Voronoi diagrams inspired our design and engineering of a durable canopy for a leading event organizer based in Verona, Italy. Rising high on tree-shaped steel columns, the canopy creates a comfortable microclimate for exhibition guests on even the hottest days.

Marble Plaza—Veronafiere, Re Teodorico entrance
Verona, Italy

Image credit: Maffeis Engineering / Pichler Projects
Introduction

Nearly four years ago, we launched the Dar Group strategy, Dar2020, as a promise to be the best organization possible for our clients and staff. In 2019, we reaffirmed this commitment.

Our world-class teams across our four strategic pillars of business further strengthened our reputation for professional excellence.

From our offices and worksites across North and South America, Europe, Asia Pacific, the Middle East, Africa, and Asia, we enhanced the resilience of communities and guided them toward a more sustainable future through fresh insights and exciting innovations.

Multi-disciplinary design, engineering, and project management expertise for buildings, transportation, utilities, and the environment. Working for both public and private sector clients on a diverse mix of large-scale, complex projects.

Interdisciplinary, research-based architecture, interior design, branded environments, urban design, and landscape architecture. Projects emphasize beauty, sustainability, health, well-being, and cultural sensitivity.

Essential front-end services, including capital budgeting, financial advisory, and asset, cost, and construction project management. Specialties include transportation, logistics, and energy infrastructure, as well as real estate developments across all sectors.

Detailed design services, studies, project and asset management, and advisory services through the operations lifecycle. Diversifying our capabilities through a long-term strategic investment in Worley—a global service provider in the energy, chemicals, and resources sectors.
Differentiators at a Glance

Our offices span the globe

2.46 billion
Group Revenue in USD

19,700
Employees combined

297 60
Offices combined Countries with offices

Top 10 Rankings in these categories:

#1 Airports; Education; Healthcare; Religious / Cultural
#2 Retail; Sports; General Building; Commercial Offices / Banks
#3 Bridges; Hotels / Motels / Convention Centers
#9 Overall International Design Firm

* ENR 2019 International Design Firm Rankings
Chairman and CEO’s Statement

For Dar Group, 2019 was a year of purpose: to help communities flourish. As engineers, architects, and planners, our collective passion for excellence, technical rigor, and entrepreneurial innovation led to transformational projects on nearly every continent.

Vital to Dar Group’s growth and accomplishments was our Group’s five-year strategic plan, Dar2020. For nearly half a decade, it has helped us realign our business around our core values, enhance our governance, and improve our ability to deliver world-class service. As we look back on 2019 through the present-day lens of 2020—a cataclysmic year by all accounts—it is clear that the work we have been doing to meet our plan’s strategic goals has given us the resilience to weather the COVID-19 crisis, and help our clients weather it, as well.

A POSITION OF STRENGTH
Of course, even before the pandemic, we were successful in navigating an unpredictable global market. Last year, we continued to make progress in line with our strategic and financial targets. Our high performance was facilitated by a strong U.S. economy, which spurred growth across our architecture and global infrastructure pillars. Meanwhile, in Asia, Africa, and the Middle East, clients continued to turn to us for our expertise and excellent service despite geopolitical tensions and market instability. Ultimately, a combination of strong client relationships, a diversified portfolio of work, and inter-group collaboration allowed us to maintain our position of strength.

PREPARING FOR A POSITIVE FUTURE
Effective governance is crucial to the development of a prosperous and sustainable future. To that end, we expanded the Dar Group Board of Directors to diversify leadership representation. We also strengthened our executive leadership team to enhance our finance, human resources, and risk and compliance initiatives; reinforce the network that supports our constituent businesses; and seamlessly provide services to our clients.

We consider technology to be one of the major “disruptors” of our time—a positive force that can shape a sustainable future. In 2019, we established the Dar Group Innovation Platform. The Platform is designed to support and drive innovation across our businesses through technology-focused research and development. Organized and operated as a group-wide “tech start-up” or “venture studio,” innovation teams across the Group will research, develop, prototype, and accelerate unique digital products to help our clients meet purposeful goals like community resilience, health and well-being, and sustainability.

RESILIENCE AND SUSTAINABILITY
Speaking of resilience and sustainability, in looking through our 2019 portfolio—from critical infrastructure in rural settings to landmark city planning and cutting-edge environmental solutions—these two themes emerged as a consistent thread in all of our work. From continent to continent, we planned, engineered, designed, and helped to build infrastructure, airports, universities, hospitals, and entire cities with the goal of enriching healthy, strong, and adaptable communities.

Our 2019 Annual Report is structured around themes of resilience and sustainability because they were among the most important issues affecting the world—and our work—that year. Yet, as I write from the vantage point of 2020, in the middle of the worst public health and economic crisis of our lifetime, it is clear that the urgency of these themes is even greater than we had ever anticipated. Now more than ever, our professional and ethical imperative must be to support responsible stewardship of human and environmental health.

WE ARE GREATER THAN THE SUM OF OUR PARTS
Ultimately, we are a business about people—our clients, our community members, and the 19,700 exceptionally talented individuals who bring Dar Group’s shared values to life. And so this edition of our Annual Report also highlights staff who, in 2019, made extraordinary contributions to our profession and society at large. We applaud their professionalism, ingenuity, and commitment to making the world a better place. Indeed, they are the reason Dar Group continues to be so much greater than the sum of its parts.

In closing, while the future holds many unknowns, I remain optimistic. We are able to work closely with our clients despite unprecedented challenges. We continue to see opportunities to help communities thrive, and we are in a strong position to pursue them. Resilience and sustainability are still within reach, and together we will be successful at achieving them.

To a bright future,

Talal Shair
Chairman and CEO, Dar Group
The ability to weather adversity makes communities stronger, no matter where in the world they are, and no matter what challenges they face. As engineers, architects, designers, construction managers, and consultants, we view resilience from all angles.

In 2019, we forged strong connections that sustained communities, from rural villages to suburbs and cities. We bolstered health access and infrastructure, protected cultural treasures, and fostered social equity. We are proud that our work across continents helped individuals and communities build—and rebuild—for resilience.
Redefining Resilience

By 2100, the homes of 200 million people could fall permanently below the high tide line. Adapting to climate change is one aspect of 21st-century resilience, but just as important is a community’s ability to withstand potential disruptions to its economy and well-being. Around the world, we help clients redefine what it takes to survive a challenge—and what it takes to thrive.

