

Issue 01 - 2026

INSIDE K&A

Khatib & Alami Newsletter

MOMENTUM AND GROWTH



WE ARE INSPIRED BY OUR VISION OF A THRIVING FUTURE FOR OUR COMMUNITIES AND CONFIDENT IN OUR ABILITY TO DELIVER INNOVATIVE SOLUTIONS TO ACHIEVE THIS GOAL.

ARCHITECTURE & PLANNING

- Buildings
 - Residential
 - Commercial
 - Hospitality
 - Retail
 - Healthcare
 - Educational
 - Special Facilities
 - Sports & Recreation
- City & Regional Planning
 - Urban Planning & Design
 - Sectorial & Regional Planning
 - Landscape Architecture
- Interior Design & FF&E

ENERGY

- Power & Renewables
- Oil & Gas

INFRASTRUCTURE

- Transportation
 - Roads & Highways
 - Airports
 - Rail & Mass Transit
 - Bridges
 - Ports
 - Transport Planning & Traffic Engineering
- Water & Environment
 - Water Resources & Stormwater Drainage
 - Water Treatment
 - Urban Hydraulic
 - Dams & Hydraulic Structures
 - Environmental Studies & Waste Management
- Geotechnical & Heavy Civil
 - Foundations & Earthworks
 - Heavy Civil Engineering
 - Marine Engineering
 - Tunneling

PROGRAM MANAGEMENT SERVICES

- Program Management Consultancy
- Sustainability

DIGITAL SERVICES

- Geospatial Systems Integration
- Energy & Utilities
- Telecommunications

ENGINEERING SERVICES





FOREWORD

A NOTE FROM OUR
CHAIRMAN AND CEO

MOMENTUM AND GROWTH

2025 was a year of remarkable progress and momentum for Khatib & Alami (K&A), as we built on our strengths and laid the foundation for sustained, long-term growth. With a record backlog and a diverse portfolio of upcoming projects, we enter 2026 with confidence and purpose, well-positioned to deliver lasting value across the communities we serve.

This performance reflects the collective efforts of our teams and the continuing investments we have made in digital transformation, operational excellence, and client relationships. As demand for complex and large-scale projects continues to rise across our markets, these investments are translating into consistent delivery, repeat work, and strengthened industry recognition.

We continue to embed quality, health, and safety excellence into our operations, invest in training and knowledge sharing, and promote a culture that prioritizes the well-being of our people, partners, and communities.

IMPACT ACROSS REGIONS

K&A achieved strong organic growth across key regions, fueled by local knowledge,

specialist expertise, and the ability to tackle the world's most complex challenges. With global demand for climate-resilient infrastructure, smart and sustainable cities, and urban development, our capabilities uniquely position us to lead in these transformative areas.

In Saudi Arabia, K&A is supporting Vision 2030 by working at the forefront of the nation's most ambitious gigaprojects, including our role with Jeddah Central Development Company (JCDC) as the Architect and Engineer of Record Consultant for Jeddah Stadium.

In addition, our team leverages digital innovation, geospatial intelligence, and multidisciplinary expertise to deliver sustainable infrastructure solutions. Building on this expertise, we have supported ten critical projects for the Water Transmission Company (WTCO), including design and construction supervision. A flagship initiative is the Riyadh Southern Ring Water Transmission System, one of the country's largest infrastructure projects, transporting 1.7 million m³/day of desalinated water across nearly 300 km of large-diameter pipelines.

K&A has further collaborated with the Ministry of Transportation on strategic

initiatives, including the assessment of over 4,000 bridges nationwide, contributing to safer and smarter mobility.

Iraq remains a cornerstone of our regional presence and long-term vision. In Baghdad, we are contributing to transformative infrastructure initiatives, including the Abu Nuwas Road Expansion and major mobility improvements that are reshaping urban connectivity. In Basra, landmark projects such as the Ring Road and Umm Qasr Desalination Plant are advancing national development. K&A is proud to support vital water and sanitation initiatives, restoring networks, and ensuring safe water for millions.

We also see meaningful opportunities emerging in Syria, where future reconstruction and growth will demand trusted expertise, careful planning, and resilient, sustainable solutions. We stand ready to contribute responsibly to rebuilding communities and supporting recovery over the years ahead.

EXCELLENCE IN INNOVATION

Our deep technical expertise, trusted client relationships, and leadership in digital innovation continue to strengthen our competitive advantage. In 2025,

K&A was recognized across multiple geographies. We were named Digital Transformation of the Year Consultant in both the UAE and Saudi Arabia, won multiple Autodesk awards, including two-time winners in India and were recognized for Workforce Capability Transformation in the Middle East.

K&A's global design centers are leveraging digital technologies across the entire project lifecycle—including Artificial Intelligence (AI) and Automation, BIM and Cloud-Based Platforms, Digital Twins and IoT Integration, Reality Capture and Immersive Technologies, and GIS-BIM Convergence—enabling faster decision-making, higher-quality outcomes, and scalable delivery models. A defining milestone was the delivery of Qatar's first national 3D City Model, a regional first that sets a new standard for geospatial intelligence, digital twins, and data-driven urban planning.

SHAPING THRIVING COMMUNITIES

We continue to partner with public and private sector clients across the built environment to shape thriving communities and cities, delivering award-winning projects that enhance efficiency, affordability, and social impact.

In Saudi Arabia, this includes Murcia 1, a flagship initiative by the National Housing Company advancing sustainable and affordable housing, and the Amaala Yacht Club, the architectural and cultural centerpiece of the Red Sea's Triple Bay Marina, shaping Vision 2030's luxury tourism.

In the UAE, Riva Residence Tower is an architectural landmark and the first signature development in Dubai Maritime City, redefining high-end waterfront living through contemporary design and its iconic maritime setting.

As we look toward 2026, we will continue to push boundaries, invest in digital innovation, and empower our people to lead the future of engineering and design. Building on this foundation, we aim to expand our markets, deliver innovative services, and deepen client relationships, ensuring we remain the partner of choice across traditional consultancy services and Public-Private Partnerships (PPPs), and as a driving force for change within the industry.

At the same time, we will harness technology and digital solutions to enhance project delivery, improve efficiency, and unlock new opportunities for innovation. Strategic partnerships, collaborations, and

targeted acquisitions will further broaden our capabilities and accelerate our impact across regions and sectors. By integrating these initiatives, we are confident we can navigate emerging trends, meet evolving client needs, and forge a lasting legacy of excellence.

This newsletter highlights how we are building on our momentum—enhancing our capabilities, expanding our footprint through strategic partnerships and alliances, and delivering complex projects across both established and emerging markets.

I want to thank our teams for their passion and commitment, our clients for their trust, and our partners for their continued support. I invite you to read on and explore how, together, we are making a positive impact and shaping a better future for our communities.

Najib Khatib, Ph.D.
Chairman & CEO

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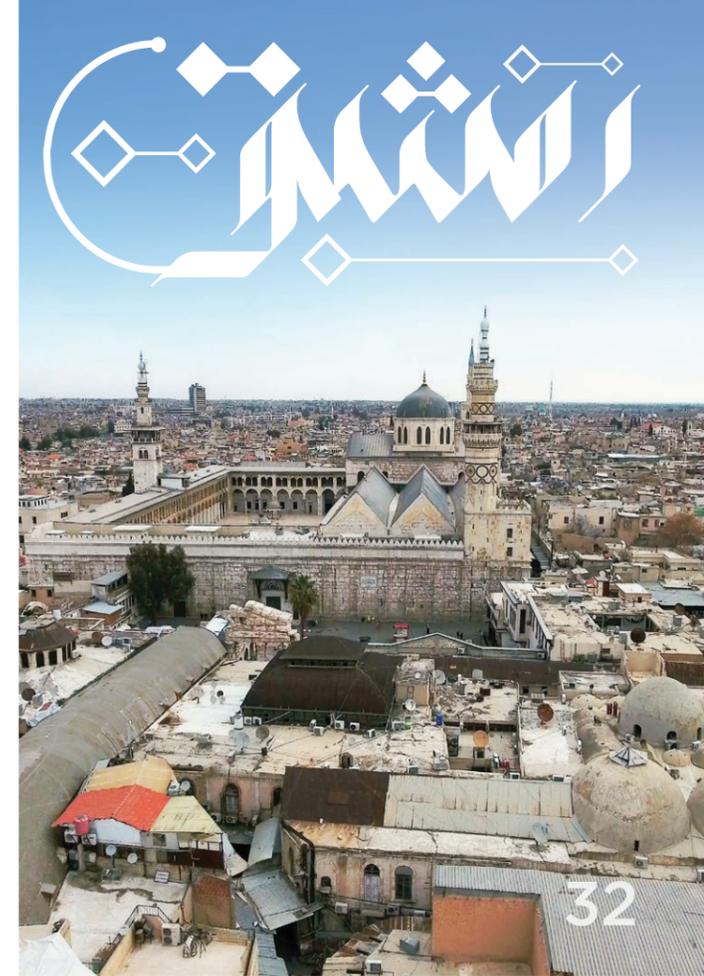
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Empowering Communities and Making a Difference Locally and Globally.



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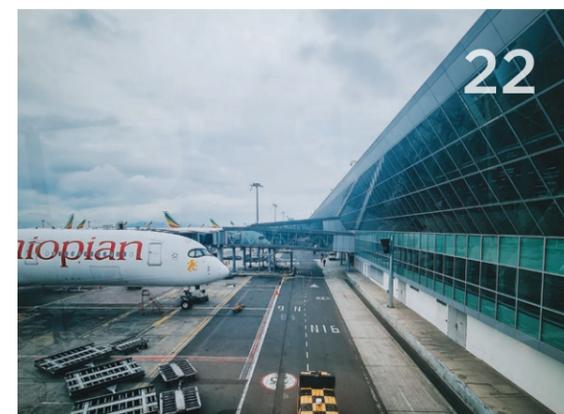
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A HEADQUARTERS WITH A VISION: OMRAN AT THE HEART OF OMAN'S TOURISM FUTURE

At Khatib & Alami (K&A), we believe that architecture plays a vital role in shaping national narratives and supporting long-term development goals. This belief is reflected in our contribution to the OMRAN Headquarters Complex, an architectural and strategic landmark aligned with Oman's vision for the future.

