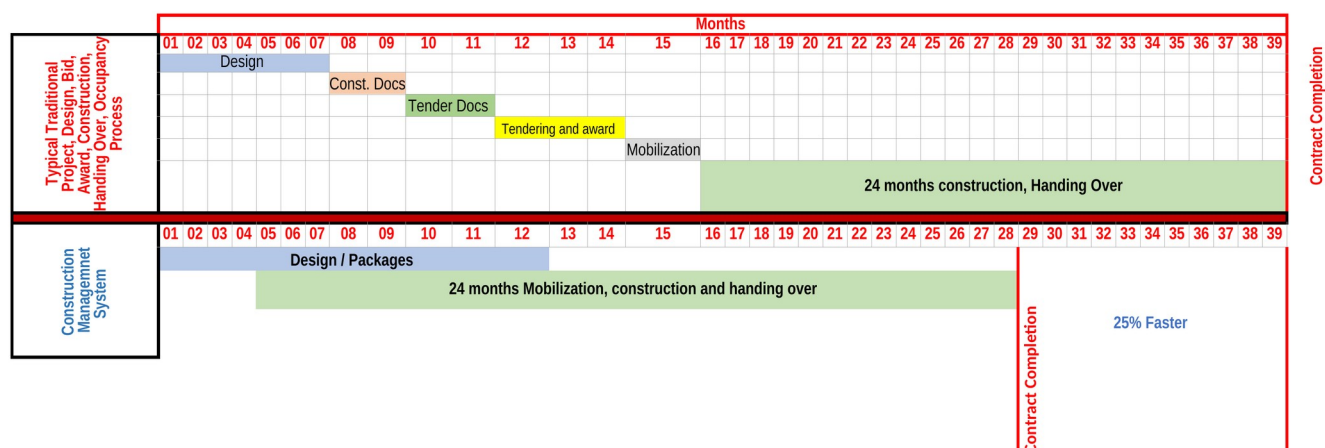
| OWNER / CLIENT                                      |                  |                  |                 |                |
|-----------------------------------------------------|------------------|------------------|-----------------|----------------|
| CONSTRUCTION MANAGER - CLIENT-SIDE DELIVERY CONTROL |                  |                  |                 |                |
| Trade Package 01                                    | Trade Package 02 | Trade Package 03 | Long-lead Items | Site Logistics |

|                                                                                                            |                                                                                                               |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>Cost visibility</b><br>Open-book procurement and direct trade competition.                              | <b>Early start</b><br>Design and construction packages can overlap where appropriate.                         |
| <b>Change flexibility</b><br>Adjustments can be managed through package strategy and controlled approvals. | <b>Direct control</b><br>Owner retains greater visibility of decisions, cost drivers and package performance. |

## Construction Management Governance

| Theme                  | Portfolio wording                                                                                                                                                            |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>CM advantages</b>   | Eliminates general contractor mark-up on subcontracted packages; supports early procurement; improves transparency; allows flexible replacement of underperforming packages. |
| <b>Risk governance</b> | Owner risk on cost, time and quality must be actively governed through procurement, interface management, logistics, insurance, reporting and change control.                |
| <b>Core message</b>    | CM provides control and transparency when supported by robust procurement, interface management, cost reporting, insurance and site-logistics arrangements.                  |

The following page presents a comparative timeline for Construction Management and traditional delivery.



IBE's project recovery capability supports clients who need independent insight, factual analysis and practical action plans for complex projects or portfolios.

| Step     | Recovery focus                                                                                    |
|----------|---------------------------------------------------------------------------------------------------|
| Review   | Contracts, scope, payments, progress, correspondence and project records.                         |
| Diagnose | Delay, cost growth, claims exposure, interface failures and responsibility boundaries.            |
| Recover  | Action plans, negotiation support, governance reset, settlement strategy and closeout leadership. |

**04 Lean, Digital Delivery and Construction Technology** Reducing waste, improving predictability and applying practical construction technology.

## Lean Construction and Last Planner System

IBE positions Lean Construction as a practical delivery method for reducing waste, increasing predictability and creating a transparent production-control culture focused on faster delivery, better productivity, less waiting, improved communication and measurable delivery benchmarks.

| Lean mechanism       | Portfolio message                                                             |
|----------------------|-------------------------------------------------------------------------------|
| Pull planning        | Collaborative scheduling from the end goal backwards.                         |
| Make-ready planning  | Screening upcoming work and removing constraints before commitments are made. |
| Weekly Work Plan     | Commitment-based planning by those closest to the work.                       |
| Daily huddles / DABs | Short-cycle coordination, issue escalation and production control.            |
| PPC and learning     | Measurement of plan reliability, variance reasons and continuous improvement. |

## InTeamPlan - Integrated Team Planning

InTeamPlan is a construction production-control platform aligned with Last Planner principles. It supports collaboration, coordination and communication by turning master programs into achievable weekly commitments, daily control and measurable learning.

| 50-54%<br>Planning reliability baseline | 70%<br>Waiting-time reduction focus                                                                | >20%<br>Delay-reduction target for continuous improvement |
|-----------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Flow stage                              | How it supports delivery                                                                           |                                                           |
| Make ready                              | Strategic/stage/phase program, 4-6 week look-ahead, constraints analysis and ready-work shield.    |                                                           |
| Commit                                  | Supplier Weekly Work Plan and Production Control Meeting to agree achievable commitments.          |                                                           |
| Control and improve                     | Daily Activity Briefings, production monitoring, performance reports and lessons learned database. |                                                           |

## Digital Delivery, AI and Productivity Analytics

Digital delivery is positioned as a decision-support capability rather than technology for its own sake. IBE converts project information into actionable insight for executives, project managers and site teams.

| Technology area                            | Portfolio capability                                                                                                                                                                    |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| BIM interrogation and document validation  | BIM workflows, model review examples, clash registers and visual controls for project information management.                                                                           |
| AI-assisted productivity measurement       | Expanded with AIFORSITE site-intelligence language: onsite data feeds collated into a single dashboard for remote operations, HSQE, quality records and productivity optimization.      |
| Visual planning and Last Planner workflows | Expanded with Nialli Visual Planner: cloud-based Last Planner and pull-planning support for collaboration, coordination, communication, constraints visibility and real-time reporting. |
| Carbon, KPI and ESG analytics              | Expanded with ConstructCO2 and KPI Hubs: carbon footprint measurement, supply-chain carbon miles, KPI capture, benchmarking and continuous improvement.                                 |
| Executive dashboards                       | Positioned as a management layer converting site data, carbon data, KPI trends, PPC trends, constraints, risks and actions into executive decisions.                                    |

## Construction Technology and Innovation Toolkits

This chapter presents IBE's construction technology and innovation toolkit as a practical capability supporting governance, productivity, safety, carbon management, digital intelligence and human judgment.