Planning for the future means taking a clear look at the present. We assess strengths, identify risks, and target opportunities for change. Our collaborative process builds strong partnerships that enhance lives and strengthen social fabric.

From map:
Yanel de Angel’s initial visit to Puerto Rico following Hurricane Maria
Yabucoa, Puerto Rico
New York City’s East Harlem Resilience Plan
New York City, New York, USA
Rohtang Tunnel
Himachal-Pradesh, India

Such strong partnerships underlie our initiative ResilientSEE, an alliance of organizations working toward a common goal: to design and rebuild a more resilient Puerto Rico. We first launched this alliance after Hurricanes Irma and María devastated the island in 2017. Drawing from in-depth research, visits to community centers across Puerto Rico, and conversations with locally engaged nonprofits, we released the Community Together Guide, full of practical ways to achieve resilience.

In 2019, we expanded ResilientSEE across North and Latin America. In Cambridge, Massachusetts, where rising sea levels threaten to inundate the Charles River, we worked with the city to devise design strategies for accessible spaces along the river that promote health, well-being, and environmental benefits. In Monterrey, Mexico, we are building a strategy to support air quality and affordable housing.

Another project in New York City, separate from but related to ResilientSEE, focused on helping the East Harlem community prepare for rising sea levels. Like many urban coastal neighborhoods around the world, East Harlem is especially vulnerable to flooding. Indeed, by the end of this century, rising sea levels will threaten 200 million people on the planet. Our contributions to the Vision Plan for a Resilient East Harlem included solutions to buttress critical transit infrastructure during storms, mitigate storm surges, and ensure that people in underserved neighborhoods can still get to work, school, and their doctors.

On the other side of the world in Sarawak, Malaysia, we considered how rural villages’ lifelines to markets, hospitals, and schools could also protect fragile river environments. The Katibas and Kanowit Rivers in the Upper Rejang River region of the country are often the only means of transporting passengers and goods. There, our teams began developing roads with an eye toward protecting vulnerable waterways—part of improving the health and stability of rural and indigenous communities.

We collaborated on another essential infrastructure project through the most rugged landscape on earth: the Himalayan Mountains. For six long winter months, heavy snows isolate communities in the Lahaul-Spiti valleys of northern Himachal-Pradesh. Health emergencies require a helicopter flight to get a loved one to a hospital, and families can’t travel to purchase supplies or sell goods. The Rohtang Tunnel—bored under the Rohtang Pass at an elevation of 10,000 feet—is an engineering marvel. And what had been a long and dangerous journey is now just a few hours’ drive, transforming people’s lives in this remote and beautiful region.
PROJECT SPOTLIGHT
Barcelona’s Diagonal Tram Connection
 Connecting to a Healthier Future

Connections—both human and transit—are meaningful in Barcelona, a lively cultural hub with deep roots to the past. So for the city, connecting the Trambaix and Trambesós, two suburban tram lines, became an opportunity to move into the future with an urban model that puts pedestrians, cyclists, and people who use public transportation first.

We first developed a feasibility study to assess social, economic, and environmental benefits. It was clear that the Diagonal Tram Connection option, which we were then commissioned to design, could go beyond reducing vehicle noise and pollution. It gifts green spaces, paths for cyclists and pedestrians, and access to all Barcelona has to offer—a route to a healthier and fairer city for everyone.

222,000 daily tram riders = 2,500 fewer vehicles on Barcelona’s roads every day.
The effects of climate change are far-reaching. They include the disruption of supply networks and ecosystems, and the threatening of cultural treasures. Mitigating these effects can help restore a community’s sense of self—and its role in promoting a healthy, natural environment.

Restoring Community and Mobilizing Change

Taiwan, one of the most densely populated countries in the world, is often rocked by earthquakes. Supply chains of products and services, crucial to Taiwanese and international economies, are at risk whenever a seismic event buckles bridges. Our teams were tapped to help build resilience into Taiwan’s national freeway system. We created a feasibility study, conducted a seismic evaluation, developed retrofit measures, and supervised construction for the existing freeway bridges. With an eye toward supporting the island nation’s biodiversity, we also incorporated wildlife corridors into the bridges to facilitate animals’ safe movement.

Investing in natural resources and ecosystems also rejuvenates communities. Black Creek had always formed the backbone of Vaughan, a fast-growing city on the outskirts of Toronto, Canada. Yet the river’s perennial floods regularly overflowed channels and culverts to threaten the community’s dreams of growth. To redevelop the city center, the creek needed its channel rerouted, with robust flood control measures. We orchestrated community workshops to hear from those who lived and worked in Vaughan, which helped us fine-tune our plans. Ultimately, our solution will reduce the impact of frequent flooding, restore wildlife habitat, and integrate a new mixed-use riverside community.

We also saw how critical infrastructure could restore habitats on the West Coast of the U.S. Southern California coastal wetlands are part of a tidal exchange with the Pacific Ocean, filtering pollutants, providing refuge for hatcheries and birds, and inspiring and rejuvenating all who visit them. Yet urban development has replaced 90 percent of California’s coastal wetlands. We believe we must take every opportunity to restore what remains of these essential habitats.

40% of North American bird species have been sighted at San Elijo Lagoon, which serves as an important stopover.

“We This project will improve the daily lives of people who live and work along the Interstate 5 corridor.”
— Monica Gourdine
Associate Division Administrator for the Federal Highway Administration

“One of the most precious cultural properties of man’s cultural heritage.”
— UNESCO

PROJECT SPOTLIGHT
Flood Control Measures in Petra

Located among desert canyons in the Hashemite Kingdom of Jordan is the ancient city of Petra, carved into the Um-Ishrin sandstone formations and surrounded by the Al-Sharah mountains. Twenty-five hundred years ago, the founders of this Nabataean trade center harnessed and managed the region’s annual flash floods to capture precious water with reservoirs, channels, and dams. Now urban expansion, climate change, and the deterioration of the ancient water systems may represent a threat to the existence of one of the world’s most famous archaeological sites.

To help protect this treasure, we were commissioned by the UNESCO office in Amman and supported by the Heritage Emergency Relief Fund at the World Heritage Center to develop a model to identify the most suitable flood mitigation measures and assess their efficacy. Following in the ancient Nabataeans’ footsteps, we studied the topography, hydrology, and hydrography of Petra World Heritage Site—laying the groundwork to protect this historical gem.
Sustainable mobility strategies often must be framed around traditional bus and rail networks, some constructed more than a century ago. We plan, engineer, and build local, regional, and national systems that can respond to 21st-century challenges.

