

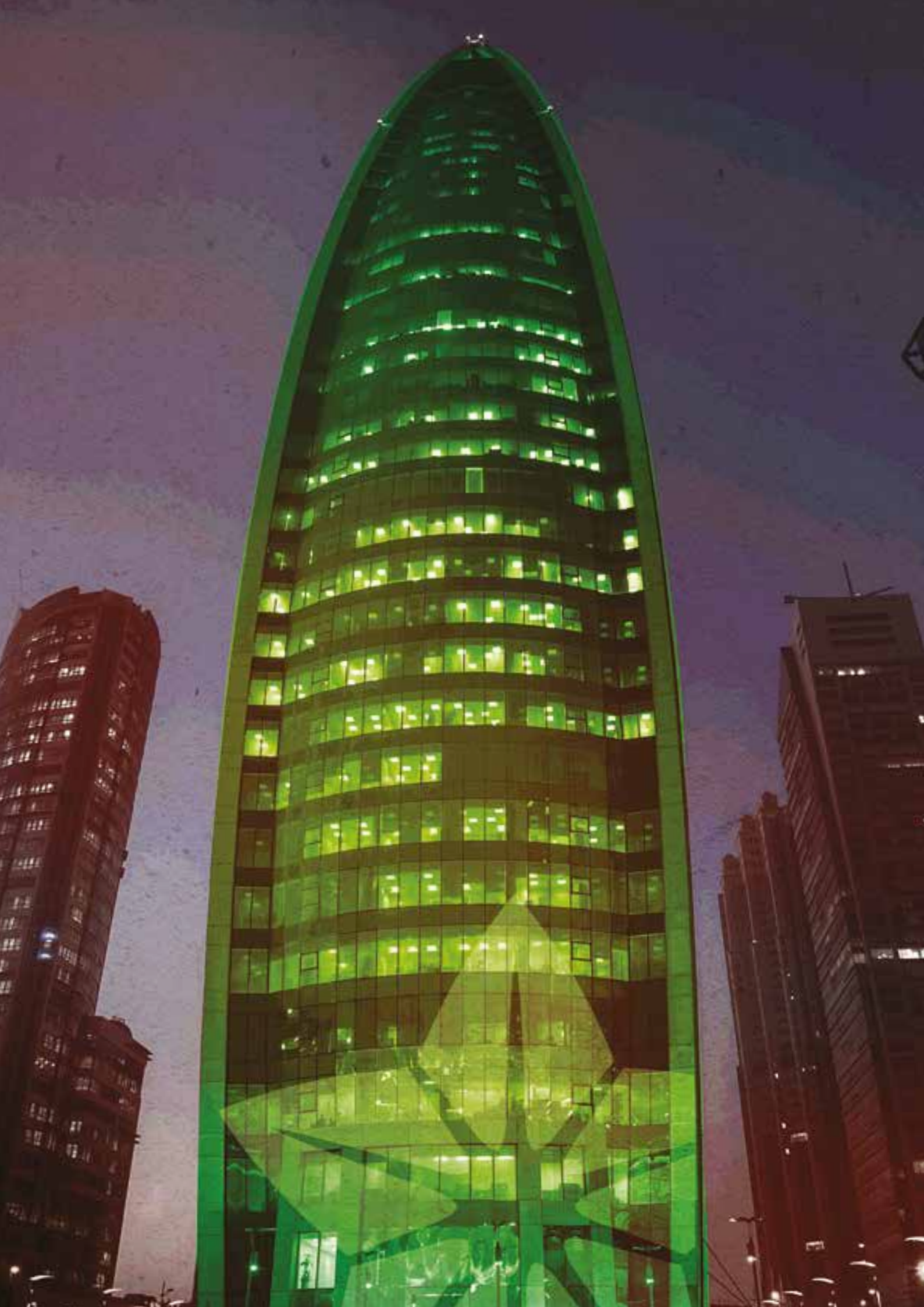
WOQOD

SUSTAINABILITY REPORT 2017

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This report has been developed in accordance with Global Reporting Initiative (GRI) standards G4 guidelines. This is WOQOD's fifth annual sustainability report and it covers the economic, environmental, and social performance over an annualized period.

WOQOD invites all stakeholders to share their comments, questions or concerns regarding the content of this report or the company's sustainability performance through: galkawari@Woqod.com.qa



OUR VISION

“To be the leading petroleum products and related services marketing company in the region.”

WOQOD’S MISSION

- To provide all customers with reliable, professional and innovative solutions through friendly, excellent and convenient services.
- To demonstrate accountability for all our activities.
- Qatarization aimed at transformation from Sponsorship to Leadership.
- To be the best downstream energy company in the region, in terms of not only the customer and employee satisfaction but also maintaining its shareholder earnings.
- To achieve our vision and mission, we train and develop competencies across the organization to enable us to demonstrate that we are the best in what we do in the region.
- To minimize our impact on the environment will be achieved through the introduction of new technologies not yet seen in the region.

WOQOD’S BRAND VALUES

• PROFESSIONAL

Everything WOQOD does, internally and externally, is by way of using a truly professional approach.

• SOLID

WOQOD as a company is built on a solid foundation financially by its shareholders.

• FRIENDLY

WOQOD is a friendly company to deal with and always approaches its customers in a friendly manner.

• INNOVATIVE

WOQOD leads the market in innovative products, services and processes.

• ACCOUNTABLE

WOQOD is truly accountable for all its business activities and their impact.

CHAIRMAN'S FOREWORD

It gives me great pleasure to present to you our fifth sustainability report for 2017. This year has been an important milestone for our organization's path to long term sustainability, keeping us on track in accomplishing the national vision 2030. Thanks to our management team and staff we have been able to overcome the difficulties caused by the embargo through effective supply chain management and integration. WOQOD has demonstrated its ability to adapt to market conditions and take a more proactive approach in sourcing crucial products such as our Heavy Fuel Oil (HFO) and Bitumen, which has ensured a continued supply of these crucial products. Furthermore WOQOD has streamlined its operations further increasing our organizations operational efficiency translating to cost reductions both financially as well as environmentally. We have implemented several initiatives to help facilitate this transformation such as our "Fleet rationalization". We have also restructured our organization for the purpose of adopting a lean approach, which aims to further increase our operational efficiencies.

Our dedication to health and safety has enabled us to ensure continuous engagement between management and HSE issues on site as well a zero fatality count on all years of reporting. This has contributed significantly to early identification and elimination of near misses, resulting in a 20% reduction in our lost time injury (LTI) record over the previous year. Furthermore our efforts in maintaining a safe workplace are reflected in WOQOD maintaining a zero-fatality count amongst our employees and contractors over the past five years of reporting. Additionally we have seen an improvement in our total recordable injuries by 36%.

Amongst WOQODs top priorities is our commitment to promoting our local Qatari Workforce and fostering their career development. Our efforts in this area have yielded positive results with an increase in Qatarization by 3% (now 17% of the workforce). In conclusion, I would like to thank our Board of Directors and stakeholders for their contribution to our ongoing success. I would also like to



recognize our senior management and staff's commitment to helping our company excel in meeting the expectations of our stakeholders.

MR. AHMAD SAIF AL-SULAITI
CHAIRMAN OF THE BOARD OF DIRECTORS

CEO'S FOREWORD

We are pleased to present to our stakeholders the publication of WOQOD's fifth sustainability report. This annual report highlights our achievements in the year 2017 as well as areas of increased focus for improvement. Our continued efforts in the field of sustainability reporting stand as a testament to WOQOD's commitment to transparency. As a fuel provider we recognize the crucial role our organization plays in successfully executing the goals outlined by the National Vision 2030. WOQOD has modeled its sustainability initiatives to be in tandem with the Qatar National vision 2030, to ensure alignment with the national mandate, at both micro and macro levels. Accordingly this report will focus on development in the following four areas; Economic progress, Social development/community contribution, Safeguarding the environment, Health & Safety.

The year 2017 has been a testament to WOQOD's resilience and outstanding leadership in navigating alternate supply routes and sources of crucial products in the midst of an economic blockade. WOQOD has overcome these conditions by acting swiftly in response to market conditions to ensure a continued supply of these crucial products. The embargo impacted the sourcing of two crucial products in local markets; Bitumen that is used for building roads and Heavy fuel oil (HFO), which is the fuel used for large ships and tankers.

Amongst WOQOD's major developments in 2017 is the organization's transformation plan, most notably the rationalization of our road fleet to optimize logistical efficiencies. WOQOD has also dramatically changed its manpower in terms of size and structure. WOQOD has opted for a lean approach and has streamlined operations through outsourcing some of its operations. Moreover we have consolidated waste management contracts from eight to one contract in the interest of efficiency and ease of management.

I would like to thank our Board of Directors and stakeholders for their contribution to our ongoing success. In closing, I would also like to recognize our senior



management and staff's commitment to helping our company excel in meeting the expectations of our stakeholders.