## Construction Technology Platform Matrix

IBE positions construction technology as a management-led integration of practical tools that support safer sites, better planning reliability, lower carbon, transparent performance data, stronger executive decisions and future collaboration between human teams and physical AI.

| Technology / toolkit  | Capability                                                                                                                                                                        | Portfolio application                                                                                                                                            |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIFORSITE             | Construction management software that collates and analyzes site data feeds into a single dashboard for remote operations and management.                                         | Remote supervision, HSQE monitoring, quality video records, productivity optimization and reduced non-added value travel.                                        |
| Nialli Visual Planner | Cloud-based visual planning solution aligned with the Last Planner System; supports collaborative planning, constraints visibility and real-time reporting.                       | Lean Construction deployment, pull planning, production control, Power BI reporting and team/project/enterprise transparency.                                    |
| ConstructCO2          | Web-based tool for measuring organizational and project carbon emissions, benchmarking carbon footprint and mapping supply-chain carbon miles.                                    | Carbon management, BREEAM/ESG support, logistics review, procurement decisions and low-carbon continuous improvement.                                            |
| IBE Humanoids         | Physical AI concept for humanoid robots tailored to construction tasks, with a stated mission to reduce safety/compliance risk, improve productivity and support workforce needs. | Innovation pipeline, workforce-resilience narrative, future pilot projects, inspection/as-built data capture, material handling and human-machine collaboration. |

## Technology operating principle

IBE presents these technologies as a connected operating model: capture facts from the site and supply chain, analyze performance, convert data into decisions, act through project governance, and learn through KPI and productivity feedback. This preserves IBE's human-judgment philosophy while giving project teams better evidence, transparency and reliable commitments.

| Control layer | Primary tools / data                                                                                         | Management purpose                                                                                                    |
|---------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Capture       | AIFORSITE, 360-degree site capture, Nialli planning records, ConstructCO2 emissions inputs, KPI Hub data     | Create reliable records of site progress, constraints, travel, materials, emissions, incidents and KPI results.       |
| Analyze       | Dashboards, Wasted Tool Time analysis, PPC trends, carbon reports, KPI benchmarking                          | Identify blockers, waste, non-added-value time, carbon drivers, HSQE trends and recurrent performance gaps.           |
| Decide        | Executive dashboards, action trackers, risk and constraint registers, commercial controls                    | Enable client-side decisions on resources, logistics, procurement, design information, acceleration, risk and change. |
| Act           | Weekly Work Plans, Production Control Meetings, Daily Activity Briefings, package management, site logistics | Turn intelligence into practical workforce commitments and management interventions.                                  |
| Learn         | KPI Hubs, PPC reasons, lessons learned, ConstructCO2 trends, post-project evidence                           | Capture recurring causes and update future planning, procurement, carbon and delivery strategies.                     |

## AIFORSITE - Site Intelligence, Remote Operations and Productivity Analytics

AIFORSITE is a construction management software solution that collates and analyzes site data feeds in a single dashboard. Within the portfolio, AIFORSITE functions as a site-intelligence layer supporting remote supervision, sustainability, HSQE monitoring, quality assurance records and productivity optimization.

| AIFORSITE benefit area     | Portfolio wording                                                                                                                    |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Regional partnership       | Regional deployment potential across MENA and international markets where the solution is adopted within the project delivery model. |
| Remote supervision         | Reduce the need for non-added-value site travel and support management presence through remote site visibility.                      |
| Sustainability             | Reduce travel-related carbon footprint where remote supervision can replace unnecessary trips.                                       |
| HSQE and quality assurance | Use continuous monitoring, video records, observations and historical records to support quality, safety and accountability.         |
| Productivity               | Use positional data, site records and dashboards to identify productivity opportunities and support evidence-led intervention.       |

## Nialli Visual Planner - Digital Pull Planning and Last Planner Workflows

Nialli Visual Planner strengthens Lean Construction delivery by translating Last Planner and pull-planning conversations into a digital, transparent and measurable workflow. It helps project teams collaborate, coordinate and communicate from anywhere, while making constraints, delays and performance data visible at team, project and enterprise levels.

| Lean planning element | Portfolio emphasis                                                                                                                                   |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collaborate           | Bring project managers, designers, construction managers, supervisors, operatives, subcontractors and suppliers into a shared planning conversation. |
| Coordinate            | Identify constraints early, improve sequencing, reduce wasted effort and avoid predictable delays before work reaches the site.                      |
| Communicate           | Increase transparency from head office to site; use real-time reporting and exportable data for analytics and executive insight.                     |
| Pull planning / LPS   | Support pull planning, Last Planner commitments, Daily Activity Briefings and Production Control Meetings.                                           |
| Performance levels    | Use reporting at team, project and enterprise level, with potential export into Microsoft Power BI or equivalent dashboard tools.                    |

## ConstructCO2 - Carbon Measurement, Carbon Miles and ESG Support

ConstructCO2 is IBE's practical carbon-management toolkit for the construction sector. It supports measurement and benchmarking of organizational and project carbon emissions, supply-chain carbon miles, and continuous improvement in design, procurement, logistics and construction processes.

| Capability            | Portfolio expression                                                                                               |
|-----------------------|--------------------------------------------------------------------------------------------------------------------|
| Measure and benchmark | Measure organizational and project carbon emissions so teams understand their baseline and can target improvement. |

|                               |                                                                                                                                                    |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Map supply-chain carbon miles | Use project data to understand transport and logistics emissions linked to administration, management, visitors, operatives, deliveries and waste. |
| Operational inputs            | Capture gas, water, electricity and plant-fuel consumption where relevant to the organizational or project carbon footprint.                       |
| Management value              | Re-engineer business, design, procurement, logistics and construction processes to reduce carbon and align with ESG/BREEAM/net-zero objectives.    |

## IBE Humanoids - Physical AI for the Built Environment

IBE Humanoids represents the physical-AI frontier within IBE's innovation narrative: intelligent humanoid robots for construction tasks, reducing safety and compliance risks, boosting productivity and supporting a market facing aging demographics, labor shortages and physically demanding work. IBE frames humanoids as a multiplier of human creativity, strategic thinking and professional judgment - not as a replacement for human teams.