In Chicago, Illinois, public transportation has been gaining momentum toward a sustainable future. The city and its suburbs depend on the Chicago Transit Authority (CTA), the second largest public transit system in the U.S. Like many urban networks across the world, the CTA has been playing an important role in reducing traffic congestion and greenhouse gas emissions; fewer households need to own cars when people can hop on a bus or train. But the CTA is committed to do more to help the environment and communities that bear the brunt of air pollution.

We conducted a feasibility study to help the CTA begin converting to an all-electric fleet. We identified key infrastructure improvements and operational changes and assessed the costs and benefits for all of Chicago’s communities. We also designed the CTA’s upgrades to its Broadway Substation, so the Red Line—the “workhorse” of the CTA rail—could accommodate more passengers.

Operating one electric bus is the equivalent of removing 23 cars from the road.

1.3 million California passengers are projected to ride the rail every day by 2040.

It would take nearly 3,000 jumbo jets to carry that many daily passengers.

On a route 800 miles long, with trains running on 100 percent renewable energy at 200 miles per hour, the California High-Speed Rail is one of a growing number of infrastructure investments around the world that are pushing limits—and boosting community resilience along the way.

For the stretch of high-speed rail that will eventually link the cities of Bakersfield to Palmdale with other key metropolitan areas of California, we oversaw the preliminary engineering and design, drew up the key state and federal environmental documents, and kept the crucial connection to communities and stakeholders.

Our innovative design allows the line to travel through one of the state’s most seismically active areas, while minimizing impacts to sensitive habitats and critical farmlands. By linking California’s Central Valley to Los Angeles, Silicon Valley, and San Francisco, the route will become an economic engine and a path to a sustainable future.
Safeguarding Well-Being

Throughout 2019, we doubled down on our commitment to making a difference in people’s lives. Our work in Angola, Nigeria, Tanzania, Mozambique, Thailand, and the United Arab Emirates exemplified the values that Dar Group upholds.

Worldwide, for every 10,000 people, there are 27 hospital beds and nearly 14 physicians. Across Africa, for every 10,000 people, there are only 9 hospital beds and 2.7 physicians.

We combined expertise and cutting-edge innovation to make the most of every opportunity to sustain, empower, and transform. Angola, which has one of the highest rates of sickle cell disease in the world, is facing critical shortages of hospitals. We partnered with the country’s Ministry of Health to pursue consultancy services in a series of hospitals that will provide high-quality medical care for those who need it most.

In regions of Angola where families must travel far to get basic health care, the General Hospital of Cabinda and the Mother and Child Hospital of Camama will add crucial services. The new Burns and Plastic Surgery Hospital in Luanda houses a team of specialists to give burn victims essential care. And Luanda’s Institute of Pediatric Hematology includes centers for bone marrow transplants and blood transfusions. The centers coordinate with the institute’s clinical research and public education arms to help children and their families thrive.
Essential to public health are safe water and sanitation services. In 2019, we partnered with Nigeria’s Federal Ministry of Water Resources on the Third National Urban Water Sector Reform Project. During Nigeria’s dry season, nearly a third of its rural population does not have easy access to a clean water source for drinking and hygiene. We prepared an inventory of the existing water and sanitation infrastructure in select regions and identified gaps and priorities for investment, with a master plan that included a design of utility networks.

Crossing from West Africa to Tanzania in East Africa, during that country’s dry season, cities and rural areas alike bear the brunt of freshwater shortages. For Tanzania’s National Hydrogeological Aquifer Mapping project, our teams mapped select groundwater aquifers and compiled information on the groundwater’s patterns of ebb and flow within the aquifers. This assessment helped target key actions to deliver a sustainable water supply.

To the south of Tanzania, we made sure that Mozambique’s investment in a reliable, up-to-date power grid paid dividends. The Chimuara–Nacala Overhead Transmission Line, the first of its kind for the country, promises to put local people to work, expand the electrical grid into rural communities, and promote future investment. We evaluated the detailed design and feasibility study to find the most cost-effective approach, prepared technical specifications and tender documents for contractors, and helped supervise the construction. The project ultimately came in millions of dollars under budget without sacrificing the standards our client required—money Mozambique could put right back into its communities.

Like the Mozambique transmission line project, a pipeline project that got underway in 2019 in Thailand will also supply dependable and affordable energy for millions of people. After investigating the safest route for a natural gas pipeline from Ratchaburi to Wang Noi, near Bangkok, we were chosen as project managers to oversee the pipeline’s construction. When completed, it will support one of Thailand’s most important power plants.

The team held high-level training sessions to share their knowledge and experience. They were open, flexible, and, most importantly, incredibly technically proficient.”

— Orlando Missa
Project Director, Electricidade de Moçambique

"The team held high-level training sessions to share their knowledge and experience. They were open, flexible, and, most importantly, incredibly technically proficient.”

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Project Director, Electricidade de Moçambique

Top left: Access to clean water positively impacts human well-being along with social and economic development.
Bottom left: Chimuara-Nacala 400 kV Overhead Transmission Line Project—Phase I Mozambique, Africa

PROJECT SPOTLIGHT
Groundwater Model for Liwa, Al Dhafra Region, Abu Dhabi, UAE
A Fluid Network Sustains

In Abu Dhabi, a strategic water reserve lies within the ancient natural aquifers of the Liwa dunes, 160 kilometers away from seawater desalination plants. Stored in a network of wells is drinking water, ready for emergencies, to be pumped across the emirate.

To support this large water reserve, our team combined groundwater flow and transport models for the aquifer, storage and recovery systems. These models simulated groundwater levels, direction of flow, and the periodic “recharge” of aquifers from rainfall or subsurface flow. We then created a groundwater monitoring network to collect information such as water levels, electrical conductivity, and temperature—essential data that allow a shallow aquifer to sustain the water security of millions of people.

The wells store enough drinking water to supply Abu Dhabi for 90 days.
Anchoring Culture in a Healthy Environment

Our clients come to us with complex environmental, economic, and social goals. They desire bridges that link people and places, preserve habitats and heritage, and become symbols of vibrant societies. They seek sustainable communities that are beautiful places to live and that resonate with local culture and tradition.

Throughout 2019, we drew from our pool of talent across the strategic pillars to respond meaningfully, comprehensively, and with community resilience as a priority.