Named after the Oman Tourism Development Company (OMRAN)—the executive arm of the Sultanate's Oman Vision 2040 for tourism—the headquarters rises at the core of Madinat Irfan, a landmark mixed-use urban development located just four kilometers from Muscat International Airport. As one of Oman's most significant emerging districts, Madinat Irfan sets the stage for integrated urban growth. Within this evolving cityscape, the OMRAN Headquarters acts as both a gateway and a nerve center, connecting national vision with on-the-ground execution.

The architectural concept, developed by Wimberly, Allison, Tong & Goo (WATG) and carried through to detailed design and construction supervision by K&A, is rooted in culture with a contemporary expression.

The building's distinctive eye-shaped form establishes a strong visual identity while remaining highly functional—enhancing environmental performance through optimized orientation, controlled solar exposure, and increased daylight penetration.

Sustainability lies at the heart of the project's concept. Designed to achieve LEED Gold equivalency, the building incorporates climate-responsive strategies tailored to Oman's environment. Passive design principles, reduced heat gain, and energy-efficient systems work together to minimize environmental impact while enhancing occupant comfort.

As Oman looks toward 2040 and beyond, the OMRAN Headquarters stands as a landmark both in architectural form and purpose. More than a workplace, it is a living expression of OMRAN's commitment to shaping places, enhancing livelihoods, and contributing meaningfully to Oman's sustainable growth—a project that K&A is proud to have helped bring to life. ■



KHATIB & ALAMI DELIVERS QATAR'S FIRST NATIONAL 3D CITY MODEL

Khatib & Alami (K&A) has successfully delivered Qatar's first-ever national-scale 3D City Model for the Centre for Geographic Information Systems (CGIS) under the Ministry of Municipality, setting a new benchmark in geospatial innovation and digital transformation. This achievement is the culmination of the National Data Capture and Mapping Project, positioning Qatar at the forefront of interactive urban visualization, digital twin development, and data-driven planning.



"WE ARE HONORED TO PARTNER WITH CGIS ON THIS LANDMARK INITIATIVE AND PROUD TO HELP SHAPE THE FUTURE OF QATAR'S GEOSPATIAL INFRASTRUCTURE."

Alex Hanna,
Vice President-Khatib & Alami,
Qatar

As Qatar's official geospatial authority, CGIS continues to lead cutting-edge advancements in aerial imaging, 3D modeling, and geospatial infrastructure. Building on the successes of 2022 and 2023, K&A delivered 20 cm aerial photography, orthophotos, and updated nationwide vector maps. This was followed by an 8 cm aerial imagery mission to generate detailed 3D city models in urban areas. The 3D City Model now significantly expands the scope, accuracy, and accessibility of Qatar's geospatial assets.

Part of the broader National Data Capture & Mapping initiative, this project marks a key milestone in modernizing Qatar's national mapping capabilities and strengthening the country's geospatial infrastructure. By establishing an in-house system for aerial data acquisition, processing, and geospatial production, Qatar has replaced existing workflows and external dependencies with a scalable, self-sufficient national mapping program.

Qatar's Growing Demand for Geospatial and Smart City Intelligence

To support its ambitious growth and sustainability goals, Qatar has embraced advanced geospatial technologies that transform how the nation understands, monitors, and manages its urban and natural environments. Central to this effort is the use of GIS, which enables precise, data-driven insights for infrastructure

"DELIVERING QATAR'S FIRST NATIONAL 3D CITY MODEL MARKS A MAJOR MILESTONE, SHOWCASING THE STRENGTH OF THIS PARTNERSHIP AND THE DEDICATION OF OUR MULTIDISCIPLINARY TEAM."

Dr. Hazem Barakat,
Project Director-Khatib & Alami,
Qatar

development, urban planning, and public services, laying the foundation for smarter, more resilient cities.

Beginning in late 2021 and completed in early 2025, CGIS took a bold step toward transforming Qatar's national mapping capabilities. Tasked with delivering the most accurate and up-to-date geospatial data, CGIS launched a comprehensive program structured into multiple packages, spanning procurement of advanced aerial systems, upgrades to data centers, and development of in-house GIS production workflows. This initiative is redefining how spatial information is captured, analyzed, and shared across government, and is directly supporting rapid urban growth and the objectives of Qatar National Vision 2030.

Utilizing newly acquired technology, including a Diamond DA62 MPP aircraft equipped with a Vexcel UltraCam Osprey 4.1 camera and RIEGL topographic and bathymetric LiDAR sensors, the team captured 20 cm nadir imagery across the entire country for the national topographic vector map update. They also collected 8 cm nadir and oblique imagery over 218 km² of urban areas for 3D city model generation and acquired classified topographic LiDAR data covering Qatar and bathymetric LiDAR for the entire coastline.

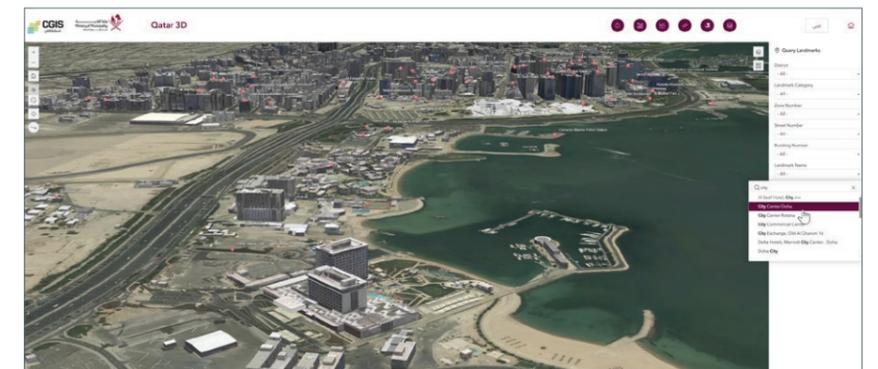
This expansive, interoperable dataset, including orthophotos, DSM/DTM, vector maps, 3D

models, oblique imagery, and LiDAR-classified point clouds, has laid the foundation for Qatar's National Digital Twin. It also supports a wide range of engineering applications, such as flood modelling, solar analysis, and master planning, while advancing national priorities such as climate resilience, disaster recovery, emergency preparedness, energy efficiency, and infrastructure lifecycle management.

Advanced 3D Geospatial Data and Visualization with ArcGIS

Powered by Esri's ArcGIS platform, the 3D City Model delivers a transformative approach to geospatial visualization and data access. Using ArcGIS Experience Builder, users can interact with detailed 3D city views across multiple levels of detail (LOD), while the Esri Oriented Imagery widget enables intuitive exploration of high-resolution oblique imagery. ArcGIS Enterprise further ensures secure, centralized access to authoritative geospatial content, supporting high-quality data sharing across 100+ government entities and future growth of Qatar's digital twin ecosystem.

The project's deliverables represent an impressive feat of precision and scale. Covering high-detail urban areas, the 3D City Model is a first-of-its-kind national geospatial asset in the region, comprising more than 43,000 LOD2 textured buildings and hundreds of LOD3, delivered in Esri Geodatabase, CityGML, and Rhino formats. 📍





Complementing these assets, True Ortho and Oblique image services have been published on the CGIS web portal, creating a comprehensive, centralized repository for Qatar’s geospatial data—a significant step toward smart urban planning, data-driven decision making, and digital transformation across the country.

3D City Model Empowers Data-Driven Planning in Qatar

By enabling immersive visualization and high-resolution geospatial data, the 3D City Model empowers government entities—including Ashghal, Kahramaa, Qatar Rail, Qatar Energy, and the Ministries of Environment, Interior, and Municipality—as well as academic institutions, planners, and innovators. It supports informed, data-driven decision-making with unprecedented accuracy, significantly enhancing Qatar’s capabilities in

urban and municipal planning, smart city development, integrated infrastructure, and environmental analysis. Beyond supporting day-to-day planning, the initiative bolsters national geospatial capacity-building, equipping CGIS staff with the skills and infrastructure needed to capture, process, and manage high-resolution spatial data.

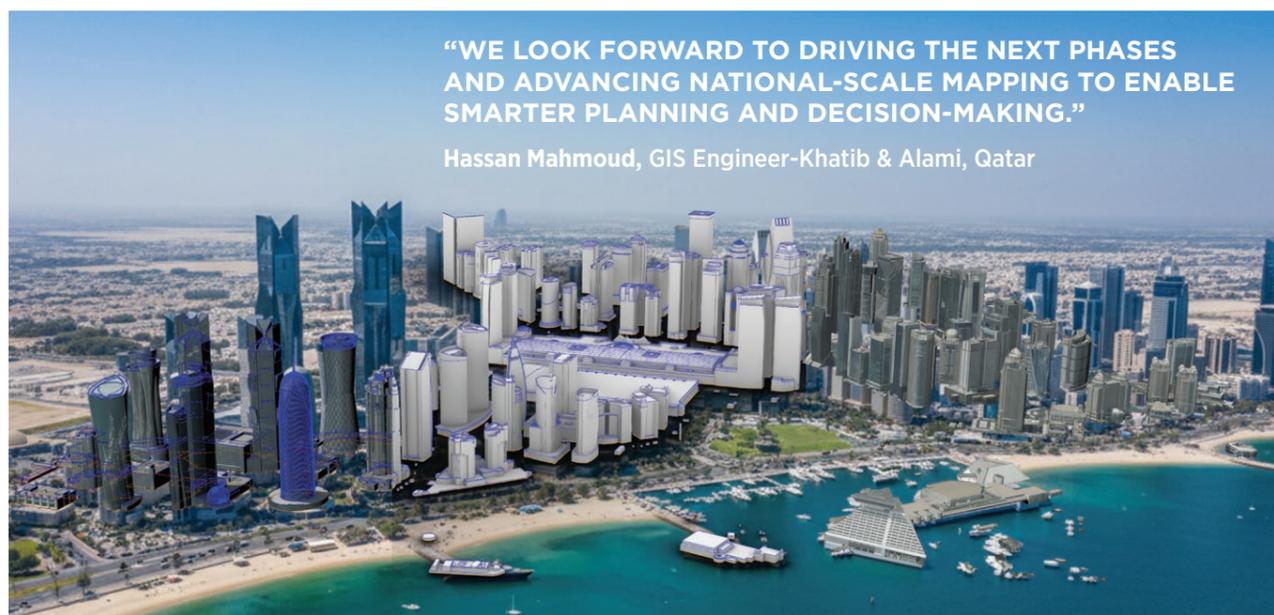
Scalable Geospatial Intelligence Driving Qatar’s Future