| Theme                  | Portfolio wording                                                                                                                                                  |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Market need            | Construction faces safety pressure, productivity demand, timeline/cost pressure, carbon-reduction expectations and a tightening labor pipeline.                    |
| Why humanoids          | Human-like mobility and task versatility allow humanoids to operate in spaces designed for people, including complex terrain, stairs, doors and shared work areas. |
| Potential use cases    | Skilled labor support, material handling/transport, repetitive or dangerous tasks, inspection, progress records and as-built data capture.                         |
| Human-centered message | Human-humanoid collaboration is presented with ethics, safety, supervision and human judgment at the core.                                                         |

## Integrated Construction Technology Offer

The technologies form a modular offer that can be deployed according to project need. IBE selects the correct tools for the risk profile, client maturity, procurement model, data availability and operating environment.

| Offer module                                 | Potential scope                                                                                                                                        |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Technology readiness assessment              | Assess client/project maturity, existing systems, data sources, site connectivity, governance, reporting needs and technology constraints.             |
| Lean and visual planning deployment          | Mobilize Nialli Visual Planner/InTeamPlan workflows, train Last Planners, set look-ahead and weekly planning cadence, track PPC and constraints.       |
| Site intelligence and productivity analytics | Configure AIFORSITE or equivalent site-data dashboards, define monitoring scope, review productivity/waste causes and link outputs to action trackers. |
| Carbon and ESG measurement                   | Deploy ConstructCO2 inputs, reporting and improvement reviews for travel, logistics, deliveries, waste, utilities and plant-fuel data.                 |
| KPI governance hub                           | Set KPI categories, data owners, reporting cadence, benchmarking rules and continuous-improvement reviews.                                             |
| Physical AI / humanoid pilot pathway         | Define task use cases, safety/compliance requirements, supervision protocols, pilot objectives, data capture and lessons-learned framework.            |

05

# Specialist Capabilities

Healthcare programs and urban development/G2G delivery advisory.

## Healthcare Programs - IBE / MMI Integrated Delivery

The healthcare proposition combines healthcare management expertise with construction project management discipline to support new facilities, expansions, refurbishments, upgrades, digital health infrastructure and operational readiness.

|                                                                                                                                    |                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Clinical alignment</b><br>Facilities planned around patient pathways, clinical workflows, safety standards and user experience. | <b>Delivery certainty</b><br>Integrated scheduling, budgeting, procurement and risk controls to support time, cost and quality performance. |
| <b>Lifecycle value</b><br>Decisions informed by operating models, staffing, maintenance, energy use and total cost of ownership.   | <b>Future readiness</b><br>Digital infrastructure, adaptable layouts and net-zero-ready strategies embedded during planning and design.     |

## Integrated Healthcare Delivery Model

| Layer                        | Contribution                                                                                                                                                                               |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MMI contribution             | Clinical workflows, patient care standards, healthcare workforce planning, hospital operations, compliance insight, clinical education, research collaboration and stakeholder engagement. |
| Integrated partnership layer | Shared governance, joint planning, clinical-construction liaison, risk management, value management, change control, commissioning readiness and post-occupancy learning.                  |
| IBE contribution             | Technical planning, design coordination, procurement, contractor oversight, program controls, cost management, sustainability strategies and construction-standard compliance.             |

## Healthcare Service Portfolio

| Service line                              | Scope of support                                                                                                      |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Strategic healthcare planning             | Needs assessment, service model, capacity analysis, clinical priorities, operating model and investment planning.     |
| Clinical and operational briefing         | Patient pathways, departmental workflows, room functions, staff flows, equipment planning and adjacency requirements. |
| Design and technical coordination         | Clinical design review, engineering coordination, BIM input, constructability review and design change control.       |
| Program and project management            | Schedule, cost, procurement, risk, contractor oversight, stakeholder reporting and issue management.                  |
| Operational readiness and mobilization    | Commissioning, workforce planning, training, SOPs, handover and transition into service.                              |
| Digital health and technology integration | EHR readiness, telemedicine, nurse call, IoT-enabled environments, clinical systems and ICT infrastructure planning.  |
| Sustainability and lifecycle optimization | Energy efficiency, maintainability, lifecycle costing, flexibility and net-zero-ready design principles.              |

## Live Healthcare and Legacy Facility Renovation

Modernization of existing healthcare facilities must protect continuity of care while managing clinical risk, infection prevention, decanting, temporary services, shutdown windows and communication with staff and patients.

| Step   | Live-environment focus                                                                                         |
|--------|----------------------------------------------------------------------------------------------------------------|
| Assess | Clinical risk, operational dependencies, estate condition, infrastructure capacity and stakeholder priorities. |

|                 |                                                                                                                 |
|-----------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Plan</b>     | Phasing, decanting, temporary service arrangements, enabling works, shutdowns and communications.               |
| <b>Design</b>   | Workflow improvements, technology integration, compliance upgrades, energy performance and adaptability.        |
| <b>Deliver</b>  | Permit controls, infection-control measures, contractor coordination, progress reporting and quality assurance. |
| <b>Activate</b> | Commissioning, staff orientation, workflow validation, handover, lessons learned and optimization.              |

## Urban Development Advisory and G2G Delivery Management

The urban development advisory capability is incorporated as a business-led framework for city renewal, master planning coordination, investor readiness and delivery management. The Damascus proposal is treated as a capability proof point and proposal reference.

|                                                                                                                                                                                                |                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>From planning to bankability</b><br>Screen development opportunities against demand, public objectives, infrastructure capacity and funding potential before committing to detailed design. | <b>From land to investable packages</b><br>Convert municipal priorities into phased parcels, clear programs, procurement packages and investor-facing opportunities.                          |
| <b>From concept to delivery control</b><br>Establish governance, scope, budget, schedule, risk and quality controls that keep implementation aligned with public objectives.                   | <b>From private proposal to G2G pathway</b><br>Where appropriate, use a non-binding EOI route to explore Government-to-Government structures without creating a final procurement obligation. |

## Urban Development Service Offering

| Service stream                              | Business purpose                                                                                                                      |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <b>Urban development strategy</b>           | Municipal objectives, priority areas, policy constraints, stakeholder interests and strategic outcomes.                               |
| <b>Opportunity screening</b>                | Land parcels or districts assessed using demand, infrastructure, ownership, constraints, phasing and investment readiness criteria.   |
| <b>Market and demographic assessment</b>    | Population needs, returning residents, housing demand, employment drivers and service requirements.                                   |
| <b>Business case and feasibility</b>        | High-level cost, revenue, phasing and value-creation assumptions to support delivery-model selection.                                 |
| <b>CCC / G2G interface support</b>          | Non-binding EOI narrative, G2G briefing, Canadian capability needs and exploratory coordination, subject to acceptance and approvals. |
| <b>Procurement and transaction strategy</b> | G2G, PPP, BOT, design-build, concession, joint-development or hybrid packages and selection criteria.                                 |
| <b>Program and project management</b>       | Scope, schedule, budget, risk, quality, reporting, stakeholder coordination, handover and closeout.                                   |

## Delivery Scenarios

| Scenario                   | Best application                                                                                                                                                     |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>G2G through CCC</b>     | Strategic packages where a Canadian government-backed contracting route and coordinated Canadian capability may be appropriate, subject to approvals and compliance. |
| <b>PPP</b>                 | Large or mixed-use districts where public land, infrastructure or public realm must be coordinated with private capital.                                             |
| <b>BOT</b>                 | Revenue-generating assets such as parking, transport terminals, utilities, markets or operated facilities.                                                           |
| <b>Design and Build</b>    | Publicly funded enabling works, civic buildings, infrastructure packages or urgent works requiring faster procurement.                                               |
| <b>Hybrid phased model</b> | Multi-stage urban renewal where different packages require different funding, procurement and operating models.                                                      |

## 06 Experience and Evidence

Representative projects, sector breadth and proof points.