ENG. SAAD RASHID AL-MUHANNADI
CHIEF EXECUTIVE OFFICER

CORPORATE PROFILE

Introduction

Qatar Fuel ‘WOQOD’ is a downstream oil distribution, storage and marketing company, formed in 2002 as a joint stock listed in the Qatar Exchange.

The company was created from the fuel storage and distribution assets owned at the time by Qatar Petroleum under the name of NODCO (National Oil Distribution Company). Qatar’s fuel distribution depot situated in Abu Hamour supplies diesel, gasoline and aviation fuels to the entire state of Qatar by a fleet of dedicated road tankers. This depot has since come under the stewardship of Qatar Fuel ‘WOQOD’. All fuels are supplied through a multi-product pipeline to the Doha depot from Qatar Petroleum’s refinery at Messaid.

Qatar Fuel (WOQOD) has been mandated exclusively regarding the distribution of fuel needs within Qatar. This also comprises the distribution of diesel, gasoline for vehicles, boats and industry as well as aviation fuel, for Hamad International Airport. The company also trades in bunkering fuels, ship to ship bunkering within Qatari

waters, Bitumen importation and distribution for building new roads, LPG for cooking and other uses and brand owned lubricants. Additionally Qatar Fuel (WOQOD) builds, operates and maintains modern branded petrol stations across the State of Qatar.

WOQOD Subsidiaries

WOQOD VEHICLE INSPECTION (FAHES)
WOQOD’s wholly owned subsidiary, FAHES is a vehicles inspection company, which has been granted an exclusive mandate to conduct vehicle inspection in Qatar. WOQOD vehicle inspection (FAHES) is innovative in its technological prowess, FAHES is the first company to of its kind in its development of its one window system that allows for clientele to complete inspection procedures, vehicle insurance and fine payments when necessary at a single location with minimal delay.

WOQOD MARINE
Established in 2009, WOQOD Marine services operate a maritime fleet of seven vessels with with six being currently operational. WOQOD Marine services have been awarded the document of compliance as a company transporting petroleum derivatives.

QJET
Q-jet for Aviation fuels was founded in 1990 and is 60% owned subsidiary of WOQOD. Q-Jet is the only company entrusted with the task of providing fuel for airplanes using Hamad International Airport. Its fuel is of commercial Jet-A1 meeting all international standards of quality and safety. Q-Jet works with over 60 airline companies.

AL KHALEEJ ESTATE
Established in 2012, wholly owned by WOQOD. It acts as WOQOD’s real estate management and investment arm.

WOQOD LOCATIONS



WOQOD SUPPLY CHAIN



SUSTAINABILITY REPORTING AT WOQOD



IDENTIFYING MATERIAL ASPECTS AND BOUNDARIES

Defining Material Aspects & Boundaries: THE PROCESS

STEP 1 | Identification

The process of defining the specific content for the report is undertaken by discerning the level of impact our operations have on aspects outlined by the Global Reporting Initiative (GRI). The aspects deemed as material to WOQOD's activities are then cross referenced against the G4 guidelines outlined by GRI. Applying these standards ensures accurate reporting and transparency. Initially WOQOD, through its Quality Health Safety Security Environment (QHSSE) department, shall consider a broad list of topics to report on and thusly narrow down the topics to the most relevant in relation to our operations

impacts. "Relevant" topics are those that may reasonably be considered important for reflecting the organization's relevant economic, environmental and social impacts; or influencing the assessments and decisions of stakeholders.

STEP 2 | Prioritization

After considering a list of relevant topics which be covered in the report which is likely to be a list containing a selection of GRI Aspects and GRI sector disclosures that are complemented, if needed, by other topics, the organization should prioritize them. This involves considering the significance of their economic,

environmental and social impacts for their substantive influence on the assessments and decisions through stakeholder consultations.

STEP 3 | Validation

The validation process analyses all identified material aspects against the principle of completeness prior to gathering the information needed for the report. Moreover

this step of validation entails assessing the material aspects against:

- 1. Scope - The breadth of aspects covered in the report
- 2. Aspect Boundaries - The description of the impacts of each aspect occur
- 3. Time - The completeness of the information with respect to the reporting period

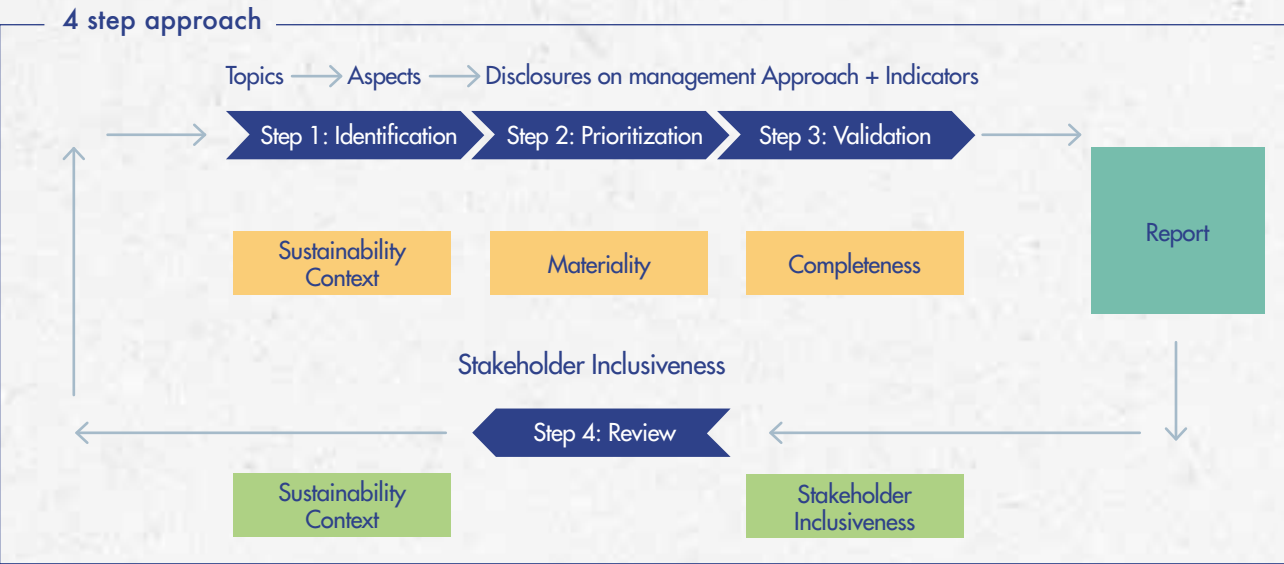
The aim of this process is to ensure that the report provides a reasonable and balanced representation of the organization's sustainability performance. This step is

carried out by QHSSE Department with consultation with Strategy Department.

STEP 4 | Review

This final process is undertaken once the report has been published, and the organization is preparing for the next cycle. This step focuses on the aspects that were material in the previous reporting period and also consider stakeholder feedback. The principals of Sustainability inclusiveness and Sustainability context and their

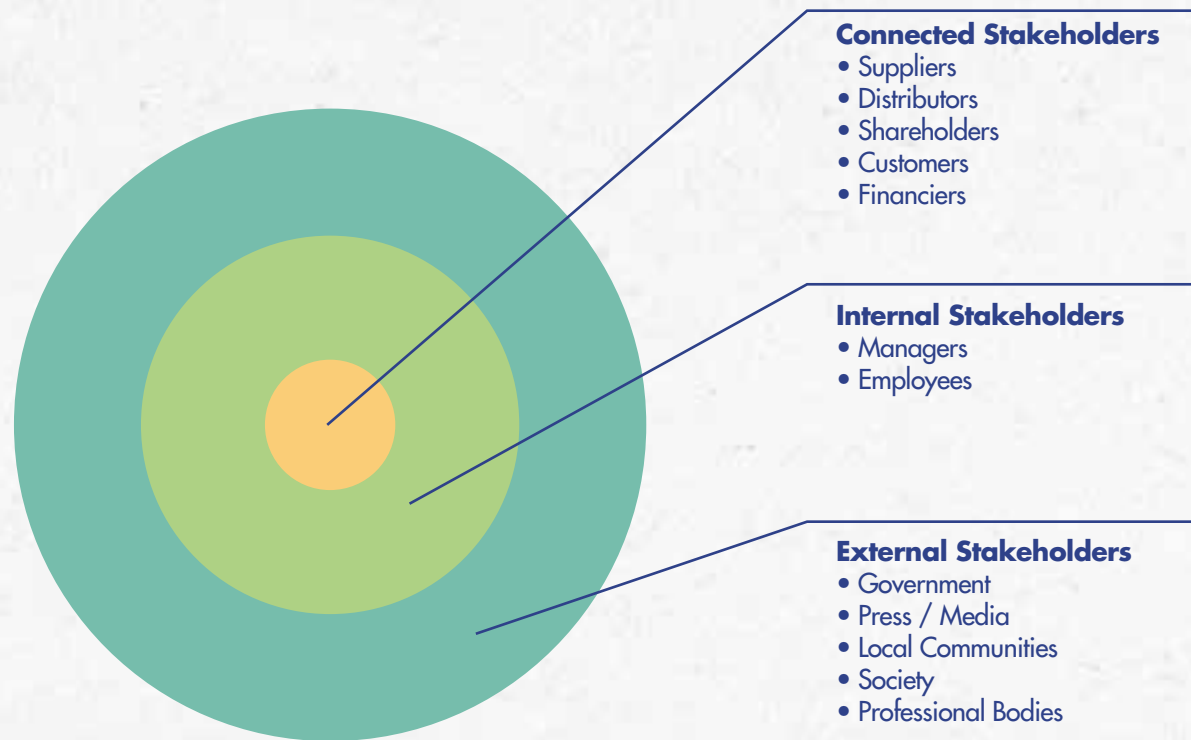
associated tests in the guidelines, inform the review process of the report. They serve as checks with regards to the presentation and evaluation of the report as well as the reporting process.