The 3D City Model lays the groundwork for ongoing innovation, including plans to expand model coverage and integrate emerging technologies such as artificial intelligence. These advancements will enhance digital twin capabilities, enabling real-time scenario modeling and smarter infrastructure planning. By investing in scalable GIS workflows, aerial data, and local expertise, CGIS is positioning Qatar as a regional leader in

geospatial intelligence—supporting rapid urban growth today while preparing for long-term planning. The project has already delivered notable outcomes, including faster data delivery compared to traditional methods, reduced manual processing through automation, and geospatial outputs meeting international 2D and 3D accuracy standards.

With complete infrastructure operational, CGIS is equipped to regularly update 3D city models and national vector datasets, reducing delivery cycles and dependence on external contractors. This capability strengthens long-term sustainability and supports the development of Qatar’s national digital twin.

Looking ahead, K&A’s Digital Services team continues to support CGIS on the next phase of its journey. Following the successful completion of the nationwide topographic LiDAR acquisition, the team is now working to capture bathymetric LiDAR data across Qatar’s coastal regions. This initiative will strengthen coastal resilience, optimize infrastructure and marine planning, and advance environmental monitoring, reinforcing Qatar’s leadership in geospatial innovation. ■



“WE LOOK FORWARD TO DRIVING THE NEXT PHASES AND ADVANCING NATIONAL-SCALE MAPPING TO ENABLE SMARTER PLANNING AND DECISION-MAKING.”

Hassan Mahmoud, GIS Engineer-Khatib & Alami, Qatar

MIXED-USE | UAE

K&A APPOINTED TO DELIVER SAWARI AJMAN DEVELOPMENT

Khatib & Alami (K&A) has reached a significant milestone with its appointment by GJ Properties, Ajman’s leading private luxury real estate developer, as the design and supervision consultant for Sawari Ajman. This marks the company’s largest project in Ajman to date and ranks among the Emirate’s most significant developments currently underway.

Located in Al Zahya near the Bab Al Sharq community, Sawari Ajman offers direct access to Mohammed Bin Zayed Road and forms part of Ajman’s expanding urban landscape. The development comprises 17 residential towers across two phases, organized into the Central Park and Central Point districts, creating a connected, community-focused destination.

Ali Ghaleb Jaber, CEO of GJ Properties, said: “K&A’s expertise, combined with our decade-long experience at GJ Properties, allows us to contribute meaningfully to Ajman’s transformation. Together, we are confident in creating lasting value through high-quality, human-centric urban developments.”

Reflecting on the milestone, Hussam Azzam, Senior Project Proposal Engineer at K&A, added: “Today marks a proud moment, witnessing the launch of a landmark development that will add a new chapter to the Emirate of Ajman’s growth and identity.”

K&A has commenced the initial works, marking the start of design development. Upon completion, the project will offer a diverse mix of residential units, retail spaces, amenities, landscaped open areas, and parking facilities. With its scale, strategic location, and architectural vision, Sawari Ajman is set to play a significant role in Ajman’s residential development, supporting the emirate’s growth as a residential, tourism, and commercial hub. ■



ENGINEERING THE FUTURE OF SAUDI ARABIA'S WATER SECTOR

Khatib & Alami (K&A) leverages digital innovation, geospatial intelligence, and multidisciplinary expertise to deliver resilient and sustainable water and infrastructure solutions, driving progress toward Saudi Arabia's Vision 2030.

For over 50 years, K&A has been at the forefront of Saudi Arabia's transformation—shaping cities, connecting communities, and strengthening infrastructure. Today, with more than 6,500 professionals, including 3,000+ experts based in the Kingdom, we remain a trusted partner in realizing Vision 2030, blending global expertise with deep local roots.

K&A's water sector expertise ensures a reliable supply and supports national development, reflecting decades of delivering innovative, sustainable, and high-impact solutions. Our Water & Environment team plans, designs, and supervises critical assets that treat and distribute water across vast distances, providing strategic storage and supply to both urban and rural communities.

Maher Kahil, Vice President-K&A Riyadh, said: "We aim to shape Saudi Arabia's water infrastructure by combining innovation, sustainability, and technical excellence, ensuring every project leaves a lasting positive impact on communities and the environment."

Strategic Partnership with the Water Transmission Company (WTCO)

K&A's partnership with WTCO highlights our technical rigor, adaptability, and commitment to advancing Saudi Arabia's infrastructure goals. Over the past two years, we were



engaged in at least 10 strategic projects, including design, design review, and construction supervision. This collaboration reflects K&A's best practices: aligning early on scope and risk, mobilizing discipline leads swiftly, and maintaining transparent dashboards from

concept through execution and commissioning. "Our engagement with WTCO focuses on building sustainable, resilient communities across Saudi Arabia. Guided by Vision 2030, we combine decades of local experience, global expertise, and advanced



"WE AIM TO SHAPE SAUDI ARABIA'S WATER INFRASTRUCTURE BY COMBINING INNOVATION, SUSTAINABILITY, AND TECHNICAL EXCELLENCE, ENSURING EVERY PROJECT LEAVES A LASTING POSITIVE IMPACT ON COMMUNITIES AND THE ENVIRONMENT."

Maher Kahil,
Vice President-K&A Riyadh



BUILDING A LEGACY IN WATER AND INFRASTRUCTURE

Globally, K&A has completed more than

1,150 Water-related projects

covering over
8,750 km
Transmission lines

250
Treatment facilities

230 Pump stations
10 Million m³ Storage

digital technologies to deliver innovative and efficient infrastructure, creating a legacy of excellence in the Kingdom," added Maher Kahil.

K&A has played a pivotal role in delivering water systems capable of meeting the Kingdom's growing needs. In recognition of our work, we were honored with the 'Success Partner Award' at the WTCO Partnerships Forum in Riyadh in September 2025.

Smart, Sustainable Water Infrastructure Solutions

With decades of delivering megaprojects for leading entities—including the Ministry of Environment, Water and Agriculture (MEWA), the Saline Water Conversion



Corporation (SWCC), the Saudi Water Authority (SWA), and the National Water Company (NWC)—across Saudi Arabia and the broader Middle East, K&A brings deep sector insight to the delivery of complex water infrastructure. This cumulative expertise enables a balanced response to the sector's evolving demands, aligning speed, cost efficiency, and sustainability while maintaining uncompromising safety and quality standards.

Maher Kahil explained: "What truly distinguishes K&A is not only our technical excellence, but also our ability to integrate innovation, digital tools, and cross-sector collaboration at every stage of project delivery. Through our multidisciplinary structure, we ensure that engineering solutions are developed holistically, with close coordination among hydraulic engineers, environmental planners, digital specialists, and construction managers—resulting in seamless, future-ready systems."

Digital and Geospatial Integration in Water Management

In today's rapidly evolving water sector, engineering excellence goes hand in hand with digital intelligence. K&A integrates advanced digital platforms and geospatial technologies to support water operations beyond handover. ■

The Water & Environment team works across Supervisory Control and Data Acquisition (SCADA), Advanced Metering Infrastructure (AMI), Advanced Distribution Management Systems (ADMS), Enterprise Asset Management (EAM) systems, customer platforms, asset data services, and geospatial twins, enabling end-to-end data visibility from control rooms to field crews.

This integration allows for condition-based and preventive maintenance, leak detection, and real-time asset monitoring, transforming capital assets into digitally managed infrastructure that enhances reliability and reduces lifecycle costs. By combining engineering insight with digital innovation, K&A helps clients boost operational performance, enhance safety standards, and adopt smarter, more sustainable practices as the Kingdom expands its water networks to serve growing urban and industrial demand.

Infrastructure and PPP Advisory for Bankable Projects

Beyond traditional design and supervision, K&A helps governments and developers transform infrastructure concepts into bankable, efficiently built, and sustainably operated projects.

Through our Infrastructure Development & Advisory services, our team support public entities in structuring and delivering Public-Private Partnership (PPP) projects. We



“WHAT TRULY DISTINGUISHES K&A IS NOT ONLY OUR TECHNICAL EXCELLENCE, BUT ALSO OUR ABILITY TO INTEGRATE INNOVATION, DIGITAL TOOLS, AND CROSS-SECTOR COLLABORATION AT EVERY STAGE OF PROJECT DELIVERY.”