## Sectors Served

| Sector                                         | Representative relevance                                                                        |
|------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Hospitality and mixed-use                      | Hotels, furnished apartments, retail/leisure components and car parking.                        |
| Residential development                        | Urban housing, high-rise residential, mixed residential/retail and master-planned communities.  |
| Mixed use Residential & Commercial Development | Grade A workspace, headquarters buildings and office developments.                              |
| Education and institutional                    | Education master plans, research centers and institutional programs.                            |
| Healthcare facilities                          | Hospitals, clinics, healthcare campuses, legacy renovation and operational readiness.           |
| Industrial and energy                          | Industrial facilities, energy-related projects and supporting infrastructure.                   |
| Retail and refurbishment                       | Retail conversions, live refurbishment, fit-out and reconfiguration.                            |
| Infrastructure and transport                   | Stations, rail/metro interfaces, public realm and enabling infrastructure.                      |
| Master planning and urban renewal              | Urban development advisory, land-use mix, infrastructure strategy and delivery-model selection. |

## International Footprint Narrative

| Region                   | Evidence narrative                                                                                                                                                          |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Canada                   | Residential, commercial, institutional, industrial, retail, education and energy projects.                                                                                  |
| United Kingdom           | Heathrow T5 Genesis, public-sector procurement, collaborative working, Lean and AI productivity initiatives.                                                                |
| GCC / MENA               | Qatar, UAE, KSA, Algeria, Syria and regional PM/CM assignments across major developments.                                                                                   |
| Europe / Cyprus & Turkey | Medical teaching facility, hospital/university development schemes and international healthcare links.<br>Converting commercial ship transport to Live Stock Ship Transport |

# Selected Projects List

This section replaces the earlier individual project-credential and case-study card headings with a consolidated selected projects list drawn from the supplied IBE project-list file. It presents representative experience across Canada, the GCC and MENA, Europe, Cyprus, Turkey and the United Kingdom.

| Experience field    | Representative coverage                                                                                                                                            |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Time span           | Over forty years of combined project, construction and delivery-management experience.                                                                             |
| Geographic coverage | Canada, United Kingdom, GCC/MENA, Syria, Qatar, UAE, Algeria, KSA, Cyprus and Turkey.                                                                              |
| Service profile     | Project Management, Construction Management, pre-contract management, bid management, claims support, forensic audit, Lean delivery and construction productivity. |

## MENA, GCC and Regional Project Experience

| No. | Project / Assignment                    | Location / Period      | Representative role / scope                                                                                                                                                 |
|-----|-----------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2   | Qatar Studio                            | Qatar, 2003            | Pre-contract project management for a broadcasting facility for Qatar TV, in partnership with Al Jazeera.                                                                   |
| 3   | Rose Tower                              | Dubai, 2004-2006       | Synchronized high-rise construction operation for a 327 m furnished apartment hotel, with floor-cycle coordination and envelope follow-up.                                  |
| 4   | City Center Five Tower Master Plan      | Doha, Qatar, 2024      | Pre-contract project management for five hotel towers, 50 storeys each.                                                                                                     |
| 5   | Burj Dubai / Khalifa Interior Fit-Out   | Dubai, UAE, 2006       | Construction management for interior fit-out package structuring and operational management.                                                                                |
| 6   | Dubai Metro                             | Dubai, UAE, 2006       | Strategy and bid management for metro station interior and exterior fit-out tender.                                                                                         |
| 7   | Base de Vie                             | Algeria, 2009          | Urban community master plan for SONATRAC to house management staff with an amenities program.                                                                               |
| 8   | Qatari Diar - Ibn Hani Resorts          | Lattakia, Syria, 2010  | Contract and claim management and closeout services.                                                                                                                        |
| 9   | Porto Tartous - Amer Group              | Tartous, Syria, 2010   | Contract management for residential development and closeout.                                                                                                               |
| 10  | Porto Tartous / Atlantis Hotel Packages | Tartous, Syria, 2010   | Bid management for multi-package construction procurement.                                                                                                                  |
| 11  | Private High-Profile Projects (2)       | Damascus, Syria, 2010  | Project management and construction management for undisclosed design-build projects.                                                                                       |
| 12  | Five-Star Hotel - Pre-Contract Phase    | Damascus, Syria, 2010  | Pre-contract project management services for design-build hotel development.                                                                                                |
| 13  | Private High-Profile Projects (4)       | Doha, Qatar            | Project management and construction management for undisclosed design-build projects.                                                                                       |
| 14  | Arab Research Center / Doha Institute   | Doha, Qatar            | Pre-contract project management consultancy services for an education master plan development.                                                                              |
| 15  | State Audit Bureau Headquarters         | Doha, Qatar, 2012-2017 | Client representative, project management and construction management services for twin 30-storey towers.                                                                   |
| 16  | Dubai Golf City                         | Dubai, UAE, 2013-2015  | Project management services for master plan development during the pre-contract phase.                                                                                      |
| 17  | Al Takhassusi Mall                      | Riyadh, KSA, 2013      | Project management services during the pre-contract phase.                                                                                                                  |
| 18  | City Center Renovation                  | Doha, Qatar, 2015      | Construction management support services.                                                                                                                                   |
| 19  | Arwa Tower Furnished Apartments Hotel   | Doha, Qatar, 2015      | Construction management support services.                                                                                                                                   |
| 20  | Medical Teaching Facility               | Cyprus, 2012-2015      | Medical university and hospital schemes in affiliation with McGill University and supported by the Government of Canada through CCC.                                        |
| 21  | Le Mirage Residential Development       | Doha, Qatar, 2016      | Construction management services for a high-end residential development of four buildings.                                                                                  |
| 22  | Panorama Hilton, The Pearl              | Doha, Qatar, 2016      | Construction management services for a five-star hotel development, major contract claim and contract amendment.                                                            |
| 23  | Al Shahad Tower                         | Doha, Qatar, 2020-2022 | Full management spectrum including client representative, project management and construction management for a hotel, furnished apartments and retail/leisure development.  |
| 24  | Seven / Eight-Project Forensic Audit    | Qatar, 2022-2023       | Forensic audit of a major hospitality, office and residential portfolio with construction contracts exceeding QAR 4 billion and contentious values exceeding QAR 1 billion. |