The process of defining the report content is based on principals that are designed to be used in combination. These principals are the following:

- Stakeholder inclusiveness
- Sustainability context
- Materiality
- Completeness

STAKEHOLDER MAPPING



Stakeholder engagement is not only integral to any CSR activity, it also forms the basis of good corporate governance. Thusly it is important to determine who an organization's stakeholders are as well as their level of interest. Stakeholder mapping can be visualized as a web of connections between all various components and as such enables the organization to mark out all the important connections between the various stakeholders

both upstream and downstream. Essentially the purpose of stakeholder engagement is to build trust between the organization and parties of interest by taking into account their viewpoints and incorporating them into the organizations policies. This allows for more transparency from the organization. For more details on stakeholder groups & channels of engagement (see Appendix 2).



MATERIALITY MATRIX



In order to ensure that WOQOD, prioritizes the issues that are of most interest to our stakeholders as well as of highest importance to the business. A materiality analysis was conducted to identify which issues have the highest impact regarding WOQOD’s brand equity, revenue and costs. The issues placed on WOQOD’s materiality matrix display their position in relation to stakeholder interest as well as potential business impact. These issues should not be viewed in isolation as they are usually interconnected

Identifying Issue:

WOQOD’s QHSSE department has undergone a process of assessing the materiality aspect list and benchmarking against past performance. Additionally an assessment of global trends was conducted such as the UN Sustainable development goals in tandem with National initiatives such as the National Vision 2030 in order to develop objectives geared towards addressing these issues.

Assessing Business Impact:

This phase of the process focused on determining which issues have a direct impact on the bottom line. As a result it was identified that issues concerned with operations was highly correlated to profitability of the organization such as employee health & safety, Qatarization, and revenue from retail.

and improvements in one can have a knock on effect on the others. Moreover in order to implement objectives and set targets geared towards positively influencing these materiality issues the following process was undergone:

Assessing Stakeholder Interest

Once stakeholders have been identified, the goal is to then determine which stakeholders have the highest interest in relation to the outlined materiality issues and consequently any objectives related to those issues. This can then lead to the effective stakeholder engagement.

Review

The final phase of this process relates to management’s review of the objectives as well as the methodology used to derive these objectives.

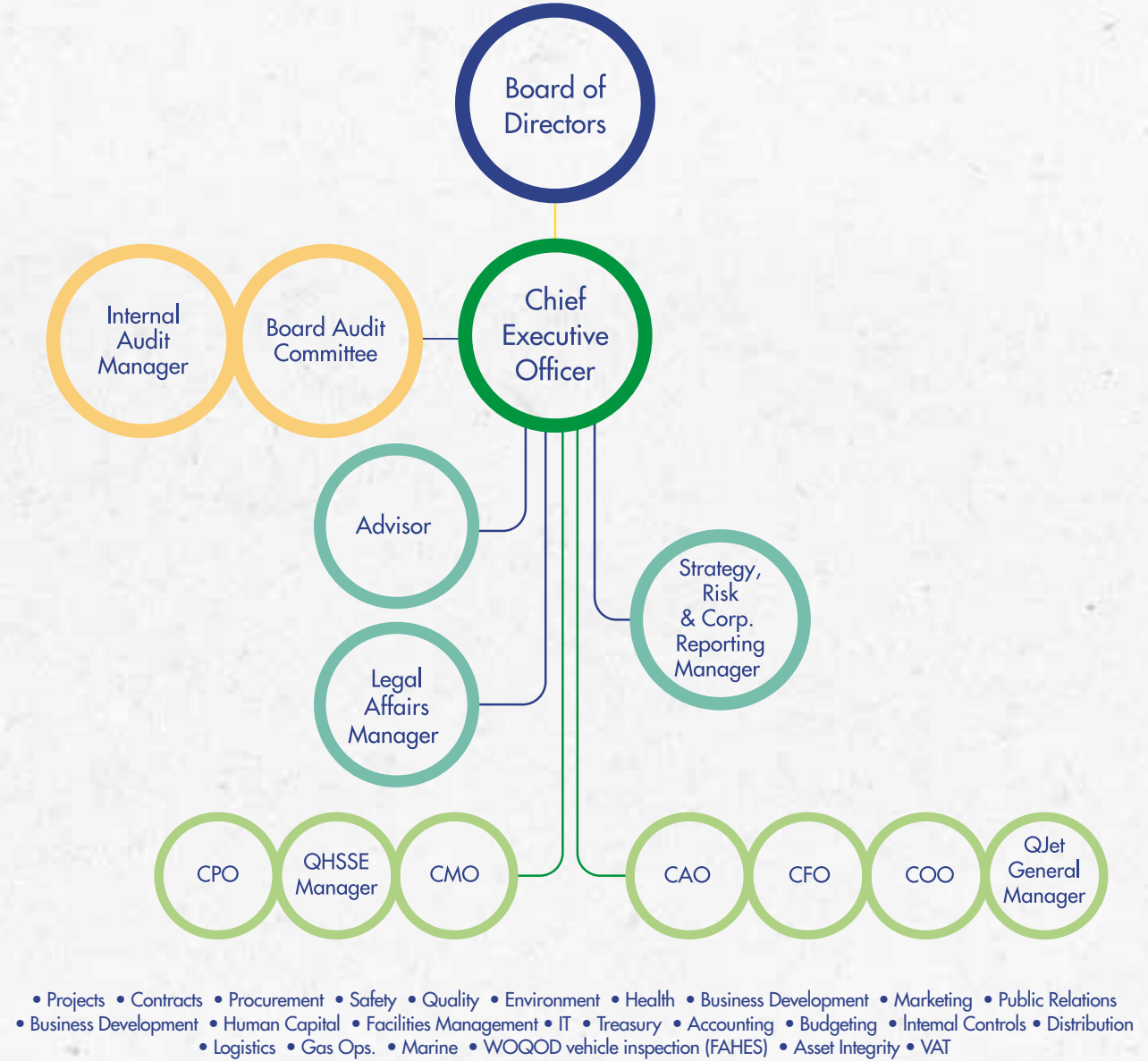
GOVERNANCE

Material Issues:

- ANTI-CORRUPTION
- CORPORATE GOVERNANCE

GOVERNANCE STRUCTURE

LEADERSHIP TEAM ORGANISATION STRUCTURE





BUSINESS ETHICS

WOQOD ensures the integrity of its business activities through its internal policies and management systems. All employees of WOQOD are expected to abide by the codes of conduct outlined in its strict Statement of Conflict of Interest and Codes of Ethics. This policy is applicable to all employees of WOQOD as well as all subsidiaries. An employee who fails to adhere to these policies is subject to being reprimanded up to termination. This policy is designed to address the following aspects:

- Code of Conduct
- Duty of Fidelity
- Conflict of Interest
- Disclosure of Potential Conflicts
- Harm to Business reputation
- Gifts or 'Kick backs'
- Company funds and property
- Confidential Information
- Outside employment and Business activity

INTERNAL AUDIT COMMITTEE

A part of the annual Quality, Health, Security & Environment (QHSSE) Assurance Programme, WOQOD regularly conducts Internal audits. The QHSSE manager in consultation with facility managers and department managers develop plans for periodic QHSSE auditing. WOQOD provides training for its level 2 (internal auditors) to ensure audits adhere to audit procedures. Trained internal auditors are only handed assignments for other departments and not their own, in order to ensure that the audit is conducted with objectivity. Internal audits are an invaluable tool to management in taking a proactive approach, when identifying any deviations from policy or law. WOQOD has committed to this by increasing its number of internal auditors in 2017.