Maher Kahil,
Vice President-K&A Riyadh

also conduct feasibility studies that combine technical, financial, and market analyses to create viable and adaptable solutions. In addition, K&A acts as Owner’s Engineer, safeguarding client interests by reviewing designs, overseeing construction, and ensuring quality and performance requirements are met. By combining these roles, we deliver tailored projects that support Saudi Vision 2030 and have contributed to more than 3,000 multidisciplinary initiatives

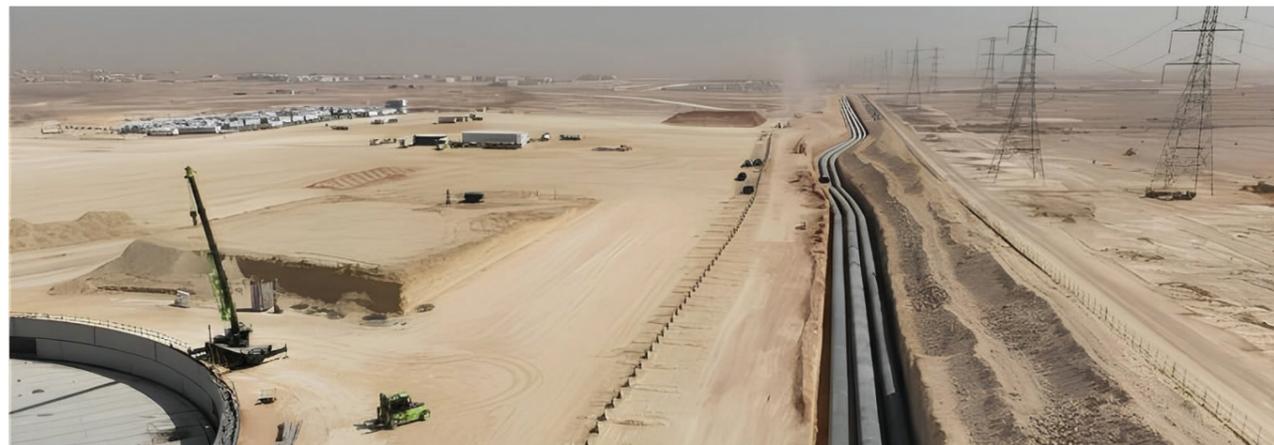
in urban planning, mobility, environmental solutions, and digital infrastructure.

Data-Driven Water Infrastructure Supporting Vision 2030

Innovation and sustainability are at the heart of K&A’s mission. By leveraging geospatial intelligence, urban analytics, and cutting-edge technologies, we are shaping resilient, data-driven cities that are equipped for future challenges.

Across the water sector, our solutions integrate environmental performance with engineering excellence, contributing directly to the Kingdom’s sustainability, circular economy, and net-zero targets.

As Saudi Arabia accelerates its infrastructure transformation, K&A remains a trusted partner, delivering impactful projects that improve quality of life, safeguard natural resources, and generate long-term value for generations to come. ■



HEALTH AND SAFETY

SAFE BY DESIGN: PUTTING PEOPLE AND DATA AT THE CORE OF MEGA INFRASTRUCTURE

On one of Saudi Arabia’s most ambitious infrastructure projects, the Riyadh Southern Ring Water Transmission System, Khatib & Alami (K&A) is redefining what world-class Health, Safety, and Environmental (HSE) performance looks like in practice. ■



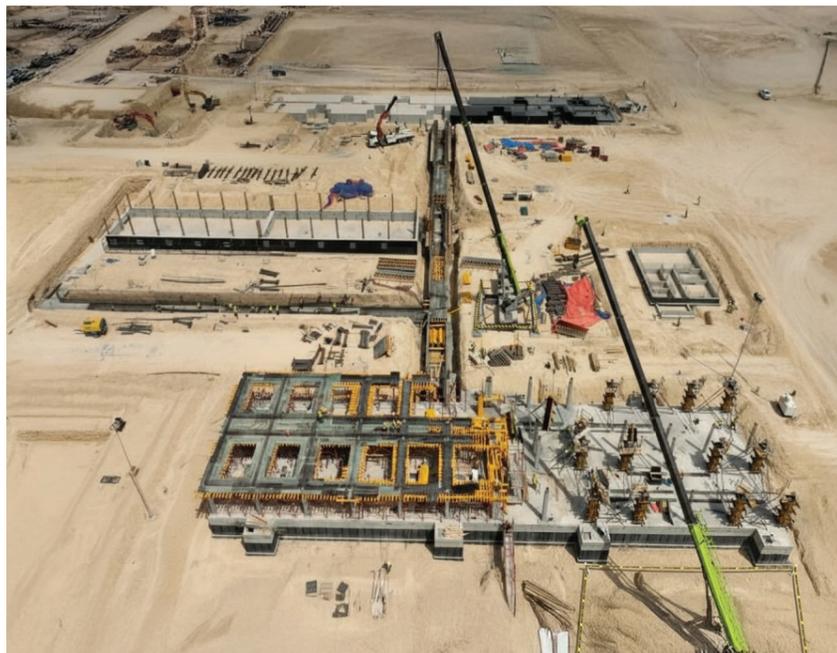
The Riyadh Southern Ring Water Transmission System is a strategic megaproject designed to transport 1.7 million m³ of desalinated water per day across nearly 300 km of massive carbon steel pipelines. It features high-capacity pumping stations, 14 storage tanks totaling 1.62 million m³, and advanced substations. Valued at SAR 5.4 billion (USD 1.4 billion) across three contracts, the project is vital in securing Riyadh's water supply and supporting Saudi Vision 2030 developments, including Al-Qiddiya, ahead of a firm July 2026 deadline.

Against this complex and high-risk backdrop, K&A launched the "Safe by Design: People and Data at the Core" HSE initiative, an integrated approach that embeds safety into every layer of project delivery.

Building a Safety-First Culture Beyond Compliance

Rather than treating safety as a checklist, the initiative focused on building a shared safety culture across a workforce of more than 2,000 people engaged in high-risk activities such as deep trench excavation, heavy lifting of massive pipelines, large-scale tank erection, hot work, and work at height.

A cornerstone of this effort was a worker observation card system that enabled frontline personnel to report hazards, share positive practices, and



propose corrective actions— anonymously if needed. This simple yet powerful mechanism transformed workers from passive rule-followers into active partners in risk prevention, creating a continuous feedback loop between site realities and management decisions.

Real-Time Digital Governance for Safer Projects

To strengthen oversight and decision-making, K&A, in collaboration with the Saudi Water Authority (SWA) and the Water Transmission Company (WTCO), established a comprehensive governance framework. This framework encompassed detailed safety plans, thorough risk assessments, proactive hazard

prevention, and continuous monitoring. Insights from inspections, training sessions, and incident reports were systematically analyzed to identify trends, root causes, and opportunities for improvement, embedding a culture of continuous learning and reinforcing compliance across all project levels.

Complementing this governance structure, our team integrated digital HSE platforms and dashboards to centralize inspections, incident management, environmental monitoring, and contractor performance into a unified, real-time operational system. These tools enabled rapid issue escalation, transparent performance tracking across contractors, consultants, and clients, and data-driven analysis of trends, root causes, and improvement opportunities.

By turning safety and performance data into actionable intelligence, the initiative moved from reactive reporting to proactive risk management. These innovations enhanced overall project performance and positioned the initiative as a benchmark for technology-enabled construction governance in Saudi Arabia's modernization drive.



HSE Training, Worker Welfare, and Community Impact

The Safe by Design initiative was reinforced through nearly 57,000 training hours, delivered via tailored manuals, risk registers, and project-specific inspection checklists. This ensured consistency, clarity, and practical application across all contractors and subcontractors.

Most importantly, safety was extended beyond the worksite. Worker welfare, accommodation standards, medical care, and compliance with labor regulations were fully integrated into inspections—recognizing the direct link between well-being, morale, and safe behavior.



K&A also engaged proactively with local communities and municipal authorities to address concerns related to noise, traffic, and accessibility, minimizing disruption and strengthening stakeholder trust.

Safe by Design: Measurable Results, Lasting Impact

The impact of this integrated approach is evident in the project's outstanding safety performance: 5.6 million safe man-hours were achieved with zero Lost Time Injuries (LTI)—a remarkable milestone given the project's scale, complexity, and risk profile.

By placing people and data at the core, K&A has demonstrated that safety is not a constraint on progress but a strategic enabler of performance, sustainability, and long-term success. ■



BEYOND THE NUMBERS, THE "SAFE BY DESIGN" INITIATIVE HAS DELIVERED LASTING VALUE BY:



ELEVATING
workforce competency and safety ownership



SUPPORTING
the timely delivery of critical national infrastructure



ENHANCING
operational efficiency and regulatory compliance



ESTABLISHING
a scalable HSE model aligned with Saudi Arabia's Vision 2030

KHATIB & ALAMI DELIVERS ABU NUWAS ROAD EXPANSION IN BAGHDAD

Phase 1 of Baghdad's traffic congestion reduction program was officially inaugurated, enhancing connectivity and urban mobility.

Khatib & Alami (K&A) has inaugurated the first phase of the Abu Nuwas Road Expansion and Al-Jadriya Overpass Project, a significant milestone under the First Package of the Government Program for Traffic Congestion Reduction. This achievement marks a pivotal step towards improving urban mobility and strengthening Baghdad's transport infrastructure.

Appointed as the Design and Supervision Consultant, K&A is supporting the Ministry of Construction and Housing/Roads and Bridges Directorate, led by General Director Houssin Jasim, in delivering the project. Our scope covers 16 major infrastructure initiatives designed to improve connectivity and reduce traffic congestion across the capital.

Ayman Awad, Director-K&A Baghdad, said: "This milestone reflects Baghdad's determination to embrace a new era of mobility. Working closely with our Iraqi partners, we are delivering international-standard infrastructure that strengthens connectivity and supports the capital's long-term growth."

Prime Minister Mohammed Shia' Al-Sudani, Minister of Construction & Housing Bangen Rekani, General Director Houssin Jasim, and other senior officials attended the inauguration ceremony, demonstrating Iraq's commitment to modernizing infrastructure and fostering sustainable urban development.

Baghdad Road Expansion Boosts Urban Mobility

The completion of Phase 1 of the Abu Nuwas Road Expansion and the Al-Jadriya Overpass will significantly ease traffic congestion, improve road safety, and create smoother journeys across Baghdad. It

will also enhance inter-district connectivity, foster economic growth, and strengthen the city's overall transport network.

Ali Ayoub, Principal-Transport Planning & Traffic Engineering, added: "We are honored to contribute to a program that will shape Baghdad's urban mobility for decades to come. This achievement reflects the strength of our planning and engineering work, helping deliver safer and more efficient journeys for millions of residents."