## Canada, Europe and UK Specialist Experience

| No.  | Project / Assignment                                              | Location / Period                               | Representative role / scope                                                                                                                                                                                        |
|------|-------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Canada Project Portfolio                                          | Canada, 1982-1995                               | Residential, commercial, institutional, industrial and retail projects delivered through multiple delivery systems including PM, CM and general contracting.                                                       |
| 1a   | Selected Canadian Assignments                                     | Montreal, Toronto, Waterloo, Midland and Kuwait | Residential development and renovation, medical facilities, Pratt & Whitney industrial building, Richmond Brant office tower, power plant/co-generation, academic buildings and IRDI automotive research facility. |
| UK   | UK Experience                                                     | United Kingdom                                  | Lean, collaborative working, supply chain management, public-sector procurement, construction productivity and major program delivery support.                                                                     |
| UK-1 | BAA Heathrow T5 Genesis Project                                   | United Kingdom                                  | Project management process that supported Terminal 5 delivery thinking and demonstrated practical application of UK Rethinking Construction principles.                                                            |
| UK-2 | Continuous Improvement Facilitation – NFB / CIF                   | United Kingdom                                  | Facilitation for major contractor groups, national contractor federations, SME contractor groups and major client roundtables.                                                                                     |
| UK-3 | Supply Chain Management Services – Asda/Tesco/MAG                 | United Kingdom                                  | Guidelines, implementation and training for Egan compliance, collaborative working, standardization, modularization and integrated-team processes.                                                                 |
| UK-4 | Prime Contracting and Strategic Procurement – Ministry of Defense | United Kingdom                                  | Further development of single-point-responsibility procurement and strategic frameworks for social-housing new-build and refurbishment programs.                                                                   |
| UK-5 | Collaborative Working and Consortia Facilitation                  | United Kingdom                                  | Training, mentoring and facilitation of collaborative working processes and creation of local SME consortia for public-sector delivery.                                                                            |
| UK-6 | Peterborough Court                                                | London, UK                                      | Construction productivity engineering with AIFORSITE, including Wasted Tool Time measurement, real-time analysis and improvement planning.                                                                         |
| UK-7 | IKEA Brighton                                                     | Brighton, UK                                    | Programming advisory, Lean Construction mentoring and Last Planner / Nialli Visual Planner implementation for a small-format IKEA city-center store.                                                               |

*Note: The selected list is intentionally presented as a controlled portfolio evidence register. Additional project particulars, logos, completion certificates and references may be inserted progressively as approved.*

## 07 Clients, Customers, Partners & Collaborators

*A selected list of names.*

## Clients, Customers, Partners & Collaborators

*A selected list of names.*

IBE presents client evidence through a disciplined framework that connects representative projects with approved client logos, completion certificates, testimonials, awards and accreditations.

| Evidence category                         | Portfolio presentation                                                                    | Client value                                           | Presentation principle              | Related section         |
|-------------------------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------|-------------------------|
| Client logos                              | A clean logo field aligned with project, sector or client reference.                      | Improves recognition and credibility.                  | Brand-compliant presentation.       | Experience and Evidence |
| Completion certificates                   | Signed client certificates or summary evidence pages linked to completed assignments.     | Supports delivery proof and closeout confidence.       | Project-specific evidence record.   | Completion Records      |
| Testimonials / reference letters          | Short client-approved statements or reference letters connected to project outcomes.      | Provides market validation and stakeholder confidence. | Named project context.              | Testimonials            |
| Awards, accreditations and certifications | Relevant certificates, awards and professional evidence presented in a consistent format. | Supports governance, quality and market standing.      | Current and applicable credentials. | Credentials             |

## CLIENTS &amp; CUSTOMERS

# Representative Clients & Customers

Integrated client, customer, collaborator and selected-project references are presented in a portrait format consistent with the wider portfolio. Available logos are shown, while organization names are retained where approved artwork is not yet available.

|                                                                       |                                                                                    |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>30+</b><br>Client, customer and end-user organizations represented | <b>21+</b><br>Contractors, technology and industry collaborators represented       |
| <b>8</b><br>Additional supplied and verified logos incorporated       | <b>Structured</b><br>Approved logo placement framework retained for future artwork |

| Update area         | Portfolio presentation                                                                                                                                              |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clients / Customers | Dubai Golf City, Bauer International Qatar LLC, Kasian, B+H Dubai, KBM Real Estate & Co. WLL, KBN Trading Group and other existing portfolio names are represented. |
| Collaborators       | Mott MacDonald is included in the contractor, technology and industry-collaboration register.                                                                       |
| End Users           | The Arab Center for Research and Policies Studies is included as an end-user / beneficiary reference.                                                               |
| Artwork Control     | Where approved logos are unavailable, organizations are presented by name pending future artwork approval.                                                          |

CLIENTS, CUSTOMERS & END USERS

# Representative Organizations - Logos Available

Approved logos are presented with the relevant client and customer references.

|                                                                                                                                                                                            |                                                                                                                                                            |                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Llywodraeth Cynulliad Cymru<br/>Welsh Assembly Government</p> <p><b>Welsh Assembly Government</b></p> |  <p>UNIVERSITY OF<br/>CAMBRIDGE</p> <p><b>University of Cambridge</b></p> |  <p><b>IKEA</b></p>                                                |
| <p><b>Heathrow</b></p> <p>Heathrow</p>                                                                                                                                                     | <p><b>ASDA</b></p> <p>ASDA</p>                                                                                                                             |  <p><b>MANCHESTER AIRPORT GROUP</b></p>                           |
|  <p><b>Kent County Council</b></p>                                                                      |  <p><b>SURREY COUNTY COUNCIL</b></p>                                    |  <p><b>EAST SUSSEX COUNTY COUNCIL</b></p>                        |
| <p><b>TESCO</b></p> <p>Tesco</p>                                                                                                                                                           | <p><b>DUBAI GOLF CITY</b></p> <p>Dubai Golf City, Dubai</p>                                                                                                |  <p><b>BAUER INTERNATIONAL QATAR LLC</b></p>                     |
| <p><b>kasian</b></p> <p>Kasian</p>                                                                                                                                                         | <p><b>B+H</b></p> <p>B+H Dubai</p>                                                                                                                         |  <p><b>THE ARAB CENTER FOR RESEARCH AND POLICIES STUDIES</b></p> |