In 2019, the new Samuel De Champlain Bridge crossed the St. Lawrence River between Montréal and Brossard. Our teams were responsible for engineering, project management, quality control, and erection engineering. Combined, these roles gave us an invaluable, comprehensive picture of its design and construction.

The Samuel De Champlain Bridge is one of the busiest bridges in Canada, and it plays a vital role in local and national economies. But its complex construction could have had an outsized impact on the communities and natural habitats surrounding it.

We tasked ourselves with addressing concerns one by one—from potential dust, noise, and water pollution to its impact on wetlands and an archaeological site on Île-des-Soeurs. Two hundred mitigation measures led to an award-winning infrastructure project. And there was an added bonus: the bridge’s path lets cyclists, pedestrians, and runners view spectacular panoramas of Montréal’s skyline and the St. Lawrence Seaway.

In the U.S., another of our bridges became a landmark of inclusivity. The renewal of Dublin, Ohio, features the Dublin Link, the longest single-tower, S-shaped suspension bridge in the world. Solely for pedestrians and cyclists, this long “S” curve bridge crosses a river to link the historic district and a planned mixed-use development.

The design called for a pedestrian walkway passing through the central hole in the geometric pylon—without touching it. As engineer of record, we produced detailed 3-D models of the pylon geometry to explore how to realize this innovative idea. We used another structural challenge, the asymmetric reverse curve of the deck as it crossed the river, to develop a solution that gives unobstructed views from the walkway. This striking bridge is now emblematic of Dublin’s future.

Top: Aerial view of the Samuel De Champlain Bridge Bottom left: View of the Multi-use Path for pedestrians and cyclists—north side of bridge Bottom right: West approach spans—precast concrete piers with structural steel pier cap Montréal, Québec, Canada Image credit, all above: ©Thomas Heinser
Right: The Dublin Link Image credit: Cory Klein Photography, courtesy of the City of Dublin

40–60 million vehicles 11 million transit users $20 billion in estimated Canada–U.S. trade crossed the Samuel De Champlain Bridge in 2019
Building Social Resilience

Social resilience has always been a priority for us. It is the foundation of our collaborations with clients around the globe, anchoring our work in communities and prioritizing the people who live, work, and play in them. In 2019, many clients turned to us to help them shape expressions of who they are—and whom they aspire to be.

A truly resilient society is one that recognizes the contributions of all its members. Outside of Melbourne, Australia, we worked closely with the City of Greater Dandenong to benchmark proposals for a design competition to redevelop Springvale Community Precinct’s outdated offices and library. We then guided the city, stakeholders, and the design team through the design phases.

The sustainable elements of the new library, customer service center, and flexible meeting spaces aligned with the City of Dandenong’s goal to be one of Australia’s most sustainable cities by 2030. But this diverse community also wanted to honor the rich legacy of its immigrants. We are proud that the final design of what will be the heart of the community conveys this inclusive vision.

“Destination Crenshaw is being built for and by Black Los Angeles atop a rich history of Black activism. It will be a living celebration to remain standing for decades to come, one so stunning that everyone who visits will call their friends saying, ‘You’ve got to come see this.’”

— Marqueece Harris-Dawson
Councilmember, City of Los Angeles, District 8

“Grow Where You’re Planted”

On the other side of the globe, in California, another community seized the moment to celebrate its past, present, and future. When it was discovered that the underground Los Angeles Metro Rail extension connecting Los Angeles International Airport to central LA would be routed above ground at Crenshaw Boulevard—and thus right through the heart of Black LA—residents swiftly responded.

Community leaders launched Destination Crenshaw, an unprecedented grassroots movement to design and build a 1.3-mile-long outdoor museum celebrating Black LA’s art, music, and culture. Our role was to translate, through design, the significant voices and energy of the community while creating a vibrant and engaging cultural destination.

Along Crenshaw Boulevard, we designed gathering places, areas for public art, and a landscape of trees and green spaces, along with the local city council district’s headquarters. We unified the project’s many design components—architecture, landscape, interpretive design, art, and the metro—with the theme “Grow Where You’re Planted.” This theme is inspired by the hardy African grass that Europeans once used as bedding for the people they enslaved and transported by ship across the Atlantic Ocean. The grass eventually took root in, and thrived, on American shores.

When it opens to the public in 2021, Destination Crenshaw will be a powerful reminder of African American history, culture, and resilience.
People Spotlight

19,700
Ways to Foster Community Resilience

From empowering everyday citizens to nurturing future leaders, serving communities to creating a sustainable future, Dar Group staff around the world individually and collectively made a remarkable difference on people’s lives in 2019. Here are just a few of our 19,700 talented professionals whose accomplishments really stood out.

Dar Pune Volunteers

Amit Appa, Kumar Bhushan, Munendra Jha, Pradyumna Londhe, Marshal Kawaskar, Apurva Patil, Ashwini Yella (Mechanical Engineers), and Sulakshana Jawadekar (Administration) — Dar

Our engineers volunteered to help India’s Paani Foundation assist the villagers of Kolviwadi, in the Pune region, devastated by drought. They worked with the community to collectively address this crisis and adopt tailor-made solutions and technologies to conserve water, manage its use, and restore the environment.

Ibrahim Kronfol

Senior Mechanical Engineer — Dar

Ibrahim founded Dar’s Sustainability Movement because he believes in teaching students of all ages the fundamentals of sustainable living. Throughout schools in Lebanon, India, Jordan, and Egypt, he leads volunteers in giving students hands-on experience with sustainability techniques and project management skills—while fostering environmental literacy and public leadership.

Pat Bosch

Design Director — Perkins and Will

Pat is internationally recognized for her culturally sensitive and empathetic approach to design. A 2019 “Women in Design” award from Contract magazine honored her design leadership on projects that have a direct impact on the lives of women and children. Pat’s humanistic designs create opportunities for the underrepresented, including the world’s largest all-women university in Riyadh, Saudi Arabia, and the women and children’s Greater Accra Regional Hospital in Accra, Ghana.

Dave Dunne

Island Fuel Manager — Penspen

When Dave isn’t overseeing the plane-fueling operations at the airport on St. Helena, a remote island in the South Atlantic Ocean about 1,200 miles west of Africa, he volunteers with the organization Believe & Achieve St. Helena. There, he mentors high school students to believe in their own potential and inspire them to achieve their personal goals. Dave believes in making an investment in the future, whether it’s in a small island’s airport, or in the next generation of leaders.