K&A Advances Phase 2 of Road Upgrades

Following the success of Phase 1, K&A continues as the Design and Supervision Consultant

for the Second Package, enhancing Baghdad's mobility infrastructure while supporting Iraq's vision for sustainable, people-centered cities.

Looking ahead, Dosty Mohamad, Senior Director at K&A Iraq, emphasized the project's long-term impact: "This project is a symbol of Iraq's forward momentum. As Baghdad grows, K&A is delivering solutions that empower communities, unlock economic opportunities, and help shape a resilient, thriving future." ■



MODERNIZING POWER INFRASTRUCTURE AT ADDIS ABABA BOLE INTERNATIONAL AIRPORT



Khatib & Alami (K&A) was appointed by Ethiopian Airlines Group (EAG) as the Main Consultant for the assessment, rehabilitation, and upgrading of the existing power distribution system serving Addis Ababa Bole International Airport and associated operational facilities. The project, completed in 2025, showcases our instrumental role in delivering complex infrastructure solutions that enhance the safety, efficiency, and long-term resilience of critical assets.

The scope addressed medium- and low-voltage power networks that had been in operation for more than a decade without significant upgrades, resulting in operational inefficiencies, elevated energy costs, and increased safety risks. K&A was engaged to conduct a comprehensive technical assessment and develop a structured, forward-looking framework for modernizing the power distribution infrastructure across Ethiopian Airlines' head office and operational units.

Subhankar Bhattacharya, Director-Renewable Energy, explained: "We are keen to deliver this project for Africa's

leading national carrier, Ethiopian Airlines Group, supporting its strong commitment to operational excellence. This project was built on close collaboration and a shared vision. By working closely alongside the team, we were able to align our technical solutions with their broader goals for growth and performance."

Through detailed data collection, site inspections, system modeling, and technical analysis, our team evaluated the condition, reliability, and performance of existing substations, switchgear, transformers, underground cabling, protection systems, and distribution networks. The study also accounted for ongoing and future expansion plans, ensuring that proposed investments form part of an integrated, long-term strategy rather than isolated interventions. A techno-economic feasibility study was also conducted for large-scale ground mounted and rooftop Solar PV implementation.

A key outcome of the project was the development of optimized and resilient design solutions, including updated single-line diagrams, demand

forecasting, loss-reduction initiatives, and recommendations to improve power quality, safety, and operational efficiency. K&A also prepared comprehensive technical specifications and tender documentation to support the rehabilitation, upgrading, and modernization works, providing Ethiopian Airlines with a clear roadmap for implementation.

Covering multiple strategic sites—including the airline's head office, airport facilities, maintenance and repair, cargo operations, aviation university, and catering facilities—the project reinforces our ability to deliver multidisciplinary infrastructure advisory and design services for complex, mission-critical environments.

Looking ahead, Ghassan Bassam, General Manager-Ethiopia, highlighted K&A's long-term vision: "Our collaboration with Ethiopian Airlines Group reflects our ongoing commitment to Africa, as we focus on delivering resilient infrastructure solutions that strengthen critical operations, support communities, and foster sustainable growth across the continent." ■



IRAQ'S INFRASTRUCTURE ADVANCES WITH KEY PROJECTS IN BASRA



Iraq has taken a significant step forward in its national development agenda with the launch of two landmark infrastructure projects in Basra Governorate. Led by Khatib & Alami (K&A), these projects mark a new chapter in the country's efforts to modernize critical systems.

The Basra Ring Road and the Umm Qasr Desalination Plant were officially launched in ceremonies underscoring a shared commitment to progress, resilience and prosperity.

Basra Ring Road Boosts Trade and Connectivity

The foundation stone for the Basra Ring Road was laid in the presence of His Excellency Prime Minister Mohammed Shia' Al-Sudani and Basra Governor Eng. Asaad Al-Idani, alongside government officials, key stakeholders, and K&A-Iraq Senior Director Dosty Mohamad, together with the dedicated project team.



The road, approximately 89 kilometers long, is a critical arterial route designed to enhance urban mobility, alleviate congestion within Basra city, and stimulate economic growth by encircling the metropolitan area. Featuring dual carriageways with multiple traffic lanes to enable efficient traffic diversion, the project



will significantly improve connectivity between Basra's urban core, industrial zones, and major ports.

As an integral component of Iraq's broader Development Road initiative, the Basra Ring Road supports the strategic vision of linking the Al-Faw Grand Port to the Turkish border, reinforcing the country's ambition to establish a major regional trade and logistics corridor.

Dr. Rabih El Khatib, Director-Transportation, stated: "The Basra Ring Road is more than a transportation project; it's a backbone for economic resilience, enabling smoother, safer, and more efficient movement of goods and people across southern Iraq."



Amr Sharaf, Director of Ring Road Project and Business Operations, added: "We are proud to collaborate closely with public authorities, demonstrating through our work at K&A a unified commitment to delivering sustainable, long-term positive change."

The Umm Qasr Desalination Plant Secures Water for Southern Iraq

In the presence of Basra Water Directorate officials and remote participation from the Prime Minister and Governor, the Umm Qasr Desalination Plant officially commenced operations.

This state-of-the-art facility represents a pivotal step toward enhancing water security for the



region, providing a reliable source of potable water. The new plant is part of Iraq's largest seawater desalination initiative, designed to deliver up to one million cubic meters of potable water a day—addressing chronic shortages exacerbated by reduced rainfall and declining river flows.

Rami Hanna, Principal-Water Treatment, said: "This desalination project marks a turning point in Basra's fight against water scarcity, offering sustainable, dependable water resources and demonstrating the impact of combining cutting-edge technology with strong project governance."

These two landmark projects represent a significant leap forward in Basra's infrastructure development and Iraq's broader national development, modernizing transportation networks and securing vital water resources. ■



GIS DAYS IN BEIRUT AND OMAN CELEBRATE INNOVATION IN DIGITAL TECHNOLOGIES



The event brought together leaders from government, utilities, and the geospatial community to explore GIS and emerging technologies shaping Oman's digital future.

Our team shared insights on AI-powered geospatial intelligence, highlighting its potential to enhance decision-making, accelerate transformation, and improve asset management.

Khatib & Alami (K&A) hosted a GIS & Digital Day in Beirut, bringing together experts and colleagues to explore advances in geospatial and digital technologies.

Organized by the Digital Services Department in collaboration with Esri Lebanon, the event created a platform for innovation and knowledge sharing. Colleagues from all departments explored four interactive knowledge stations featuring immersive VR experiences, digital integration in engineering, real-world success stories, and expert-led GIS sessions. A themed quiz added a fun, engaging element and recognized top performers for their achievements.



We also participated as a main sponsor of Oman GIS Day 2025, organized by the Ministry of Housing and Urban Planning in collaboration with Nama Electricity Distribution Company.



As we continue exploring new frontiers in GIS and AI-powered solutions, K&A remains committed to turning knowledge into long-term impact, both locally and globally. ■



DIGITAL SERVICES

ICT DIGITAL INNOVATION SUPPORTS KAFD IN GUINNESS WORLD RECORD WIN

Longest Continuous Pedestrian Skyway Achieves Global Recognition Through Cutting-Edge Digital Technologies.

ICT Digital Innovation (ICTDI), an affiliate of Khatib & Alami, proudly celebrates its pivotal role in helping the King Abdullah Financial District (KAFD) secure the Guinness World Record for the world's longest continuous pedestrian skyway network, officially measured at 15.46 kilometers.

As the assigned third-party consultant, ICTDI led the measurement verification process, ensuring precision and credibility for the Guinness World Records submission. By leveraging advanced field data collection, spatial analysis, and 3D modeling, ICTDI produced a highly accurate verification report central to the official record certification.

Located in the heart of Riyadh, KAFD spans 1.6 million square meters and comprises 95 buildings, serving as a visionary model of urban transformation where business, lifestyle, and technology converge in a digitally integrated, sustainable



ecosystem. The award-winning skyway network interconnects the entire district, enhancing accessibility and redefining how people experience modern cityscapes.

"This achievement celebrates not only KAFD's forward-thinking vision but also the power of digital innovation to shape the cities of the future," said Mohammed Sharara, Director of Business Development-Digital Services at ICTDI.

"We are honored to have contributed to this landmark success, demonstrating how data-driven insights and cutting-edge technologies can enable sustainable, people-centric urban solutions."

The Guinness World Record highlights ICTDI's growing role as a trusted partner in digital transformation, helping clients leverage GIS, digital twins, and smart technologies to deliver vibrant, connected, and sustainable communities across the region and beyond. ■

LOOKING BACK AT 2025: A YEAR DEFINED BY SUCCESS AND STANDOUT RECOGNITION

2025 was a year of remarkable achievements across people, projects, and digital innovation. Our teams earned 12 prestigious industry awards, recognizing excellence in workforce development, digital transformation, innovation, and project delivery—milestones that reflect their dedication, expertise, and collaborative spirit.



In this edition, we highlight standout recognitions from the last quarter, including landmark infrastructure and hospitality projects, award-winning residential developments, and individual leadership honors. These successes continue to guide our work, ensuring sustainable and resilient outcomes that strengthen communities and support regional development.

K&A Honored for Workforce Capability Transformation by Autodesk Middle East Brilliance Awards

Khatib & Alami (K&A) has reached a significant milestone by winning the Workforce Capability Transformation award, recognizing our commitment to empowering talent and fostering a culture of continuous learning.

Among the company-wide initiatives driving this achievement, our BIM Unit has played a leading role in enhancing digital skills across design and supervision teams. From structured, role-based programs to project-specific, hands-on training, these initiatives have engaged

thousands of employees across Beirut, Dubai, Cairo, Bangalore, and other centers—building a unified, future-ready workforce across all projects.

This success has been powered in part by the BIM Management Portal, a centralized hub for training, knowledge sharing, and collaboration, which has been instrumental in driving digital excellence across K&A.