## CLIENTS, CUSTOMERS &amp; END USERS

# Additional Organizations

The following organizations are included by name where approved logo artwork is not yet available.

|                                                                                                                                                                       |                                                                                                                                                                               |                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>Al Faisal Holding</b><br><b>Al Faisal Holding Qatar</b>                       | <br><b>POWER INTERNATIONAL</b><br><b>HOLDING</b><br><b>Power International Holding Qatar</b> | <br><b>MMI</b><br><b>Montreal Medical International Inc.</b><br><b>Montreal Medical International Inc.</b> |
| <b>DERWIND Qatar</b><br><i>Logo Pending</i>                                                                                                                           | <br><b>DEPA</b><br><b>DEPA Dubai</b>                                                         | <br><b>سوناطراك</b><br><b>Sonatrach</b><br><b>Sonatrach Algeria</b>                                        |
| <b>TOEC Algeria</b><br><i>Logo Pending</i>                                                                                                                            | <b>KCT Syria</b><br><i>Logo Pending</i>                                                                                                                                       | <b>WABEL AL ARABIA Investment Co. /</b><br><b>ALWABEL KSA</b><br><i>Logo Pending</i>                                                                                                          |
| <br><b>UNIVERSITY of</b><br><b>NICOSIA</b><br><b>University of Nicosia, Cyprus</b> | <b>QUEENSLAND</b><br><b>SHIPPING GROUP</b><br><b>LTD</b><br><b>Queensland Shipping Group</b><br><b>Lebanon</b><br><i>Logo Pending</i>                                         | <br><b>LE MIRAGE</b><br><b>Le Mirage Real Estate Qatar</b>                                               |
| <b>KBM Real Estate &amp; Co. WLL</b><br><i>Logo Pending</i>                                                                                                           | <b>KBN Trading Group</b><br><i>Logo Pending</i>                                                                                                                               | <b>VIP Undisclosed Private Clients</b><br><i>Confidential</i>                                                                                                                                 |

Logo artwork may be incorporated in a future edition following brand approval.

## CONTRACTORS, TECHNOLOGY &amp; INDUSTRY COLLABORATORS

# Collaborators and Delivery Network

Existing logos are retained, with Mott MacDonald included as a collaborator.

|                                                                                                                        |                                                                                                                               |                                                                                                        |                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <br>Keltbray                          | <br>John F Hunt                              | <br>Galliford Try    | <br>Fowler                   |
| <br>VINCI Construction UK             | <br>innDex                                   | <br>AIFORSITE        | <br>Mace                     |
| <br>Baxall                          | <br>Willmott Dixon                          | <br>Taylor Woodrow | <br>RG Carter Construction |
| <br>National Federation of Builders | <br>Irish Construction Industry Federation | <br>BAM            | <br>SISK                   |
| <br>Morgan Sindall Group            | <br>Kier                                   | <br>Laing O'Rourke | <br>Morrisroe              |
| <br>Mott MacDonald                  | Additional Collaborator<br>Logo Pending                                                                                       | Additional Collaborator<br>Logo Pending                                                                | Additional Collaborator<br>Logo Pending                                                                         |

08

# Governance, Policies and Organization

Policy framework, responsible delivery and high-level corporate organization chart.

## Portfolio Integrated Policy Framework

IBE maintains a controlled policy framework to support client-side Project Management and Construction Management services, protect client interests, promote safe and compliant delivery and preserve traceable formal project records from appointment through handover and closeout.

| Policy cluster                     | Portfolio commitment                                                                                                                                      |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate governance and integrity | Ethics, integrity, compliance, anti-bribery, anti-corruption, conflict-of-interest management, responsible business conduct and CSR.                      |
| Project delivery assurance         | Quality management, project controls, risk and opportunity management, change control, executive reporting, client communication and decision tracking.   |
| HSE, welfare and sustainability    | Health, safety, welfare, environmental responsibility, ESG awareness, safe site interfaces and continual improvement.                                     |
| Information and commercial control | Data protection, confidentiality, document control, formal archiving, procurement support, supplier/subconsultant management and audit trails.            |
| People, HR and competence          | Fair recruitment, defined roles, competence verification, training, performance management, workplace conduct and compliant employment administration.    |
| Fit Organization and improvement   | Lean governance, digital delivery, lessons learned, organizational effectiveness and improvement focused on delivering more client value with less waste. |

## Legal, Contractual and Information-Control Hierarchy

| Hierarchy item               | Policy wording                                                                                                                                                                          |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local country requirements   | Applicable law, statutory obligations, authority instructions and mandatory country requirements supersede IBE policy terms where stricter or legally binding.                          |
| IBE-Client contract          | Client-requested deviations, retention periods, hard-copy obligations or additional controls apply only when stated in the signed agreement and permitted by local requirements.        |
| Formal records and archiving | Formal project records are digitized and retained in line with best practice, local law and contract requirements.                                                                      |
| Hard-copy retention          | Hard-copy formal project documentation is to be retained for a minimum of one year following handover or completion of the Defects Liability Period unless a longer period is required. |

## Human Resources Policy Summary

The HR policy sets IBE's commitment to fair, lawful and competent people management. It may be read as a standalone HR policy or as part of the wider portfolio policy framework.

| Commitment area                            | Policy statement                                                                                                                                    |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Legal and ethical employment               | Comply with applicable employment, immigration, labor, tax, social insurance and local country requirements in each jurisdiction.                   |
| Equal opportunity and respectful workplace | Promote fairness, dignity, non-discrimination, anti-harassment, professional behavior and respectful interaction.                                   |
| Recruitment and deployment                 | Select and assign personnel based on competence, experience, integrity, availability and suitability for the client scope and project risk profile. |
| Competence, training and development       | Maintain role clarity, CV records, qualifications, inductions, project briefings, professional development and lessons learned.                     |
| Performance and accountability             | Define responsibilities, review performance, address underperformance, support improvement and maintain accountability.                             |
| Wellbeing, HSE and duty of care            | Support reasonable welfare, safe working practices, site-visit discipline, travel awareness and escalation of                                       |

|                                            |                                                                                                                             |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
|                                            | concerns.                                                                                                                   |
| <b>Confidentiality and data protection</b> | Protect employee, consultant and client information, including CVs, personal data, project information and commercial data. |
| <b>Grievance, discipline and records</b>   | Provide proportionate mechanisms for grievances, disciplinary matters, conflicts, investigations and HR record keeping.     |

## Fit Organization Operating Model

The Fit Organization concept links services, processes, structure, suppliers, people and culture to the rewards that matter to clients: better performance, stronger teams and measurable delivery outcomes.