Stacey Meekins

Principal — GPO Group

A leading expert in pedestrian safety and mobility, Stacey knows that collaboration is the avenue for lasting change. She manages Chicago’s Vision Zero Program with that idea in mind, engaging stakeholders to tailor culturally and contextually sensitive approaches to eliminating traffic deaths and serious injuries. She has been integral to transformative transportation plans in Chicago such as the Divvy bikeshare system, the eScooter Pilot Program, and the Chicago Pedestrian Plan.

Clara Bagenal George

Associate — Integral

Clara believed that energy policy in London stooped in the way of design solutions that encouraged long-term carbon-emissions reduction, so she launched the London Energy Transformation Initiative (LETI). More than 1,000 built-environment professionals put together recommendations that got London on a path to a net-zero future. In 2019, the Chartered Institution of Building Services Engineers awarded Clara “Building Performance Engineer of the Year,” honoring her commitment to championing sustainable built environments.

Michael Flynn

Principal — GPO Group

Believing that mobility is vital to the sustainability of social, infrastructural, and natural systems, Michael inspires communities to develop and implement resilience plans. He spearheaded Seattle’s strategic transportation plan, led New York City’s plan to reduce transportation greenhouse gas emissions, and developed an agency-wide climate resilience plan for the Port Authority of New York and New Jersey, one of the largest infrastructure owners in the U.S. Northeast.

Jessica Daly

Senior Consultant — Currie & Brown

In partnering with leaders in green buildings and design, Jess identifies and supports the positive social impact of investments. She works with clients to develop strategies that make communities safer, healthier, and more secure. Jess wants to empower businesses and communities to build a better future. She is currently working on Healthcare projects in North London to identify economic, environmental and social benefits to the wider community.

Intissar Durham

Vice President — Ty. L. International

Intissar harnesses the collective expertise of multidisciplinary teams to help airports achieve their sustainability goals. Under her supervision and mentoring, building and infrastructure upgrades and expansions prioritize the environment, foster economic growth, and focus on the health and wellness of the people who make an airport run successfully.
Suheila Ghawi
Interior Architect — Dar
Suheila is one of Dar’s LEED Accredited Professionals at the forefront of Jordan’s sustainability strategy, with a focus on environmentally conscious commercial interior design. Her expertise enables her to spot every opportunity to reduce a building’s environmental footprint—an ever-increasing priority with our clients around the world. To Suheila, green building strategies build the kind of future that everyone deserves.

Raymond Boustany and Alexandre Boustany
Architects — Dar
Raymond and Alexandre began Froz, an online community-based platform, to share knowledge about and ideas for reducing, reusing, and recycling in Lebanon. Froz has grown into a vibrant community that smartly engages and empowers a collective of “eco-heroes” that work together and create accessible—and affordable—solutions.

Leong Kok Sang
Vice President — T.Y. Lin International
Kok Sang managed the concept and creation of Singapore’s first large-scale mass-engineered-timber (MET) project, The Wave at Nanyang Technological University. This gave him invaluable insights about MET as a durable, cost-effective, and vital carbon storage building material. Kok Sang now shares this knowledge with others to inspire and energize them about its benefits.

Mary Dickinson and Max Richter
Research Lab Co-Directors — Perkins and Will
It is well known that certain building products and materials can have adverse effects on human health and well-being. But it’s not always easy to identify which products and materials those are. As co-chairs of our Material Performance Lab, Mary and Max oversee research that sheds light on potentially harmful ingredients in common building products. In doing so, they help designers and their clients make more informed decisions.

Shubha Rajashekaraiah
Group Recruitment Manager — Penspen
Recognized by her peers as embodying our values and being an asset to our company, Shubha has proven her ability to connect the right people to projects anywhere in the world—no matter how complex or specialized. A successful project is built from the ground up, and that starts with identifying staff needs and recruiting expertise.

Annie Smith
Director of Energy Services — Ross & Baruzzini
Voted in 2019 by Engineered Systems magazine as one of the 20 to Watch: Women in HVAC, Annie is a rising star in mechanical engineering design and consulting, with a specialty in energy services. An advocate for sustainability, energy efficiency, and resilient infrastructure, Annie serves on the American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) and inspires as a university lecturer.

Rico Wah
Associate Director — Currie & Brown
The youngest person ever to be promoted to associate director at Currie & Brown in the Asia-Pacific region, Rico is an industry mentor for his alma mater, the City University of Hong Kong. As industry assessor for the senior-level course “Integrated Building Project Development,” he inspires the next-generation of architects and engineers to design and build a sustainable future.

Sara Christen-Hassert
Senior Managing Consultant — Landrum & Brown
As project manager, Sara has been the force behind the City of Chicago Department of Aviation’s Sustainable Airport Manual (SAM), which guides the design, construction, and everyday functions of airports toward sustainable goals. The SAM is the first of its kind in the U.S. and serves as a model for other airports around the world.

19,700
Ways to Foster a SUSTAINABLE FUTURE
Innovations are sparked by the insights of people deeply connected to the missions of the communities they serve. From passionate advocacy to advancing ever-more-rigorous green standards, here are just a few of the 19,700 talented Dar Group professionals who helped shape a more sustainable future in 2019 and beyond.
PROJECT SPOTLIGHT
Dar Group Digital Innovation Platform

Beyond Bits and Bytes

In 2019, we tapped into the synergy between insights and innovation and began laying the groundwork for an Innovation Council and a Core Innovation Team, made up of in-house designers, coders, data scientists, software engineers, and hardware designers.

This technology “start-up” is purpose-driven: we will research, develop, and launch digital products designed to help our clients meet humanistic goals, like community resilience, health and well-being, and sustainability. And we will do it all with a venture studio mindset, incubating and accelerating each innovation until we’re assured it will create the most value.

The overarching goal of our Digital Innovation Platform is positive transformation, both in the way we operate as a business and the way we provide services to our clients.

Finding sustainable solutions for the world’s most challenging problems requires a digital, creative, and, above all, humanistic lens.

A new climate change reality took hold in 2019, a collective realization that human beings are racing against a ticking environmental clock. Around the world, this urgency fueled ambitious action from national governments and global organizations, as well as local neighborhoods and individuals.

We felt that urgency—as well as a confidence that our combined expertise across continents would help drive innovation and make a measurable, positive impact. From the U.K., Jordan, and China to Canada and the U.S., our experience has served our clients’ missions, helping them steward their resources and support the growth of their communities.
Advancing Green Missions

“Green” and “growth”—these words spark possibilities. A community’s viability is grounded in how it can grow and sustain itself in healthy ways. Throughout 2019, we helped our clients sharpen, broaden, and strengthen their sustainability strategies.