BOARD OF DIRECTORS



Mr. Ahmad Saif Al-Sulaiti
Chairman of the Board of Directors



Mr. Mohammed Nasser Mubarak Al-Hajri
Vice-Chairman



Sheikh Saoud Khalid Bin Hamad Al Thani
Member - Board of Directors



Mr. Mohd Khalid GH. Al-Ghanem
Member - Board of Directors



Mr. Ali Al-Khalaf
Member - Board of Directors



Mr. Abdulrahman Saad Zaid Al-Shathri
Member - Board of Directors



Mr. Mohammed Abdulaziz Saad Rashed Al-Saad
Member - Board of Directors



Mr. Faisal Al-Hammadi
Member - Board of Directors



Mr. Nasser Sultan N Al-Hemaidi
Member - Board of Directors

WOQOD’s structure of governance is led by the Board of directors (BOD), which is the highest governing body. Responsible for organizational oversight as well as corporate hierarchy, the BOD consists of seven highly qualified individuals, five of whom are elected by way of shareholders in a general assembly, which is held every three years. The BOD chairman and vice-chairman are appointed by Qatar Petroleum, WOQOD’s golden shareholder. The board includes three members representing QP and five independent board members. These members are; Sheikh Saoud Al Thani, Mr. Nasser Al Hemaidi, Mr. Mohammad Al Saad, Mr. Abdulrahman Al Shethri, Mr. Faisal Al Hammadi.

The BOD is responsible for all high level decision making regarding economic, financial, operational, social and environmental issues the company is faced with. These decisions are communicated to WOQOD’s CEO, who is responsible for the overall executive management of the company. The Boards’ duties are conducted independently and impartially in accordance with Qatar Stock Market Governance requirements. Furthermore the BOD must meet six times per year, which WOQOD has upheld.

BOD Remuneration

BOARD MEMBERS REMUNERATION (QAR)	
2014	7,750,000
2015	7,750,000
2016	7,750,000
2017	9,870,000

BOARD MEMBERS BIOGRAPHIES

Chairman

Mr. Ahmad Saif Al Sulaiti serves as Executive Vice President Operations (DO) at QP. Mr. Al-Sulaiti served as Operations Manager of QP Offshore fields for 6 years and Operations Manager of Dukhan Fields for 14 years. He has extensive management experience of large oil and gas field operations in Qatar Petroleum (QP). He has 32 years of experience in Oil and Gas Field Operations, Maintenance, Re-development, Commissioning Major Projects, Organizational Restructuring, Manpower

Management, and Economic Evaluations. Mr. Ahmad Saif Al-Sulaiti is currently Executive Vice President – Operations in Qatar Petroleum. He is the Chairman of the Board of Directors of the Mesaieed Petrochemical Holding Company – MPHC as well as represents Qatar Petroleum in several joint ventures in their Board of Directors.

Vice Chairman

Mr. Mohammed Nasser Al-Hajri has been appointed as Executive Vice President of Downstream Development Directorate of Qatar Petroleum since November 2014. Mr. Al Hajri holds a Master's degree in Gas Engineering from University of Salford in United Kingdom and Bachelors'

degree in Chemical Engineering from Qatar University. He joined Qatar Petroleum in 1991 and has more than 24 years of experience in upstream and downstream.

Sheikh Saoud Khalid Hamad Al Thani

Shk. Saoud Khalid Hamad Al Thani is a member of the ruling family. He is the founder of S.B.K. Company and Chairman of the Company. He began his business in 1994 in trading and contracting.

Shk. Saoud Althani was Chairman of the Olympic Committee of State of Qatar from 1995 to 2000 and Chairman of Youth Committee of State of Qatar from 2000 to 2008. Currently Shk. Saoud Althani is holding following positions: Chairman of Al-Rayyan Club,

Chairman of Q-Life and Medical Insurance Co L.L.C (Q-LIFE), Board of Director in Qatar Fuel (WOQOD), Board of Director in Water Electricity & Water Company (QEWEC) and Board of Director of Qatar Insurance Company (QIC)

Mr. Mohammad Khalid GH. Al Ghanem

Mr. Mohd Khalid Al-Ghanem, is a graduate of Administration and Economics, Majoring in Accounting, from Qatar University. He is a Certified Public Accountant – CPA - from the California Board of Accountancy and has done his Executive MBA from HEC Paris. He is also a certified SAP FI/CO Solution Consultant in Managerial & Financial Accounting, from SAP-UK.

Currently he is Manager of Strategic Planning, Budgeting & Performance Management in Qatar Petroleum and has over 17 years of experience in Oil & Gas with knowledge

and experience in Corporate Strategy, Business Planning, Budgeting & Cost Control, Management Reporting, Asset Management, Investment Management, Performance Management and Enterprise Risk Management. He also represents Qatar Petroleum in various Joint Ventures and Subsidiaries in their Board of Directors.

Mr. Nasser Sultan N Al Hemaidi

Mr. Nasser Al Hemaidi joined the Board of Directors in 2008. He was appointed as the Finance Manager for the Qatari Olympic Committee. He is a well-known

business man and currently involved in various commercial and economic activities.

Mr. Ali Al Khalaf

Mr. Ali Hassan Al Khalaf has worked for over 32 years as a leader and key member of various governmental organizations in Qatar. As the Director of Information Systems, he currently leads the General Authority for Retirement & Social Security. Mr. Al Khalaf is also a Chairman of the Board of Directors at GBI Global Cable & Data Transfer as well as a member of the Tender & Bidding Committee at the Ministry of Finance. Mr. Al Khalaf is a highly accomplished professional with a proven record of accomplishment in all his past roles at Qatar Petroleum, QAFCO (Qatar Chemical Fertilizer Company), and he was also on the board of UDC. At Qtel, he managed many large-scale projects such as financial and Enterprise Resource Planning systems (ERP) as well as one for the electronic correspondence system. Many government sectors, including the Ministry of Interior, mirrored a comprehensive security project that Mr. Al Khalaf worked on. This used Virtualization Environments for devices and Data Replication Technology

without the use of tapes and the EMC storage technology data. Mirroring this project made the General Authority for Retirement and Social Insurance one of the top organizations to manage security through data security and earned it the ISO certification 27001:2013. This was in addition to a B2B project that was set up to update and send data of state employees to the Authority automatically. Mr. Al Khalaf's academic qualifications comprise a Master's in Engineering in Precision Machines & Control from Bradford University and Huddersfield University preceded by a Bachelor's in Software Engineering from the University of Essex, all in the UK.

Mr. Mohammad Abdulazziz Saad Rashed Al Saad

Mohammed Al Saad is a graduate in Architectural Engineering who began his career with Qatar's then largest publicly listed Real Estate Company-ALAQARIA. In 2006 he became CEO of The First Investor and in 2009 joined Barwa Bank Group as Vice Chairman & MD in helping to lead the Group to notable growth during this time. Most recently, he became Executive Chairman of

MAS HOLDING, as well as the Vice Chairman of Barwa Real Estate (listed), Board Member-WOQOD (listed), Chairman-QCON (Qatari oil & gas contractor), Native Land Investments (SPV for Native Land-London based developer) & Agency222 (communications).

Mr. Abdulrahman Saad Zaid Al Shathri

Mr. Abdulrahman Al-Shathri joined the Board of Directors in 2008. He is the Chairman of Easy Yeileng Board of Directors. Chairman of Black Oro Security Services Board

of Directors. Chairman of Easy Carpentry Board of Directors.

Mr. Faisal Al Hammadi

Mr. Faisal Al-Hammadi is an investment management professional with over 20 years in corporate finance, investment management, and financial advisory. He is also on the board of the Qatar Fuel Company (WOQOD) and is Chairman of Hassad Food Company. Mr. Al-Hammadi has led and participated in many restructuring ventures for companies and investment portfolios.

Beginning his illustrious career in the Corporate Finance division of Qatar Steel, he rose through the ranks to reach his current leadership role as Chief Investment Officer of the Pension Fund at the General Retirement & Social Insurance in Qatar. Prior to joining the Pension Fund, he played an advisory role at the Supreme Council of Economic Affairs and Investments (SCEAI), which sets economic policy and the capital allocation strategy for the State of Qatar. Mr. Al-Hammadi also headed the Asset Management division at Qatar Investment Authority, where he managed the finances of the Sovereign Wealth Fund of Qatar.

Apart from his corporate career, he has also been involved in academia during his tenure as a lecturer at Qatar University's College of Economics and Business Administration. In 1998, Mr. Al-Hammadi obtained his undergraduate degree in Business Administration from the College of Economics & Business, Qatar University. He subsequently completed his Master's degree in Finance at the American University Kogod Business School in Washington D.C. Apart from his university education, he also acquired a Chartered Financial Analyst (CFA®) certification in 2006, and successfully completed a program in Leadership Development at Harvard Business School in 2008.