### Fit Organization

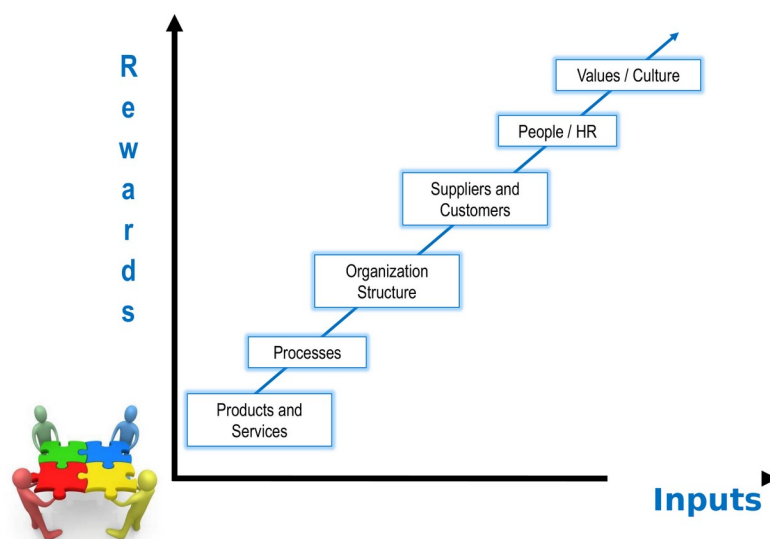


Figure - Fit Organization operating model.

| Operating-model element        | Portfolio meaning                                                                                                           |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>INPUTS</b>                  | Leadership, governance, commercial discipline, project controls, Lean methods, digital tools and stakeholder collaboration. |
| <b>Products and services</b>   | PMC, CM, PMO, commercial, claims, healthcare, urban development and technology-enabled delivery.                            |
| <b>Processes</b>               | Procurement, design management, change control, risk management, reporting, handover and archiving.                         |
| <b>Organization structure</b>  | High-level corporate and delivery pillars aligned with market and project needs.                                            |
| <b>Suppliers and customers</b> | Client representatives, consultants, contractors, trade packages, technology providers and strategic partners.              |
| <b>People / HR</b>             | Competence, role clarity, training, performance, accountability and respectful workplace practices.                         |
| <b>Values / culture</b>        | Transparency, collaboration, professionalism, improvement and measurable client value.                                      |
| <b>Rewards</b>                 | Certainty, productivity, transparency, operational readiness, client trust and repeat appointments.                         |

## High-Level Corporate Organization Chart

The high-level chart communicates corporate governance, delivery maturity and core functional pillars without over-detailing staffing levels.



### IBE Partnership Organizational Chart

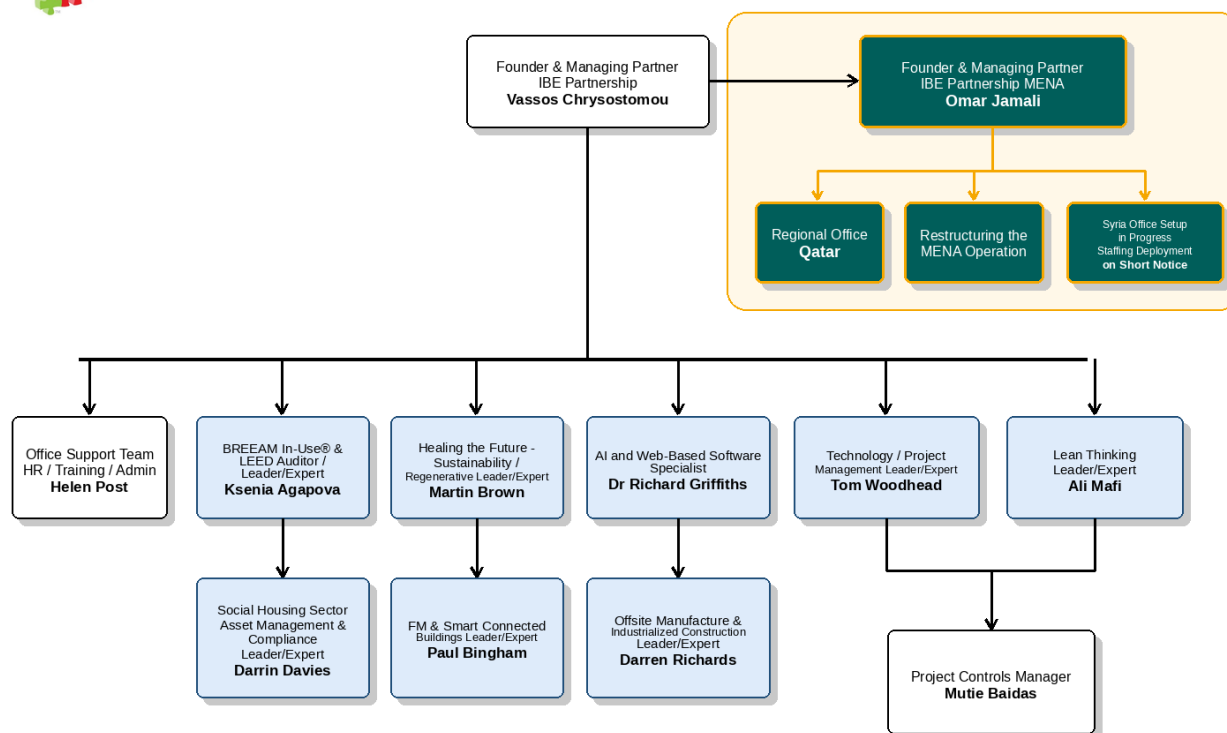


Figure - IBE Partnership organizational chart.

| Managing Partner / Board       |                                  |                                 |                                     |                                  |
|--------------------------------|----------------------------------|---------------------------------|-------------------------------------|----------------------------------|
| Executive Leadership Committee |                                  |                                 |                                     |                                  |
| Regional / Country Leadership  | Operations Director              | Commercial & Contracts Director | PMO / Controls Lead                 | Strategic Partnerships           |
| Project Management Division    | Construction Management Division | Lean / Digital / Technology     | Healthcare JV / Specialist Services | Urban Development / G2G Advisory |
| Finance                        | HR & Administration              | QA / HSE                        | Business Development                | Document Control / IT            |

## 09 Executive Leadership Profile

Omar Jamali executive profile and leadership credentials.