K&A Crowned Digital Transformation of the Year Consultant at the Construction Technology Awards KSA

K&A has been named Digital Transformation of the Year - Consultant, celebrating our industry-leading advancements in embedding technology across

the AEC sector. This recognition highlights our commitment to driving innovation and delivering smarter, more sustainable projects.

From automating design workflows to creating city-scale digital twins, our teams continue to set new benchmarks in digital excellence across the region. Through our Digital Services Division and BIM Unit, we have unified expertise across architecture and engineering, integrating BIM, GIS, AI, ML, and IoT to enhance design accuracy, reduce costs, and strengthen operational performance. Our Digital Delivery Platform, built on City Information Modeling and BIM frameworks, fosters seamless collaboration by streamlining data integration, submissions, and project communication. Customized tools, including project dashboards and automated design systems, further boost productivity and innovation. These initiatives have delivered measurable reductions in waste, energy use, and design errors—positioning K&A as a regional pioneer in sustainable, technology-driven project delivery.



Rove Home Marasi Drive Wins Design Innovation in Building at Autodesk Imagine Awards

Recognized for its groundbreaking approach to innovative and sustainable design, Rove Home Marasi Drive sets a new benchmark in Dubai's Business Bay. The project seamlessly integrates Autodesk Revit, Navisworks, and Autodesk Construction Cloud (ACC) to create a fully connected BIM ecosystem, transforming conventional workflows into a digital, data-driven delivery model.

As lead design consultant, K&A enabled multidisciplinary teams to collaborate in real time, maintain version control, and resolve coordination issues efficiently. This digital-first approach reduced delays by over 50%, accelerated decision-making, and eliminated reliance on fragmented file exchanges—delivering a landmark high-rise that unites architecture, engineering, and sustainability.

Additionally, our team integrated sustainability into every stage of the project. Early-stage environmental simulations reduced lifecycle energy consumption by 12%, while BIM-enabled material tracking optimized resource use, reducing material waste



by 18%. Integrated planning and recycling strategies cut construction waste by 15%, and the use of low-VOC, certified materials enhanced indoor air quality, meeting Dubai Green Building Standards and global sustainability benchmarks.

Amaala Yacht Club: Best Hospitality Project of the Year at the Saudi Building & Infrastructure Awards

Winner of the Hospitality Project of the Year, the Amaala Yacht Club stands as the architectural and cultural centerpiece of the Triple Bay Marina, a key component of the Amaala project on Saudi Arabia's northwestern Red Sea coast.

Part of the Kingdom's ambitious Vision 2030 initiative, the project aims to transform the national economy and promote sustainable, high-end tourism. K&A served as the construction supervision consultant, guiding the delivery of this landmark development and

ensuring design excellence and operational quality.

Blending environmental responsibility with world-class luxury, the 7,900 m² Yacht Club features a rooftop lounge, sea-view restaurant, swimming pool, and an iconic arch-shaped entrance inspired by Red Sea rock formations and Arabian heritage. Powered entirely by renewable energy and targeting LEED Platinum certification, the project presented significant challenges, including complex engineering requirements, international stakeholder collaboration, and coordination among 1,000+ workers. Despite these complexities, the project continues to progress, and once fully operational, it is expected to contribute nearly SAR 11 billion to the national GDP and create approximately 50,000 direct and indirect jobs for Saudi citizens. ■



Riva Residence Secures a Double Win as the UAE’s Residential Project of the Year

Riva Residence Tower in Dubai secured two prestigious accolades for its excellence in residential design and delivery. The project received an Award of Merit in the Residential/Hospitality category at ENR Global Best Projects. In addition, it was named Highly Commended – Residential Project of the Year at the Construction Innovation Awards 2025, celebrating visionary developments shaping the future of the built environment.



These honors affirm K&A’s continued leadership in delivering high-quality, iconic residential projects across the region.

As the first architectural landmark in Dubai Maritime City, Riva Residence Tower redefines luxury living through its contemporary design, robust engineering solutions, prime location, and unobstructed waterfront views along a scenic promenade.

Designed for LEED Silver certification, the project emphasizes energy efficiency, occupant comfort, reduced environmental impact, and support for local resources and supply chains.

Murcia 1 Scoops Prestigious Residential Award in Construction Week KSA Awards

Murcia 1, one of the National Housing Company (NHC) flagship affordable housing developments in the Khuzam District, was recognized at the Construction Week KSA Awards for its transformative impact. With K&A leading project management and supervision, the development advanced from a complex construction program into a fully lived community—achieving complete occupation of 2,400 villas in Phases 1 and 2, supported by secure roads, reliable infrastructure, and vibrant public spaces.



K&A’s disciplined delivery framework was centered on a single master schedule, a unified system of record, and weekly metrics-driven decision-making. This ensured that readiness, affordability, and quality were consistently realized on the ground. The project’s success enabled Murcia 1 to emerge as a standout model of sustainable residential development in the Kingdom.



Mansour Kharoub Highly Commended as MEP Executive of the Year

Mansour Kharoub, Mechanical Engineering Director, has been Highly Commended as MEP Executive of the Year at the MEP Middle East Awards, recognizing his exceptional leadership in delivering landmark projects, advancing digital and sustainable engineering practices, and mentoring MEP talent across the region.

With nearly three decades at K&A, Mansour has consistently demonstrated technical excellence and strategic vision. He led the expansion of the Global Mechanical Design Center in response to a significant increase in project demand, while maintaining quality, compliance, and on-time delivery. His leadership has been central to the successful delivery of high-profile developments across Saudi Arabia—including Jeddah Stadium, Jeddah Opera House, and NEOM initiatives—as well as the BULGARI Lighthouse in Dubai, which was delivered ahead of schedule.



A strong advocate for innovation, Mansour pioneered BIM automation tools that increased team productivity by 30% and reduced delivery timelines by up to 30%, while championing advanced coordination platforms to enhance design integration. He has also guided clients toward energy-efficient, code-compliant HVAC solutions aligned with sustainability goals. A respected industry voice, Mansour actively contributes through panel discussions, technical forums, and academic engagement, reinforcing his impact on both the profession and the next generation of engineers.

Rami Al-Thobiti Recognized as Engineer of the Year for Outstanding HSE Leadership

Rami Al-Thobiti, Associate Principal-HSE Supervision, has been named Engineer of the Year at the Construction Week Awards KSA 2025, in recognition of his exceptional leadership and commitment to health, safety, and operational excellence. The award highlights his pivotal role on the Riyadh Southern Ring Water Transmission System, where he has driven world-class safety performance on one of the Kingdom’s most critical infrastructure projects.

The project is central to securing Riyadh’s water supply, transporting 1.7 million cubic meters of desalinated water per day across nearly 300 kilometers of carbon-steel pipelines. Its timely delivery is essential to meeting the Al-Qiddiya July 2026 deadline and

advancing Saudi Arabia’s Vision 2030 objectives for sustainable urban growth and improved quality of life.

Under Rami’s leadership, the project achieved a safety milestone of 5.6 million safe man-hours with zero Lost Time Injuries (LTI). This achievement was delivered on a complex, high-risk site involving more than 2,000 workers engaged in deep excavations, critical lifting operations, and the construction of large carbon-steel storage tanks.



Rami’s innovative approach redefined the traditional safety function, shifting it from regulatory enforcement to one rooted in vision, mentorship, and cultural transformation. By championing a human-centered safety culture, he strengthened accountability, trust, and collaboration across all stakeholder groups. His initiatives included delivering nearly 57,000 training hours and introducing recognition programs that aligned safety compliance with meaningful incentives. ■

RECONSTRUCTION AND URBAN DEVELOPMENT IN SYRIA: KHATIB & ALAMI'S ENGAGEMENT IN DAMASCUS

Khatib & Alami (K&A) reaffirmed its long-standing commitment to Syria's reconstruction and sustainable urban development by actively participating in BUILDEX and the IMAR International Exhibition for Rebuilding Syria, both held in Damascus.

These engagements marked an important step in strengthening dialogue with Syria's public and private sectors, while re-establishing K&A's footprint at a time when the market is entering a critical phase of redevelopment.

Engaging Decision-Makers and Advancing Collaboration

During BUILDEX, K&A reconnected with key decision-makers, including ministers, governors, and senior officials from various ministries. Discussions focused on reconstruction priorities, urban development strategies, and opportunities for long-term cooperation to support Syria's recovery.



Hussam Jalouk Syria Office Director noted that BUILDEX was instrumental in reconnecting with existing stakeholders, generating new business leads, and gaining insight into market dynamics and emerging opportunities.

In parallel, meetings were held with Syrian officials to advance technical cooperation and explore frameworks for collaboration across infrastructure, healthcare, tourism, and smart city initiatives. The exhibition also provided a platform to engage with developers, contractors, and regional firms, fostering partnerships and knowledge transfer.



Showcasing Expertise

K&A's participation in the IMAR International Exhibition further highlighted our strategic role in Syria's redevelopment. The exhibition, which focused on the construction, energy, and industry sectors, brought together government representatives, entrepreneurs, and industry leaders to discuss projects, technologies, and future investments.



Speaking during the exhibition, Ramadan Harb, Senior Vice President, emphasized that K&A's presence reflects an early and deliberate engagement in the country's rebuilding phase, leveraging decades of experience in infrastructure rehabilitation, rebuilding of damaged areas, and sustainable urban development.



Innovation and Market Readiness

K&A engaged with influential figures and decision-makers across the engineering and construction ecosystem. Our team showcased architectural designs, planning concepts, and complex engineering solutions through Virtual Reality (VR) technology, providing an immersive experience that highlighted the scale, quality, and innovation of our work. We also addressed inquiries regarding K&A's regional portfolio, technical capabilities, and upcoming project execution timelines in Syria.

Dr. Khaldoun Nasreddine, Vice President and Head of Beirut Design Center, noted that while many initiatives remain at the funding and agreement stage, discussions indicate strong momentum toward execution once contracts are finalized—reaffirming K&A's readiness to support the next phase of reconstruction.