PILLAR 1

ECONOMIC PERFORMANCE



ECONOMIC PERFORMANCE

Material Issues

- ECONOMIC PERFORMANCE
- ANTI-CORRUPTION

DIRECT VALUE GENERATED & DISTRIBUTED (QAR)				
	2014	2015	2016	2017
Revenue	14,489,082,138	13,187,501,587	13,843,943,202	17,218,531,000
Operating	818,530,523	1,048,635,122	1,089,223,495	378,556,000
Cost (G&A Expenses)				
Net Profit	1,132,829,907	1,050,060,646	883,110,228	964,117,000

In 2017, WOQOD’s revenue grew by 19%, whilst reducing its operating cost by 187%. This is a result of WOQOD’s transformation plan aimed at increasing operational efficiencies. WOQOD’s net profit has also increased by 8.4%. Fuel sales have increased by 6% in 2017 from the previous year. The main growth driver was the Premium Gasoline and Jet Fuel where both have recorded a 10% increase each. The combined annual growth rate (CAGR) of fuel products over the last 5 years is 11%.

As of the year end 2017, WOQOD owns and operates 58 petrol stations. During the year 2017, WOQOD opened 6 new petrol stations in different localities of the country. This ensures WOQOD’s plan of expanding the geographical reach of the distribution network for the purpose of providing fuel distribution service of the highest convenience and quality.



BUTANE GAS SALES PER SECTOR (TONNES)

Sector	2013	2014	2015	1ST QTR 2016	2016	2017
Domestic Sector	734	792	-	-	-	-
Commercial Sector	25,030	25,207	27,592	7,872	29,422	31,598
Industrial Sector	12,490	7,538	6,832	1,741	8,368	12,725
Residential	-	-	1,007	222	1,258	1,345
Contractor	-	-	1,360	621	4,748	8,205
Total	38,254	33,537	36,790	10,455	43,796	53,873

The sales of Butane Gas overall have increased by over 10,000 tonnes. Butane sales have seen a gradual increase over the period from 2013 to 2017. WOQOD has achieved a 23% increase in the sales of its LPG bulk sales.

BUTANE GAS IN CYLINDER SALES ('000 CYLINDER)

	2013	2014	2015	1ST QTR 2016	2016	2017
12 KG Metal Cylinder Sales	4,796	5,314	5,150	1,392	4,790	2,142
6 KG Shafaf Cylinder Sales	31	39	45	9	37	40
12 KG Shafaf Cylinder Sales	908	1,394	1,992	485	2,656	5,610
Total	5,735	6,567	7,187	1,887	7,483	7,792

Total sales of Butane gas cylinders in 2017 have grown by 4.2% from the previous year. Shafaf cylinders sales have experienced gradual growth during all years of reporting. The plan is to eventually phase out the steel cylinders by providing attractive offers to customers to use the safer, more reliable Shafaf cylinders.



NATURAL GAS SALES PER MILLION BRITISH THERMAL UNITS (MMBTU)

	2013	2014	2015	1ST QTR 2016	2016	2017
Industrial	75,450	253,056	482,612	180,283	743,288	738,748
CNG	7,729	64,684	51,789	9,436	31,870	38,942
Total	83,179	317,740	534,401	189,719	775,158	777,690

Sales of natural gas have experienced gradual growth over the period of 2013 to 2017. This growth was partly driven by the supply of CNG to the transport sector (Mowasalat) for public transport projects, supplying Natural Gas to industries located in the new industrial area. WOQOD also operates a CNG fueling station for Mowasalat buses. In the year 2017, CNG sales have experienced growth of 22%. In conjunction with Qatar petroleum, WOQOD plans to add more CNG stations around the country for supplying the public transport sector in preparation for the World cup 2022 event.

BITUMEN SALES (METRIC TONNES)

	2013	2014	2015	1ST QTR 2016	2016	2017
BITUMEN 60/70	69,783	67,628	59,916	9,653	76,407	292,727
Polymer PMB	4,516	9,117	8,543	2,148	10,282	13,920
TOTAL	74,299	76,745	68,459	11,801	86,689	306,647

The total sales of bitumen have grown by 275% in 2017, with a combined volume of both types sold reaching 306,647 metric tons, compared with 86,689 in 2016. Furthermore, the number of bitumen customers has increased by over 50% in comparison to the previous year. WOQOD's bitumen supply heavily contributed to meeting demand needs in response to the effects of the blockade.

RETAIL SALES OF NON-FUEL PRODUCTS (QAR)

	2014	2015	2016	2017
Laundry	132,737	116,141	87,759	44,675
Lube services changes	4,843,176	5,824,475	1,595,629	5,475,791
Castoral lubricant	768,000	10,000	N/A	(10)
WOQOD lubricant	24,164,889	27,213,042	28,453,534	31,562,936
Manual Car wash	22,210,309	26,259,358	35,675,941	41,724,502
Automatic Car wash	11,871,795	12,807,555	12,929,640	11,401,800
Car wash	488,766	810,340	810,315	605,437
Tire bay	23,608,857	28,605,872	31,784,588	36,405,078
Repair bay	16,918,867	19,604,591	21,245,192	23,823,990
Vacuum services	218,940	220,460	221,315	245,360
Car details bay	66,475	91,594	162,864	441,312
Spare parts	18,946,304	22,820,749	25,669,494	29,273,457
SIDRA Store Products	160,430,235	152,636,229	159,816,281	177,900,344
TOTAL	293,707,391	308,932,446	356,060,328	381,358,475

Sales of WOQOD's non fuel retail section have seen an overall increase of 7.1% in 2017 from the previous year. These products and services are offered at WOQOD's service stations and Sidra stores. The subtotal of sales of APC products in 2017 were QAR 181,004,328 which is an increase of 11% from the previous year. The highest performing product in terms of sales within the APC segment was the car details bay which saw an increase of 170% from the previous year. Sidra store products sales have increased by 11% in 2017 from the previous year.

Key Economic Achievements 2017

- Net profit has reached QR 964 Million
- As of 2017, there are 58 Woqod petrol stations in operation
- 137,692 Shafaf cylinders introduced in 2017, contributing to a total of 583,705
- 47,601 WOQODe RFID chips installed
- KENAR shops have rented 162 store units

OBJECTIVES: FINANCE 2018

Minimize cylinder returns from the market by reducing defect rate in filled cylinders to 0.02% of the total refilled cylinders i.e. 1 in every 5000 cylinders

Deliver 100% order for LPG bulk customers within 48 hours

Explore opportunities to upgrade the vehicles to optimize cylinder transportation

Improve Driving Time and reduce number of trucks and drivers required, by minimizing waiting time and loading/unloading time