# OMAR JAMALI

## INTERNATIONAL CONSTRUCTION EXECUTIVE | MANAGING DIRECTOR / PARTNER

General Contracting | Project Management | Construction Management | Strategic Planning | New Operations  
Doha, Qatar | P.O. Box 207318 | T: +974 4429 2261 | M: +974 3349 3466 | [www.IBEPartnership.com](http://www.IBEPartnership.com)

### EXECUTIVE PROFILE

International construction and capital-projects executive with 40+ years of diversified experience leading high-end, large-scale developments and capital project portfolios across general contracting, construction management and project management environments. Managing Director Partner of IBE Partnership, a UK-based project management and construction management consultancy with a footprint across Canada, the United Kingdom, the Middle East and North Africa. Combines contractor-side execution, advisory construction management and owner/stakeholder governance to structure project delivery models from front-end planning and tendering through design, procurement, construction, closeout and post-occupancy. Known for aligning stakeholders, building new operations, negotiating delivery frameworks and applying modern construction management tools to complex international mandates.

#### 40+ YEARS

Capital project leadership

#### GC | PM | CM

Integrated delivery perspective

#### CANADA | UK | MENA

International operating footprint

#### AR | EN | FR

Trilingual executive communication

### EXECUTIVE LEADERSHIP HIGHLIGHTS

- Lead portfolio-level planning, direction and control of business, technical, fiscal and operational functions across capital-project environments.
- Structure project delivery strategies, project briefs, prequalification documentation, proposals, tendering processes and contract negotiations in collaboration with clients and stakeholders.
- Define method-specific requirements for Lump Sum, Cost-Plus, GMP, Design-Build, CM Advisor and CM-at-Risk delivery models at the outset of development.
- Set up new operations, construction management tools, procurement frameworks, subcontracting approaches and project closeout/archiving systems.
- Manage stakeholder interests from pre-contract planning through design, procurement, construction, post-occupancy and closeout.
- Direct commercial and contractual discipline across risk assessment, claims management, contractual correspondence and construction litigation readiness.
- Drive business development through networking, proposals, tenders, contract negotiation and strategic business alliances aligned with market expansion.

### CURRENT EXECUTIVE ROLE

#### IBE PARTNERSHIP | Managing Director Partner

UK-based project management and construction management consultancy with operating footprint across Canada, the United Kingdom, the Middle East and North Africa; regional office presence in Damascus and planned expansion toward the Kingdom of Saudi Arabia.

- Provide executive leadership for a consulting platform focused on project management, construction management and capital-project delivery advisory.
- Build and align strategic partnerships to deliver a higher standard of project delivery based on international experience and contemporary construction applications.
- Lead business development, tender positioning, contract negotiations, alliance building and market-entry planning for regional growth.
- Advise on delivery strategy and execution governance for high-end developments, balancing client expectations, stakeholder priorities, procurement constraints, commercial exposure and operational readiness.

### CORE INTERNATIONAL CONSTRUCTION CAPABILITIES

#### Project & Portfolio Management

- High-end large-scale development portfolios
- Strategic planning and project brief development
- Design, cost, time and contract management
- Stakeholder governance from inception to post-occupancy

#### General Contracting Operations

- Lump Sum, negotiated and competitive bidding strategies
- Cost-Plus, GMP and Design-Build delivery
- Resources, subcontract procurement and mobilization
- Contract administration, closeout and archiving

#### Construction Management Advisory

- CM Advisor and CM-at-Risk services
- Lump Sum packages, Cost-Plus and Design-Build structures
- Operational, logistical, tendering and subcontract management
- Cost control and phase-by-phase delivery governance

#### Commercial, Risk & Claims Leadership

- Master procurement strategy and risk assessment
- Tendering, proposals and client negotiations
- Claims management and contractual correspondence
- Construction litigation preparedness and documentation discipline

## DELIVERY MODEL EXPERTISE

| Delivery Environment    | Models / Methods                                                                     | Executive Contribution                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| General Contracting     | Lump Sum   Competitive Bid   Negotiated   Cost-Plus   GMP   Design-Build             | Set delivery strategy, define model-specific requirements, manage operations, resources, subcontracts, client contracts and closeout.     |
| Construction Management | CM Advisor   CM-at-Risk   Lump Sum Packages   Cost-Plus   Design-Build               | Provide advisory and constructor-at-risk leadership across logistics, design coordination, tendering, subcontracting and cost management. |
| Project Management      | Pre-Contract Planning   Design Management   Procurement   Execution   Post-Occupancy | Direct stakeholder alignment, project briefs, tendering, contract management, time/cost control, claims and reporting.                    |

## STRATEGIC PLANNING, MARKET ENTRY &amp; NEW OPERATIONS

- Structure new project and regional operations, establishing operating discipline, management tools, reporting flows and closeout protocols.
- Develop project briefs, tendering strategies and procurement frameworks with stakeholders to align scope, delivery model, risk posture and commercial objectives.
- Lead business development, partner alignment, networking, tender/proposal management and contract negotiation for expansion into priority markets.
- Build strategic business alliances that strengthen delivery capacity, market positioning and project-specific execution requirements.

## EXECUTIVE COMPETENCY ARCHITECTURE

|                         |                             |                       |                     |
|-------------------------|-----------------------------|-----------------------|---------------------|
| Relational Contracts    | Risk Management             | Collaborative Methods | Lean Construction   |
| Whole-Life Costing      | Construction Litigation     | Value Management      | Value Engineering   |
| Supply Chain Management | Design Management           | Cost Management       | Time Management     |
| Contract Management     | Master Procurement Strategy | Tendering             | Claims Management   |
| Stakeholder Management  | Subcontract Procurement     | Closeout & Archiving  | Strategic Alliances |

## EDUCATION &amp; EXECUTIVE DEVELOPMENT

|                                     |                                                                                          |
|-------------------------------------|------------------------------------------------------------------------------------------|
| MBA, Construction Executive         | Manchester Business School                                                               |
| B.Sc., Civil Engineering            | Damascus, Syria   1980                                                                   |
| International Executive Development | Various construction, management and engineering courses from international institutions |

## LANGUAGES

English | French | Arabic

## EXECUTIVE MANDATE FIT

Managing Director / Partner - Construction Consultancy | Executive Director - Capital Projects | Project Director / Program Director | General Manager / Operations Director - General Contracting | Construction Management Advisor / CM-at-Risk Lead | Market Entry & New Operations Setup

## Closing Statement

IBE brings together engineering judgment, construction management discipline, Lean delivery, digital intelligence and responsible governance to help clients deliver complex built-environment projects with confidence, transparency and measurable value.

*IBE Partnership | More with Less | [www.IBEpartnership.com](http://www.IBEpartnership.com)*