For example, for the U.K. Committee on Climate Change, we led research on the costs and benefits of tightening the energy and carbon performance of new buildings. The first to definitively show that ultra-low-energy and zero-carbon homes could be delivered cost-effectively, the study spurred a national commitment to ban the use of natural gas in new homes beginning in 2025.

Our commercial and economic analysis sifted through energy modeling data to discover the most efficient combination of ultra-low-energy homes and a low-carbon heat source. Sustaining our research was the understanding that if the U.K. committed to a bold target, then other nations might follow. As of this writing, nearly 20 nations and regions have adopted net-zero-carbon goals.

We support local communities’ sustainability ambitions as well. In St. Louis, Missouri, we designed the mechanical, electrical, plumbing, and fire protection systems of Washington University’s James M. McKelvey Sr. Hall. We realized the potential of these systems to help achieve the university’s sustainability goals, and McKelvey Hall is expected to achieve LEED Gold certification. Our designs for flexible classrooms and instructional labs keep students and teachers connected, while our interactive video walls bring together students and the broader campus.

PROJECT SPOTLIGHT
Hikma Headquarters in MENA

Fulfilling a Sustainable Pledge

In Amman, Jordan, the pharmaceutical company Hikma has pledged to follow an ambitious sustainability strategy that’s aligned with the United Nations’ Sustainable Development Goals.

We designed the curved façade of Hikma’s headquarters to protect the interior from the sun’s heat and provide beautiful views. Vertical fins shade the windows of the façade, while an integrated walkway protects office workers from heat and dust storms. Water efficiency measures, like drought-resistant plantings irrigated with gray water, curb water use, which is essential in a nation that has one of the world’s highest levels of water scarcity.
Successful and sustainable redevelopment goes beyond green materials and conservation measures. Its mission—and ours—is to rejuvenate communities.

Sparking Renewal

In 2019, we led or contributed to significant redevelopment projects that focused on local heritage and community engagement, including several in North America.

Our design teams in Vancouver, Australia, and Serbia worked to transform Oakridge, an outdated mall close to downtown Vancouver, into a 21st-century sustainable “microcity.” We designed the site’s infrastructure to support office and residential towers rising above green parks and public plazas, as well as the surrounding communities.

Oakridge’s own water treatment plant will provide non-potable water for various uses across the site, including irrigation and fire protection. A central energy plant will provide geothermal heating and cooling, a plus during cold Canadian winters. And to reduce strain on Vancouver’s stormwater infrastructure, the Oakridge site will capture and store rainwater, which will then be treated off-site and distributed to the neighborhood.

Meanwhile, in Buffalo, New York, the legacy of the Erie Canal invigorated this U.S. city’s North Aud Block redevelopment. To interweave the city’s sustainability goals with local environmental challenges and the downtown site’s history, we orchestrated the efforts of five firms. Then, we applied our expertise in structural engineering, architecture, and civil, transportation, and community planning.

Next to the Erie Canal, a mixed-use development will attract new residents to the downtown and draw the community together year-round for festivals, concerts, dining, and shopping. The buildings will buffer noise from a nearby interstate highway, as well as the cold winds that sweep off Lake Erie. Walking paths will reflect the rhythms of the historic city’s streets and bridges over the canal that symbolize the ingenuity of the region.

Nearly 20,000 people will call this home

mylakeviewvillage.com

Dar Group Annual Report 2019

Insights and Innovations Shaping a Sustainable Future

42 million visitors each year

Oakridgeoffices.com, 2020

Above: Lakeview Community—Lakeview Square
Mississauga, Ontario, Canada
Image credit: Grade/design inc.

Left: Oakridge Development
Vancouver, British Columbia, Canada
Image credit: Westbank

PROJECT SPOTLIGHT
Lakeview Village Development

A Breath of Fresh Air

Canada’s phase-out of coal-burning power plants is part of its national commitment to reduce carbon pollution from coal electricity. In Mississauga, Ontario, the decommissioning of the power plant along the shores of Lake Ontario prompted a call to revitalize the site. In 2019, we helped transform the site of this coal-burning power plant into a lakeside community focused on healthy living and renewable energy.

As part of our Lakeview Village sustainability strategy, we rooted the community in leading-edge sustainable design, meeting performance targets with a micro-grid system and renewable energy sources. The plan calls for underused lakeside industrial land to be restored for wildlife and to be linked to two transnational hiking trails. And “smart city” technology will enhance community services.

Above: Lakeview Community—Lakeview Square
Mississauga, Ontario, Canada
Image credit: Grade/design inc.
Identifying Smarter Strategies

For cities, airports, and planned communities around the world, our culture of innovation combines insight and expertise to match sustainability goals—and set standards higher.

In the U.K., our energy strategy for Morden town center in south London aligned the council’s commitment to sustainability with its future potential. A busy commuter hub and town center, Morden has been identified as an area for new homes, public realm, retail, and office space to accommodate a growing population and to revitalize the high street. Morden Council wanted to live up to its climate emergency declaration and was equally determined to find a balanced and cost-effective solution that delivered the vision for the site.

Our teams unlocked the right combination for Morden: a feasibility study that will enable a developer to bring forward an ultra-energy-efficient and low-carbon development that is affordable to build and will deliver comfortable high-quality homes that are low-cost to run.

Cities aren’t the only vital hubs to rethink environmental footprints. Like cities, airports also drive economic growth and support jobs. They also have an outsized impact on the environment, from greenhouse gas emissions to noise pollution. And like cities, they are complex, interrelated ecosystems whose lifecycles, from design to operation, hold potential to become more sustainable.

In North America, we have been helping airports lead the charge to mitigate their environmental and social impacts for more than 15 years, such as with the Chicago Department of Aviation’s O’Hare Modernization Program. The first-of-its kind Sustainable Airport Manual (SAM) has become the foundation for airports’ sustainability initiatives around the world.

In 2019, we helped other airports reach new heights as sustainability leaders in their industry, such as Florida’s Miami International Airport. There, we took part in one of the largest energy-saving programs in the eastern U.S. Ultimately, the short-term savings in energy costs matched the up-front project investment, with additional longer-term savings being realized over time. Also, for North Carolina’s Charlotte Douglas International Airport, we authored its Comprehensive Sustainability Plan. We reached out to the stakeholders and community, assessed operations and goals, and recommended actions to implement it. This holistic approach ensured best practices, from day-to-day operations supported by solar panels and efficient energy systems, to passengers being comfortably ferried to their gates via alternative-fuel vehicles.