Complete POS implementation at all WOQOD petrol stations by end of Feb 2018

PILLAR 2

SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

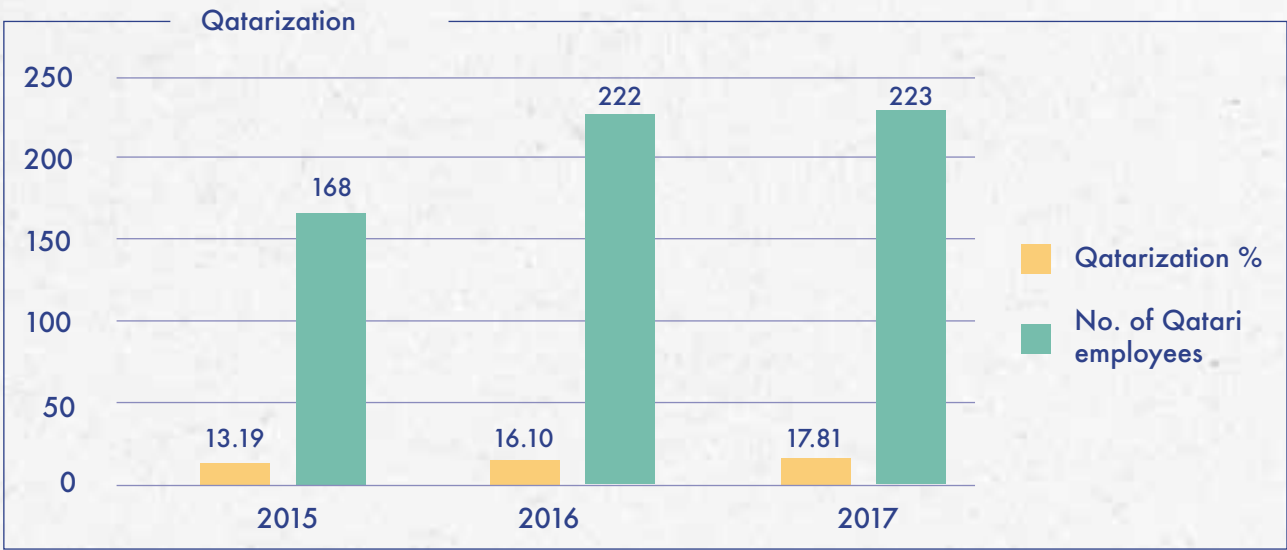


SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

Material Issues

- QATARIZATION
- EQUAL OPPORTUNITY LABOUR PRACTICE
- FAIR WAGES
- TRAINING EDUCATION
- CORPORATE SOCIAL RESPONSIBILITY

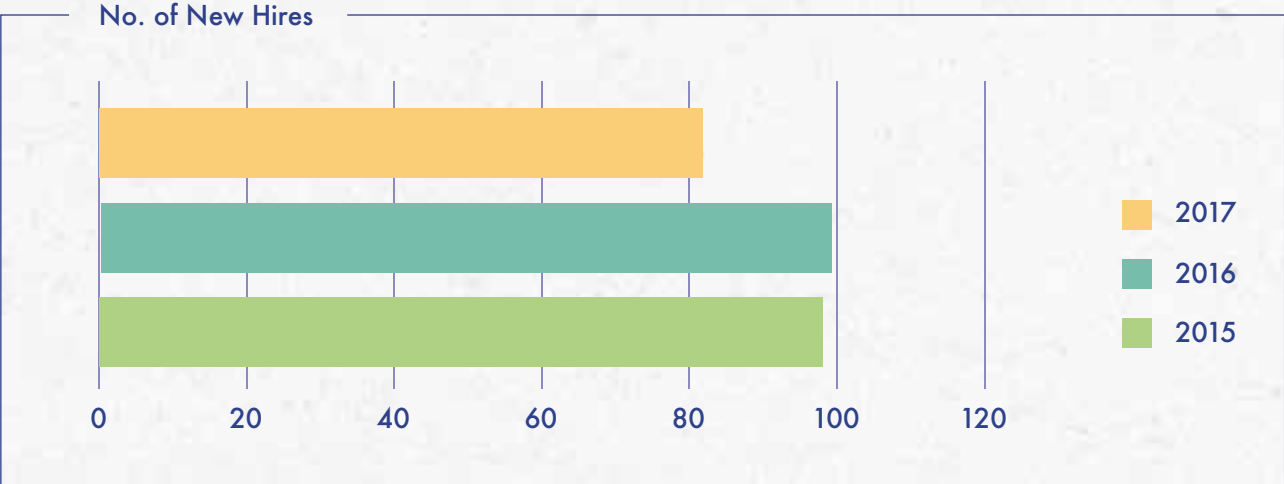
Qatarization



WOQOD’s total workforce in 2017 was 1252. Approximately 17% of the workforce are Qatari nationals, 223 employees. Qatarization is among WOQOD’s top priorities in conjunction with the National vision 2030. This is reflected in WOQOD’s hiring processes and human resource programs designed to attract Qatari nationals. These initiatives have resulted in an approximately 40% of midlevel positions being occupied by Qatari nationals, when not taking in account field positions that still rely heavily on ex pat workers such as petrol stations worker, drivers and other areas.



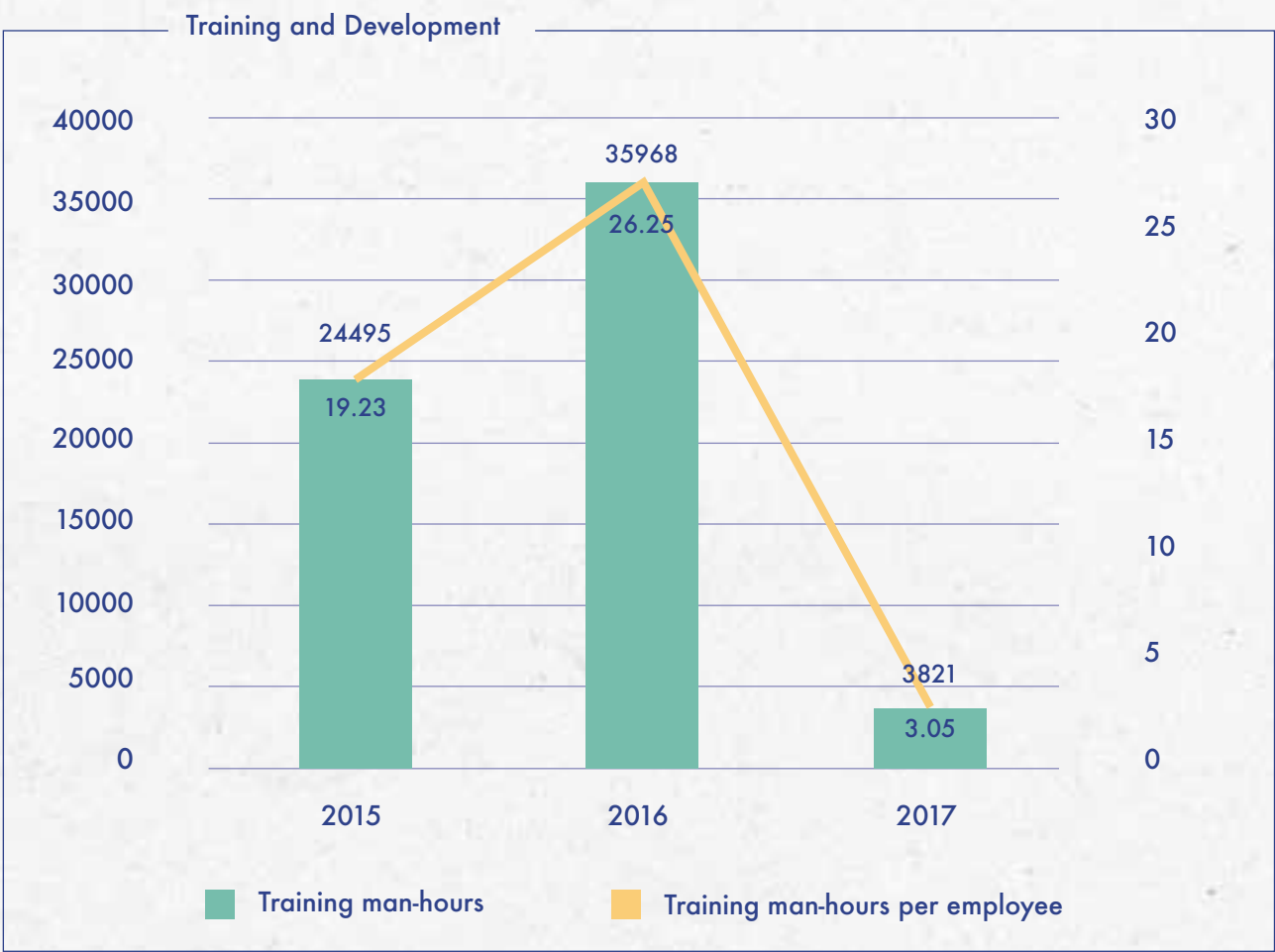
Number of New Hires



WOQOD is a participant in a number of career fairs organized by academic institutions such as Qatar University and others. WOQOD takes part annually in the Energy & Industry Career Fair. WOQOD also takes part

in school exhibitions as well for the purpose of encouraging students to consider a career path at WOQOD.

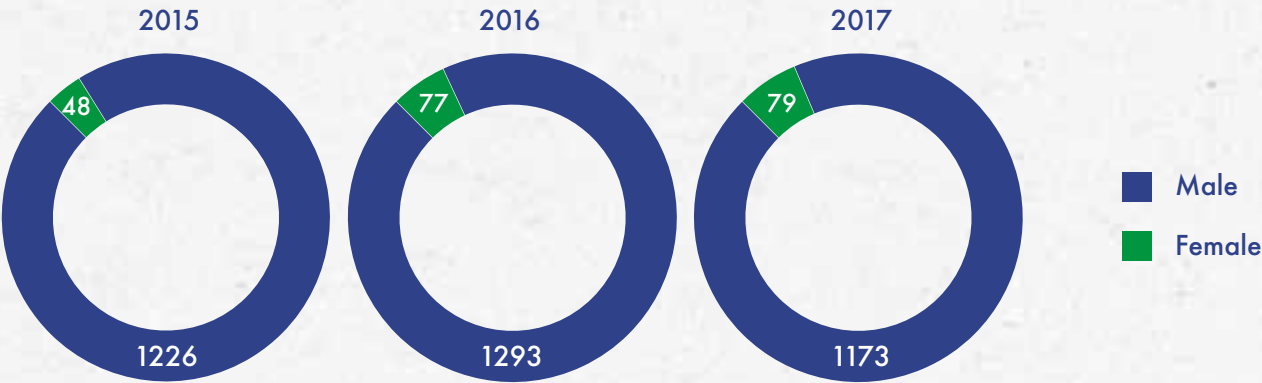
Training



WOQOD sees its human capital as an invaluable resource, thus it is crucial to invest highly in the development of this resource, and this is reflected in the number of ongoing training and development initiatives in both technical fields as well as general skills tailored to benefit employees in all areas of the organization. This is

underpinned by the increase observed in 2017 in training man-hours per employee, which has seen an exponential rise by 80%. WOQOD sets an annual minimum requirement of 4 training hours per employee, which it regularly surpasses.