A Long-Term Commitment

K&A remains committed to sharing expertise, fostering partnerships, and contributing to sustainable urban infrastructure that supports Syria's long-term development. By combining technical excellence with innovation and proactive engagement, we are strategically positioned to guide and accelerate the country's recovery and future growth. ■

HOW IS GLOBAL TALENT ACQUISITION SHAPING THE FUTURE OF WORK?

Q&A CELEBRATING THE PEOPLE LEADING THE CHANGE

Every year, organizations around the world celebrate Global Talent Acquisition Day—a moment to recognize the professionals who connect people with opportunities and help shape the future of work.

At Khatib & Alami (K&A), Talent Acquisition plays a strategic role in building high-performing teams across regions. To mark the occasion, Talent Acquisition Specialists from across our geographies—Mohammed R. Ali (Beirut), Aspassia Hassan (Cairo), Adil Al Makki (Riyadh), Hisham Al Sinani (Jeddah), and Kirubakaran Devaraj (Bangalore)—share their perspectives on how recruitment is evolving and what continues to matter most.

WHAT DOES ATTRACTING AND RETAINING TOP TALENT LOOK LIKE IN 2025, AND HOW IS KHATIB & ALAMI EVOLVING TO MEET CHANGING EXPECTATIONS?

Mohammed R. Ali: Attracting and retaining top talent requires agility, personalization, and purpose-driven engagement. Today's candidates look for alignment in values, flexibility, growth, and digital maturity. At K&A, we modernize hiring through AI-enabled tools while authentically communicating our culture across regions. Our focus is on strategic hiring that supports diversity, innovation, and long-term success.

Hisham Al Sinani: Keeping pace with the digital workforce means focusing on skills over degrees, leveraging AI to streamline hiring, and using virtual tools to reach global candidates. Flexible work models, continuous learning, and data-driven insights are also key to retaining talent and anticipating future needs.

Aspassia Hassan: Increased competition from international employers means we must continuously evolve. We regularly review compensation and benefits, enhance job roles, and expand recruitment channels using innovative platforms. Equally important, company initiatives that prioritize employee well-being help attract and retain talent by

aligning with the values and expectations of today's global workforce.

WHILE AI CONTINUES TO TRANSFORM RECRUITMENT, WHICH PARTS OF THE CANDIDATE EXPERIENCE MUST REMAIN HUMAN?

Kirubakaran Devaraj: AI helps speed up recruitment, but interviews, feedback, and trust-building require human connection. Empathy is essential for truly understanding and supporting candidates.

Adil Al Makki: AI improves efficiency, especially in screening and data analysis, but personal interviews are still essential for assessing personality, cultural fit, and handling unique situations through human interaction.

Hisham Al Sinani: Candidates value personal communication and support, particularly during interviews and feedback. Human judgment is also crucial for assessing soft skills and making final decisions. Striking the right balance between AI and human connection creates a recruitment process that is both efficient and genuinely engaging.

WHAT IS THE MOST REWARDING PART OF WORKING IN TALENT ACQUISITION?

Hisham Al Sinani: The most rewarding part of my role is helping candidates find opportunities that align with their skills and passions while contributing to the company's growth. I also focus on fostering a welcoming, supportive environment where both employees and candidates feel a sense of belonging.

Mohammed R. Ali: Seeing a great hire grow into a role where they create real impact. Each hiring decision shapes teams, projects, and the company's future. Talent

Acquisition is more than a process; it is a foundation for sustainable success.

Adil Al Makki: Helping people achieve their career goals and seeing how the right hires contribute to organizational success is deeply satisfying. Connecting with diverse candidates and learning about their stories also makes the job inspiring.

WHAT MAKES RECRUITING TALENT UNIQUE IN YOUR REGION?

Adil Al Makki: Recruiting in my region involves navigating cultural and professional diversity, a fast-changing market, and emerging skill requirements. There is also a strong emphasis on developing local talent to support a knowledge-based economy.

Hisham Al Sinani: In Saudi Arabia, meeting the demand for specialized skills and managing a multicultural workforce can be challenging. However, the country's fast-growing economy, driven by Vision 2030, is creating new opportunities, and its strategic location makes it an attractive destination for global talent and businesses.

Aspassia Hassan: Egypt's youthful population offers access to a large, dynamic talent pool, particularly for entry- and mid-level roles. This demographic advantage allows recruiters to tap into energetic, adaptable, and growth-oriented candidates.

Mohammed R. Ali: Recruiting across the region means navigating diverse cultures, cross-border dynamics, and fast-changing markets. Trust and reputation are critical, with networks and referrals often shaping outcomes. Demand for digital skills and hybrid roles is rising, and the Gulf's rapid development and megaprojects intensify competition, making timely, strategic hiring essential.

Kirubakaran Devaraj: Recruiting in India is unique due to its large

and competitive talent market. Hiring strategies must account for regional diversity, cultural differences, and varying expectations between big cities and smaller towns. Education, career growth, and job stability are highly valued, making tailored approaches essential for attracting and retaining skilled professionals.

WHAT IS YOUR PROUDEST ACHIEVEMENT AS A TALENT ACQUISITION SPECIALIST?

Adil Al Makki: My proudest achievement as a Talent Acquisition Specialist is building a strong network of job seekers. By forming genuine connections, I have reached a diverse pool of candidates, improving recruitment efficiency and quality.

Hisham Al Sinani: Building a strong talent pipeline to drive organizational growth, recruiting for strategic megaprojects, and empowering national talent to assume leadership roles.

Aspassia Hassan: Leading recruitment efforts for major projects across multiple countries and introducing innovative hiring approaches that were later adopted company-wide.

Mohammed R. Ali: Every impactful placement is meaningful, but leading the rollout of our first global recruitment platform stands out as a major milestone.

Kirubakaran Devaraj: Filling critical niche roles in infrastructure and sustainability, directly supporting strategic growth in these areas.

Talent Acquisition will continue to play a critical role in driving K&A's growth—aligning the right talent with the right opportunities and strengthening teams across the region. ■





YOUTH EMPOWERMENT

KHATIB & ALAMI OPENS PROJECT SITES TO UNIVERSITY STUDENTS

As part of our ongoing commitment to youth empowerment and knowledge sharing, Khatib & Alami (K&A) continues to bridge the gap between academic learning and professional practice by opening active project sites to university students across the region.

Site Visit at MEA Staff Services and Recreational Building

K&A welcomed students from the Notre Dame University-Louaize (NDU) ASCE Student Chapter to the construction site of the Middle East Airlines (MEA) Staff Services and Recreational Building in Beirut.



During the visit, students gained hands-on exposure to engineering practices in an active construction setting. They toured the site, examined structural design elements, and observed construction techniques in progress, gaining insight into project planning, execution, and the collaborative problem-solving required to deliver large-scale developments.

“Seeing students engage directly with our projects is incredibly rewarding. It’s an opportunity to bring engineering concepts to life, spark curiosity, and inspire the next generation to pursue innovation and excellence in the field,” said Mohamad Damaj, Lead Site Civil Engineer.

The MEA Staff Services and Recreational Building, part of the MEA Campus Master Plan

Upgrade, represents a significant milestone in our ongoing collaboration with Middle East Airlines, building on

“SEEING STUDENTS ENGAGE DIRECTLY WITH OUR PROJECTS IS INCREDIBLY REWARDING.”

Mohamad Damaj, Lead Site Civil Engineer

the successful delivery of the Training and Conference Center. K&A is providing design and supervision services for the project, which occupies a 4,361 m² site and includes approximately 22,000 m² of built-up area, comprising a ground floor and two superstructure levels.

The site visit offered students a firsthand look at how innovation, planning, and teamwork deliver complex engineering projects, showcasing real-world challenges, inspiring future engineers, and highlighting K&A’s commitment to talent development and industry-academia collaboration.

American University in Baghdad On-Site Training at Al Sarafiya Bridge

K&A’s engineering and supervision teams hosted professors and students from the American University in Baghdad for an on-site training visit at the Al Sarafiya Steel Bridge Project. This initiative is part of our broader social services program to support academic institutions, enhance students’ practical exposure, and contribute to long-term capacity building within the local market.

The training allowed students to gain firsthand knowledge of the engineering and operational aspects of steel bridge construction, providing insight into the planning, coordination, and execution required to



“BY GIVING STUDENTS HANDS-ON EXPERIENCE ON PROJECTS OF NATIONAL SIGNIFICANCE, WE ARE HELPING TO SHAPE THE NEXT GENERATION OF ENGINEERS WHO WILL LEAD THE REGION’S DEVELOPMENT.”

Ghada Nasr AbdelAziz, Principal-Proposals

deliver complex infrastructure projects. Commenting on the on-site training, Ghada Nasr AbdelAziz, Principal-Proposals said: “By giving students hands-on experience on projects of national significance, we are helping to shape the next generation of engineers who will lead the region’s development.”

With K&A serving as consultant, the new Al Sarafiya Steel Bridge Project is one of several construction initiatives aimed at alleviating traffic congestion in Baghdad. Part of the government’s broader program

to enhance mobility and connectivity, the project combines civil engineering works on the Tigris crossing with associated overpasses and connectors, employing modern construction and supervision standards while respecting the architectural legacy of the original bridge.

By opening our project sites to emerging talent, K&A continues to provide students with applied experience and practical knowledge that will help shape the future of the built environment. ■



CELEBRATING HSE EXCELLENCE: OUTSTANDING SAFETY MILESTONES ACROSS OUR PROJECTS

Khatib & Alami (K&A) continues to reinforce its unwavering commitment to health, safety, and environmental (HSE) excellence across all operations. The following milestones highlight exceptional safety performance achieved across multiple projects, reflecting the collective dedication of our teams, contractors, and clients to maintaining a zero-harm work environment.