“[The Sustainable Airport Manual] is a living document, one that continues to grow and evolve, that includes emerging technologies, state-of-the-art design, and thought-provoking principles—along with lessons learned from 15 years of implementation experience.”

— Jamie L. Rhee, CDA Commissioner
PROJECT SPOTLIGHT
Canada’s Earth Tower

“No Limitations”

In Vancouver, Canada, we reached for the sky to prove that dramatically higher environmental standards are not just necessary, but possible. The result: a 40-story mixed-use development that will become the world’s tallest hybrid wood tower.

Canada’s Earth Tower is regenerative and resilient, integrating energy, water, and waste managing systems. As a hybrid wood tower, it will dramatically reduce the project’s greenhouse gas emissions through carbon sequestration. As a zero-emissions building, it will not consume fossil fuels to operate.

The tower, which is targeting Passive House Certification, also shows that tall, urban residential buildings can be more livable. Communal gardens grace every third floor. Biophilic and accessible gathering spaces around the tower store and filter stormwater flows, which will nurture a lost stream that once ran down the adjacent street. Our client’s vision—“no limitations”—was much more than a brief. It was a challenge to re-envision how buildings and communities can be designed and engineered.

40 floors
339,300 square feet
0 emissions
Redefining Resources

Our clients depend on us to shape the conversation around reducing waste and using their resources sustainably.

We see the promise of mass engineered timber to revolutionize green building practices, and we believe in putting trash to good use by converting waste to energy. Throughout 2019, synergy between our four strategic pillars accelerated our quest to find the best solution for each of our client’s needs.

In Singapore, Nanyang Technological University’s sports hall, The Wave, broke barriers as the country’s first large-scale building made of mass engineered timber (MET). This material is so strong that we didn’t need to use columns to hold up the roof of a hall large enough to hold a thousand cheering fans.

From the mining of raw materials to construction, every building has a steep environmental cost. Embodied carbon accounts for one-fourth of annual building sector emissions, and that’s just one reason why MET has such a bright future. Lightweight with a small environmental footprint, this renewable resource lets us cut waste, pollution, and cost associated with construction—and create an aesthetically beautiful space.

In Shenzhen, China, we were also part of an ambitious solution to reduce waste and energy demand—the world’s largest waste-to-energy plant. We completed the concept, schematic, and detail designs for the power plant’s shell, core, and façade. Once completed, energy from trash instead of coal or gas will light up cities and heat homes. It will reduce waste sent to landfills, and people who live and work around landfills will breathe easier and enjoy cleaner environments. In fact, this plant will feature a public park, as well as research, education, and exhibition facilities. It’s one of the first industrial buildings aiming for China 2-star rating—an equivalent to LEED Gold.
“Resilience and sustainability are within reach, and together we will be successful at achieving them.”

— Talal Shair, Group Chairman and CEO
Leadership and Governance

Our leadership team shifted and expanded in 2019. Strategic changes took place within our Board of Directors, and the composition of our governance and operational committees was modified, too.

BOARD OF DIRECTORS

- Talal Shair
  Chairman and Chief Executive Officer – Dar Group
- Bassam Shakhshir
  Director of Operations: UAE, Bahrain, and Oman – Dar
- Danny Aoun
  Director of Operations: Saudi Arabia and Senegal – Dar
- Fouad Emmanuel El-Khoury
  Director of Resources and Environment – Dar
- Bashar Rihani *
  Director of Transportation – Dar
- Phil Harrison *
  Chief Executive Officer – Perkins and Will
- Khalil Darawish ‡
  Board Member – Dar Group

EXECUTIVE COMMITTEE

- Talal Shair
  Chairman and Chief Executive Officer – Dar Group
- Bashar Rihani
  Director of Transportation – Dar
- Bassam Shakhshir
  Director of Operations: UAE, Bahrain, and Oman – Dar
- Danny Aoun
  Director of Operations: Saudi Arabia and Senegal – Dar
- Matthew Cummings *
  Chief Executive Officer – T.Y. Lin International
- Michael Helou
  Chief Strategy Officer – Dar Group
- Peter O’Sullivan
  Chief Executive Officer – Penspen
- Phil Harrison
  Chief Executive Officer – Perkins and Will
- Philip English *
  Chief Financial Officer – Dar Group
- Khalil Darawish ‡
  Board Member – Dar Group

AUDIT COMMITTEE

- Ibrahim “Abe” Saad
  Independent Committee Chairman
- Beshara Wakim
  Director of Operations: Kuwait – Dar
- Camille Sifri
  Independent Committee Member
- Euan McEwan
  Chief Executive Officer – Currie & Brown
- Bashar Rihani *
  Director of Transportation – Dar
- Bassam Shakhshir
  Director of Operations: UAE, Bahrain, and Oman – Dar
- Danny Aoun
  Director of Operations: Saudi Arabia and Senegal – Dar
- Matthew Cummings *
  Chief Executive Officer – T.Y. Lin International
- Michael Helou
  Chief Strategy Officer – Dar Group
- Peter O’Sullivan
  Chief Executive Officer – Penspen
- Phil Harrison
  Chief Executive Officer – Perkins and Will
- Philip English *
  Chief Financial Officer – Dar Group
- Khalil Darawish ‡
  Board Member – Dar Group

RISK COMPLIANCE COMMITTEE *

- Peter O’Sullivan
  Committee Chair, Chief Executive Officer – Penspen
- Philip English
  Chief Financial Officer – Dar Group
- Sari Gedeon
  Director of Project Management & Contracts – Dar
- Teymour Salaam
  General Counsel – Dar Group
- Wajdi Abou-Izzeddine
  Director of Operations: Iraq – Dar

LEADERSHIP DEVELOPMENT COMMITTEE

- Talal Shair
  Chairman and Chief Executive Officer – Dar Group
- Fouad Emmanuel El-Khoury
  Director of Resources and Environment – Dar
- Khalil Darawish ‡
  Board Director – Dar Group

* Began serving in this role in 2019
† Retired from this role in 2019 (Served as Group Chief Financial Officer until 2018 and the Board of Directors until the end of 2019)
‡ Organized in 2019
### Financial Headlines