Employment by Gender



As detailed in the organization's human resource policy, hiring procedures and performance management, it is WOQOD's focus is to provide equal and fair opportunities to all employees and job applicants. Applicants are strictly considered solely on the basis of

merit, competence and qualification. All other characteristics are such as age, gender, and religion are deemed irrelevant. This allows for WOQOD to tap into a vast pool of talent, which would otherwise be untapped.



Training Breakdown

CORPORATE

MONTH	TOTAL GROUP HOURS (WOQOD CORPORATE)
January	24
February	48
March	320
April	121
May	0
June	0
July	0
August	64
September	42
October	26
November	84
December	0
Total	729
Technical	2
Soft Skills	5
HSE	24
Quality	4

WOQOD corporate staff are mostly based at WOQOD tower. In the year of 2017, corporate staff have received a total of 729 hours. The majority of which were in the field of Health, safety and environment. Training sessions included; Land transport of dangerous goods (Corporate),

Basic life support, Confined spaces workshop, fire warden (corporate) and ISO 9001 & 14001 implementations workshop.

RETAIL

MONTH	TOTAL GROUP HOURS (RETAIL)
January	324
February	324
March	287
April	254
May	198
June	129
July	210
August	224
September	94
October	204
November	218
December	178
Technical	0
Soft Skills	117
HSE	16
Quality	0

The majority of retail staff underwent soft skills training as a majority. The second category of training given to staff that received the most man-hours was in the field of Health, safety and environment. Training sessions included; Retail foundation course, Practical training on

merchandising, Refresher Course on Customer Service Procedures, Basic firefighting, Basic First Aid and Newly Joined WOQOD Retail Outsource staff.

LOGISTICS, DISTRIBUTIONS & OPERATIONS

MONTH	MAN-HOURS PER MONTH
January	0
February	64
March	128
April	96
May	40
June	8
July	0
August	8
September	28
October	24
November	46
December	6
Technical	1
Soft Skills	0
HSE	29
Quality	0

LDO staff received the most man-hours of training in health, safety and environment. The majority of the training conducted was related to Health Safety & Environment. Training sessions included; Land Transport of

Dangerous Goods, Permit to Work, Fire warden, Basic Life support and Defense driving.

Annual Employee Turnover

YEAR	AVERAGE EMPLOYEE LENGTH OF STAY
2014	4 years
2015	4 years 6 months
2016	4 years 4 months
2017	4 years 6 months

Annual turnover is often used as proxy measure for employee satisfaction, therefore it suggests that the longer the employee stays in the company the higher the satisfaction. At WOQOD the average stay of an employee is four years and six months for the year 2017. A study conducted by the Bureau of Labour Statistics

indicates the global median length of stay for salary and wage workers in 2017 was 4.6 years. This places WOQOD on par with global standards. The global median is higher for those working in management positions, which is 5.5 years.

Annual Employee Turnover Statistic

YEAR	DEATH	QATARIZATION	RESIGNATION	RETIREMENT	TERMINATION
2015	1	1	300	7	48
2016	0	0	281	286	85
2017	3	0	567	43	283

The breakdown for annual employee turnover varies from year to year. The number of employees terminated has

increased dramatically in 2017, largely due to a major organizational restructuring undergone in 2017.

Supplier Screening & Procurement

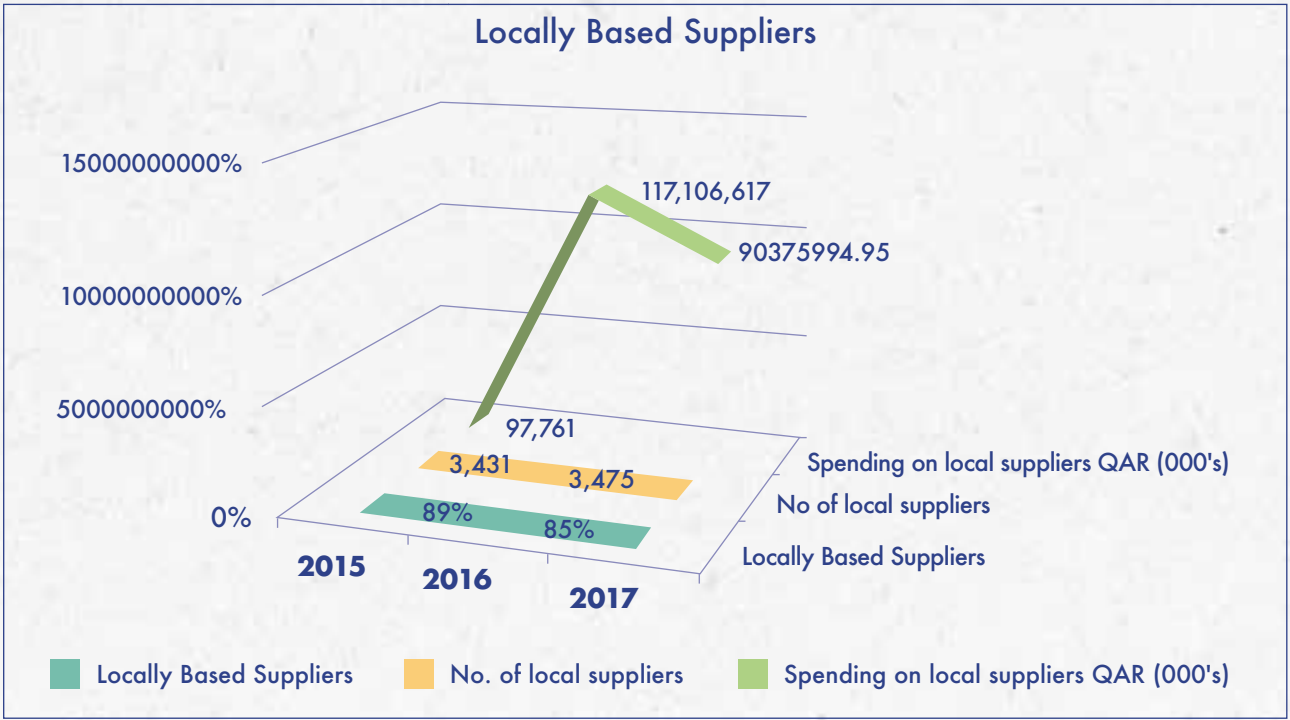
With regards to WOQOD’s third party agreements with contractors and consultants, it is stipulated that all parties must abide by laws, policies and regulations in Qatar as well as adherence to our code of business ethics and conflict of interest. The methodology of evaluating

contractor’s acceptability employs environmental, health and safety indicators.

LOCAL PROCUREMENT

WOQOD recognizes that engaging local suppliers for business has a central role in stimulating growth of the local economy, especially since the organization’s major expense is attributed to the construction of petrol stations. Thus, in the interest of capitalizing on self-sufficiency WOQOD aims to procure a high amount of its inputs through local firms. This also enables the ease of payments as local suppliers provide a credit facility whereas international suppliers require

upfront payments. With this in mind WOQOD has devised a policy geared towards stimulating the domestic economy by giving priority to local supplier when the value or the final score of their bid does not exceed 10% of the successful bid. Having said that WOQOD does not have any restrictions concerning the procurement of products from any specific geographic location, all suppliers are invited to partake in the tendering process provided that they have met WOQOD’s stated pre-requisites.



WOQOD CSR Activities 2017

CSR Charity Event	As part of the CSR plan, WOQOD provided a 3 year financial support for the various initiatives of Qatar Cancer Society.
Back to School	WOQOD sponsored the back to school program in 2017. WOQOD works closely with educational initiatives to promote the betterment of society.
National Day	As part of National day, WOQOD was the sponsor for the Qatar National Day celebrations coordinated by the State National Day Celebrations Organizing committee.
Blood Donation Campaign	In cooperation with HMC and Oryx GTL, WOQOD took part in blood donation campaign for its employees in October 2017.
Influenza Vaccination Campaign	In cooperation with HMC, WOQOD took part in an influenza vaccination campaign for its employees in December 2017.

Product Stewardship

SHAFAF

In the State of Qatar, Liquid Petroleum gas has been traditionally used for industrial and domestic cooking as well as heating. Conventional cylinders have always been manufactured from steel. This poses many dangers as steel is a highly volatile material and can be hazardous in certain conditions. WOQOD has mitigated this risk by developing the Shafaf cylinder. The shafaf cylinder is manufactured using a fiberglass and plastic composite. The cylinder weighs only 5kg when empty, this makes it significantly lighter than steel counterpart's currently available in the market. This allows for easy handling of the cylinder by the user. The product has also been

developed using the latest technology in its design for the purpose of significantly increasing safety to customers as well as the environment due to its handling benefits. Furthermore, Shafaf has been designed to withstand immense temperatures and will not combust as steel cylinders do. To increase product safety even further Shafaf cylinders are equipped with compact valves, which are designed to eliminate gas leaks. The goal is to eventually phase out all steel cylinders and replace them with Shafaf.