15 MILLION SAFE MAN-HOURS AT PENINSULA PROJECT-BUSINESS BAY, DUBAI, UAE

K&A proudly marked a record of 15 million safe man-hours without any Lost Time Injuries (LTIs) at the Peninsula Project in Business Bay, Dubai. In recognition of this exceptional performance, the client, Select Group, presented K&A with the Safe Man-Hours Achievement Certificate, celebrating the dedication and diligence of the entire project team.

This accomplishment highlights the project team's strong safety culture, strict adherence to HSE standards, and commitment to a safe working environment for everyone on site.



5 MILLION SAFE MAN-HOURS AT PORTOFINO PROJECT, DAMAC LAGOONS, UAE

The Portofino Project (Villas 61-65) at DAMAC Lagoons reached 5 million safe man-hours without a Lost Time Injury (LTI). K&A and project partners were formally recognized by the client, DAMAC, for this outstanding safety performance.

This milestone underscores strong safety leadership, proactive risk management, and the consistent application of robust HSE procedures across all project phases.



2 MILLION SAFE MAN-HOURS AT HARADH & WUDAIHI PROJECT, KSA

The Haradh & Wudaihi project team in Khobar celebrated 2 million safe man-hours without Lost Time Injuries (LTIs) during a client appreciation ceremony. The event acknowledged the project's sustained safety performance and strict adherence to HSE standards. This recognition reflects the strong collaboration and shared responsibility demonstrated by the entire project team in maintaining a safe and disciplined work environment.



1 MILLION SAFE MAN-HOURS AT MADINA STRATEGIC STORAGE PROJECT, KSA

The Strategic Storage Project in Madina reached 1 million safe man-hours without any Lost Time Injuries (LTIs). This successful achievement highlights the project team's strong safety culture and close collaboration among the client WTCO, contractor, and other stakeholders. It was supported by K&A's full-time HSE supervision, strict enforcement of approved safety plans and procedures, and proactive identification and mitigation of potential risks.



These milestones reflect our shared commitment to the highest HSE standards. We work closely with all stakeholders to maintain safe working conditions and, looking ahead, continue to advance a culture of safety excellence—fostering continuous improvement to protect our people, projects, and the communities we serve. ■

KHATIB & ALAMI SUPPORTS EWA WITH WATER MASTER PLANNING WORKSHOP IN BAHRAIN

Khatib & Alami (K&A) delivered a specialized, multi-day technical workshop in Manama, Bahrain, to strengthen institutional capacity for national water master planning. The initiative was conducted in response to a direct request from the Electricity & Water Authority (EWA) and reflects our shared commitment to building resilient, future-ready water systems.

Titled "Blueprint for Water Excellence - The Path from Overview to Implementation," the workshop brought together over 70 senior officials and engineers from across EWA departments. It provided a collaborative platform for knowledge sharing and strategic alignment, delivering an integrated learning experience across the technical, strategic, and operational dimensions of developing world-class water master plans.

Over several days, our experts delivered structured modules to strengthen technical skills across EWA, supporting H.E. the President's vision for innovation and excellence in long-term planning.

Ahmad Habanjar, Design Manager-Water & Environment, said, "This workshop stands as a testament to the deep trust and strong partnership between EWA and K&A. It reflects EWA's commitment to capacity building, knowledge transfer, and empowering its technical teams, as well as K&A's dedication to sharing expertise, promoting innovation, and supporting world-class infrastructure development."



"THIS WORKSHOP STANDS AS A TESTAMENT TO THE DEEP TRUST AND STRONG WORKING RELATIONSHIP BETWEEN EWA AND K&A."

Ahmad Habanjar,
Design Manager-Water & Environment



The program connected strategic planning with practical implementation, positioning water master planning as a dynamic, data-driven process responsive to growth, environmental and climate pressures, and technological progress. Participants explored the full lifecycle of water infrastructure systems, global sector challenges, and key network components, while gaining exposure to emerging tools such as digital twins, AI-enabled analytics, generative design, and smart water networks. The workshop culminated in an end-to-end methodology for developing actionable master plans, encompassing data integration, system assessment, and clear investment priorities.

By the workshop's conclusion, participants had strengthened technical capabilities and aligned on a shared planning framework supporting innovation, accountability, and long-term performance. The initiative highlights EWA and K&A's joint commitment to advancing water sector planning in Bahrain and setting a benchmark for sustainable, future-ready infrastructure across the region. ■

K&A INDIA CELEBRATES 10 YEARS OF EXCELLENCE



Khatib & Alami (K&A) Bangalore Design Center proudly marks a decade of growth, innovation, and impactful contributions to the company's global portfolio.

A decade ago, K&A embarked on a bold initiative to establish a fully integrated Design Center in Bangalore. What began as a small, infrastructure-focused team was driven by a shared vision of excellence, innovation, and collaboration. Over the years, the team expanded its expertise across multiple design disciplines, taking on increasingly complex projects that strengthened the company's regional and international presence. Each challenge was met with dedication, creativity, and an unwavering commitment to delivering high-quality design solutions.

Today, the Bangalore Design Center has evolved into a fully integrated and strategic hub, supporting major projects and enhancing K&A's global operations. The center plays a vital role in delivering complex, large-scale projects spanning Buildings, Infrastructure,

Landscape, and Interior Design. Working closely with K&A offices worldwide, the team consistently demonstrates technical depth, delivery excellence, and agility, ensuring outcomes that meet international standards and client expectations.

Beyond project delivery, the Bangalore Design Center has established itself as a hub for innovation and digital excellence. The team has advanced digital design and delivery through BIM, automation, data-driven workflows, and process optimization. These initiatives have enhanced efficiency, strengthened coordination, and reinforced K&A's commitment to future-ready solutions—earning recognition as a two-time winner at the Autodesk Imagine Awards.

To commemorate this important milestone, the team gathered for a memorable 10th Anniversary Gala, an evening dedicated to celebrating the people, projects, and shared values that have shaped K&A India over the past ten years. The event recognized outstanding talent, collaborative

teams, and impactful project contributions that define the Bangalore Design Center's legacy.

Marcel Makdisi, Water & Environment Director-K&A India, said: "I fondly recall K&A's ambitious journey ten years ago to build a fully integrated Design Center in Bangalore. From a small infrastructure team, the Bangalore Design Center has grown into a vibrant organization of nearly 800 professionals across multiple design disciplines. I thank everyone for their dedication and am confident that we will continue to drive excellence and innovation."

Rajesh Kalra, Senior Director-K&A India, added: "The Bangalore Design Center embodies K&A's global vision of combining technical excellence, innovation, and a strong people-first culture. Over the last decade, the team has consistently delivered value across our global portfolio while building capabilities that will define our future. This milestone is a celebration of both achievement and ambition."

Looking ahead, the Bangalore Design Center is poised to play an even greater role in K&A's global growth. With a strong foundation, a culture of collaboration, and a continued focus on innovation, it is well-positioned to support the company's ambitions for the next decade and beyond. ■



EMPOWERING COMMUNITIES AND MAKING A DIFFERENCE LOCALLY AND GLOBALLY

From raising awareness on health and well-being to empowering women in Oman and supporting sustainable donations, Khatib & Alami (K&A) teams are creating significant impact across the region.

UNITED FOR A CAUSE: BREAST CANCER AWARENESS MONTH

October is recognized globally as Breast Cancer Awareness Month, a time to raise awareness, promote prevention, and support those affected.



This year, K&A offices across the region came together to show solidarity and highlight the importance of health screening and early detection through a variety of meaningful activities.

From message boards and pink-themed gatherings to wellness sessions and educational materials, our employees engaged in initiatives that promoted healthy habits, self-care, and mutual support.

All these initiatives form part of our comprehensive Health and Well-being CSR Program, fostering a culture of wellness, learning, and social responsibility across our offices. By raising awareness and inspiring action, we strengthen the values of care, solidarity, and team spirit that define K&A. ■



CELEBRATING OMANI WOMEN'S DAY

K&A joined colleagues in Oman to mark Omani Women's Day, an annual national occasion led by the Ministry of Social Development that recognizes the vital role women play in the Sultanate's social and economic progress. This year's theme, "She is Oman," celebrated the authenticity, values, and achievements of Omani women, honoring their dedication, perseverance, and contributions to nation-building.

The occasion was an opportunity to honor the strength, leadership, and impact of Omani women across K&A—from engineers and planners to innovators and mentors—whose contributions continue to shape projects, teams, and communities.

By celebrating these achievements, we reaffirm our commitment to an inclusive workplace, where women are empowered to grow, lead, and make valuable contributions, driving progress, innovation, and lasting impact across the region.

JEDDAH OFFICE PARTNERS WITH KISWA COMPANY FOR WORLD CHARITY DAY

On World Charity Day, K&A Jeddah joined forces with Kiswa Company, a leader in recycling and upcycling used clothing, to launch a sustainable donation initiative. Employees gave new



life to clothing, shoes, and accessories while extending support to those in need.

The initiative, held under Kiswa's "Second Chance" campaign, not only encouraged community participation but also highlighted the importance of environmental responsibility through recycling and reuse. By turning everyday donations into meaningful impact, the campaign demonstrated how small actions can contribute to both social and environmental sustainability.

K&A is proud to support initiatives that make a real difference—helping communities thrive while protecting our planet.

By embracing sustainable practices and fostering a culture of giving, we aim to inspire our employees and the wider community to consider how small actions can create a positive impact.



QATAR TEAM PARTICIPATES IN OOREDOO MARATHON 2026 TO PROMOTE HEALTH AND WELL-BEING

K&A Qatar team celebrated wellness at Ooredoo Marathon 2026, alongside thousands of participants in a nationwide showcase of wellness, fitness, and community spirit.

Our team took part in the 5 km race, demonstrating discipline, determination, and teamwork both on and off the track. The event offered a chance to step outside the workplace, strengthen connections, and embrace an active lifestyle in a vibrant, inclusive setting.

By supporting initiatives that foster balance, resilience, and collaboration, K&A continues to cultivate a workplace culture that values people as much as performance. ■



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