#### GROSS REVENUE – USD

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$2.46b</td>
</tr>
<tr>
<td>2018</td>
<td>$2.44b</td>
</tr>
<tr>
<td>2017</td>
<td>$2.47b</td>
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<tr>
<td>2016</td>
<td>$2.54b</td>
</tr>
<tr>
<td>2015</td>
<td>$2.59b</td>
</tr>
</tbody>
</table>

#### REPORTED REVENUE, BY REGION – USD

- USA: $933m
- Middle East: $716m
- Asia: $341m
- Europe: $186m
- Sub-Saharan Africa: $106m
- Canada: $79m
- North Africa: $70m
- Latin America: $22m
- Caribbean: $2m

#### REPORTED REVENUE, BY MARKET – USD

- Buildings: $1,214m
- Transportation: $959m
- Industrial / Petroleum: $96m
- Sewer / Waste: $71m
- Power: $50m
- Water: $33m
- Telecom: $25m
- Manufacturing: $8m

#### NUMBER OF STAFF, BY COMPANY

- Dar: 9,082
- Y.T. Lin International: 3,118
- Perkins and Will: 2,701
- Currie & Brown: 2,010
- Penspen: 918
- Integral Group: 753
- Ross & Baruzzini: 388
- GPO: 346
- Landrum & Brown: 185
- Other specialty firms: 193

*Accurate as of December 2019*
Our Companies

Some of the most respected names in the industry are members of Dar Group. We draw on the resources and expertise of the entire network.

OUR LEADING BRANDS

Currie & Brown

Project management

Currie & Brown is one of the world’s top construction consultancies. With principal offices in London, Dubai, Mumbai, New York, Shanghai, and Hong Kong, the firm’s portfolio spans Europe, the Americas, India, the Middle East, and Asia-Pacific.

Currie & Brown provides a range of specialist skills, including cost management, project management, building surveying, and advising on public-private partnerships (PPPs), in both the private and public sectors. The company operates in fields as diverse as property, transport, logistics, high-tech, education, government, healthcare, pharmaceuticals, residential, and retail.

Penspen

Energy

Penspen provides oil and gas engineering, design, project management, and capital budget consultancy in the East (Middle East, Africa, and Asia-Pacific), as well as asset integrity management and operational consultancy in the West (Europe and the Americas). It is committed to improving the performance and efficiency of its clients’ businesses.

Established in 1954, Penspen joined Dar Group in 1986. The company now employs over 900 engineers across its operations worldwide, operating offices in Houston, Mexico, Bristol, Abu Dhabi, Bangkok, and Singapore.

Dar

Infrastructure engineering, building engineering, and architecture

The founding company of Dar Group, Dar is an international multidisciplinary consulting organization that specializes in engineering, architecture, project and construction management, facilities management, environment, and economics.

Across the Middle East and Africa, Dar is recognized as a pioneering and leading force in the development of transformational, large-scale infrastructure and ambitious building environments.

Dar operates out of five primary design centers, located in Beirut, Cairo, London, Pune, and Amman. These centers are supported by a network of 45 offices in 30 countries throughout the Middle East, Africa, Asia, and Europe. Dar’s multinational team includes engineers, architects, town planners, quantity surveyors, and economists spread over 11 technical departments.

Since 1956, the company has provided a wide array of integrated consultancy services to more than 950 clients in 63 countries, delivering more than 4,000 projects with a collective investment value of over USD 290 billion.

Perkins & Will

Architecture and design

Perkins and Will is a global leader in healthcare, science and technology, education, workplace, interior design, branded environments, mixed-use developments, sports and recreation, urban design, transportation, and landscape architecture. Founded in 1935, the firm is synonymous with healthy, high-performing, sustainable environments. Its focus on diversity, equity, social responsibility and community engagement has also earned high accolades.

Perkins and Will joined Dar Group in 1986. In 2019, the firm employed over 2,700 professionals across more than 28 cities, serving clients on nearly every continent. Its partner companies strengthen its cross-disciplinary service offerings: Schmidt Hammer Lassen is a Danish architecture firm; Portland Design is a U.K.-based retail strategy and design consultancy; Nelson\Nygaard is a U.S.-based mobility planning consultancy; and Pierre-Yves Rochon (PYR) is a France-based luxury hospitality design firm.

T.Y. Lin International

Infrastructure engineering

T. Y. Lin International is a multi-disciplinary engineering services firm known for delivering unique and challenging infrastructure projects worldwide. Established in 1954 in Los Angeles, California, T. Y. Lin International became a Dar Group company in 1989. Today, it operates 65 offices, employs over 3,000 professionals, and leads projects throughout the Americas and Asia-Pacific, and Europe in sectors as diverse as aviation, ports and marine, rail and transit, and water.
Our Companies, continued...

OUR SPECIALTY BRANDS

**INTEGRAL**  Building engineering

Integral Group is a global network of sustainable design professionals focused on engineering and consulting for the highest-performing buildings in the world. Founded in 2008, the mission-driven company is a leader in corporate social and environmental responsibility, pursuing and achieving superior energy performance and high standards of health and well-being for clients worldwide. The firm employs more than 750 professionals across the USA, Canada, the U.K., Serbia, and Australia, and includes the London-based “deep green” engineering firm Elementa. Integral Group became part of Dar Group in 2009.

**Aviation planning**

Founded in 1949, L& B is one of the world’s oldest and most accomplished aviation planning consultancy firms. It provides services to the top 50 U.S. airports. In the last 10 years, it expanded its reach to the aviation markets in Greater China, Asia, Australia, and the Middle East.

**Ross & Baruzzini**  Technology and security systems

Founded in 1953, Ross & Baruzzini provides professional engineering, technology consulting, architectural, and construction administration services to clients in the education, government, healthcare, and transportation industries. Specialties include IT consulting, security systems, wireless communications, systems engineering, fire protection, and mechanical and electrical engineering.

**GPO Group**  Infrastructure engineering

GPO Group is a global engineering and architecture firm focused on mobility and transportation projects. The company is a leader in sustainable mobility, strategic planning, public engagement, and the development of road and rail networks worldwide.

**Maffeis**  Specialty structures engineering

Based in Solagna, Italy and founded in 2000, Maffeis is one of the world’s few leading engineering firms in the field of tension membrane/fabric structures and ETFE foil designs for long-span structural applications such as stadia covers, façades, and retractable roofs/systems.

Dar Group also remains fully committed to our long-term strategic investment in Worley, a leading global provider of professional project and asset management services in the energy, chemicals, and resources sector.
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