LPG BOTTLING PLANT STANDARDS

WOQOD's LPG filling plant occupies 310x130 meters in the New Industrial area of Doha. The plant is supplied by a 29.6km pipeline linking Qatar Petroleum' refinery to the filling plant. The pipeline is 6 inches in diameter and has a design flow rate of 70 cubic meters per hour. The pipeline significantly reduces the traffic on the road from Messaid

to Doha, which positively contributes to lower CO2 emissions by reducing road congestion and fuel consumption. LPG as a product is a growing source of low emissions energy that is easy to use as an alternative to diesel and gasoline, with the advantage of having lower pollutant particles and a much cleaner flame.

Employees' End of Service Benefits

WOQOD provides end of service benefits to all its employees both local and expatriate. With regards to the expatriate workforce end of service benefits are in accordance with Qatar labour law. The entitlement to these benefits is based upon the employees' final salary and length of service, and is subject to the completion of the minimum service period outlined in the employment

contract. The expected cost of said benefits are accrued over the period of employment. Regarding national employees, WOQOD makes contributions to the General Pension fund authority calculated as a percentage of the employees' salaries. WOQOD has taken into account amendments made by the new Qatari Human Resources Law enacted Law No. 15 for 2016.

Employees' Performance Review

Over the four years of reporting WOQOD has conducted performance reviews for 100% of its employees on an

annual basis. This has always taken place every year since reporting began.

Social Contribution

As a public company, WOQOD donates 2.5% of its annual net profit to the Public Companies fund as mandated by the Law No. (13) in 2008.

COMMUNITY INVESTEMENTS FROM 2011-2017

YEAR	SOCIAL AND SPORTS ACTIVITIES	DONATIONS	TOTAL
2011	29,605,715	208,515	29,814,230
2012	28,756,519	150,000	28,906,519
2013	30,405,367	450,000	30,855,367
2014	28,320,748	2,300,000	30,620,748
2015	31,327,973	800,157	32,128,130
2016	22,077,756	1,440,300	23,518,056
2017	24,102,000	200,000	24,302,000

WOQOD contributes annually to several charitable causes in a variety of ways. In 2017, WOQOD's community investments can be categorized into two groups; contributions to social activities and donations to charitable foundations.

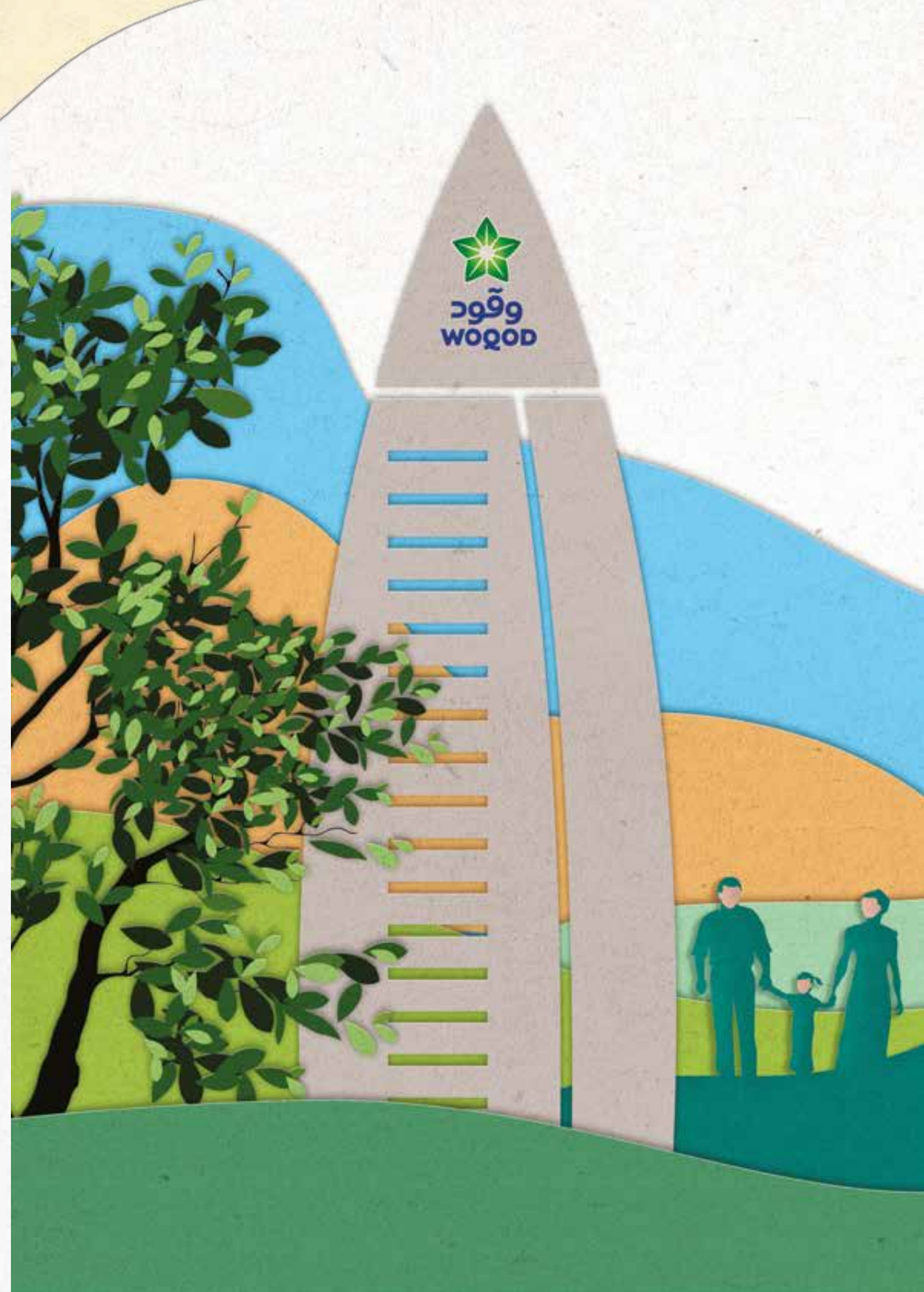
OBJECTIVES 2018: SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

Ensure effective utilization of ERP HR Modules to minimize manual entries of HR Processes

Provide proactive and high quality employee relations services to improve employee satisfaction score

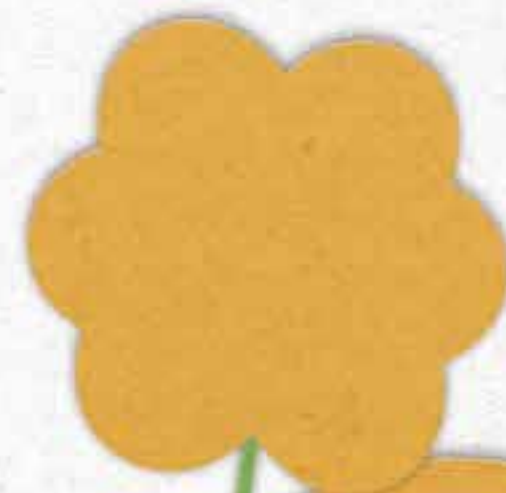
Drive active cross-SBU learning, communication and best practice sharing

Identify and assess individual employee (graduate trainees) competency level and gap against required level. Establish Training Programs based on Competency Gap.



PILLAR 3

SAFEGUARDING THE ENVIRONMENT



SAFEGUARDING THE ENVIRONMENT

Material Issues

- COMPLIANCE
 - WASTE MANAGEMENT
 - ENERGY CONSUMPTION
- EMISSIONS
 - TRANSPORTATION
 - WATER STEWARDSHIP

WOQOD Certifications

Environmental management is an integral component in managing a vast array of risks associated with quality, occupational health safety, security as well as environmental and social responsibility. WOQOD's integrated management system (IMS) provides a consistent framework to address these risks in addition to the

identification, planning and execution of business performance targets. WOQOD's IMS is in full adherence to and certified with the following international standards:

- ISO 90001:2008 on quality management systems requirements
- ISO/TS 29001:2010 on quality management systems requirements specific to petroleum, petrochemicals, natural gas products and service supply organizations
- ISO 14001:2004 on environmental management systems requirements
- OHSAS 18001:2007 on Occupational Health & Safety requirements

Environmental Aspect Register

As an organization that is certified with the ISO 14001:2004 WOQOD carries out periodic environmental monitoring assessments as per ISO standard requirements. This process of environmental process is also required for a period of time prior to certification. Through the implementation of this system

WOQOD is able to provide assurances to upper management, employees and external stakeholders regarding the impact of WOQOD's activities on the environment.

Friends of Environment Programme

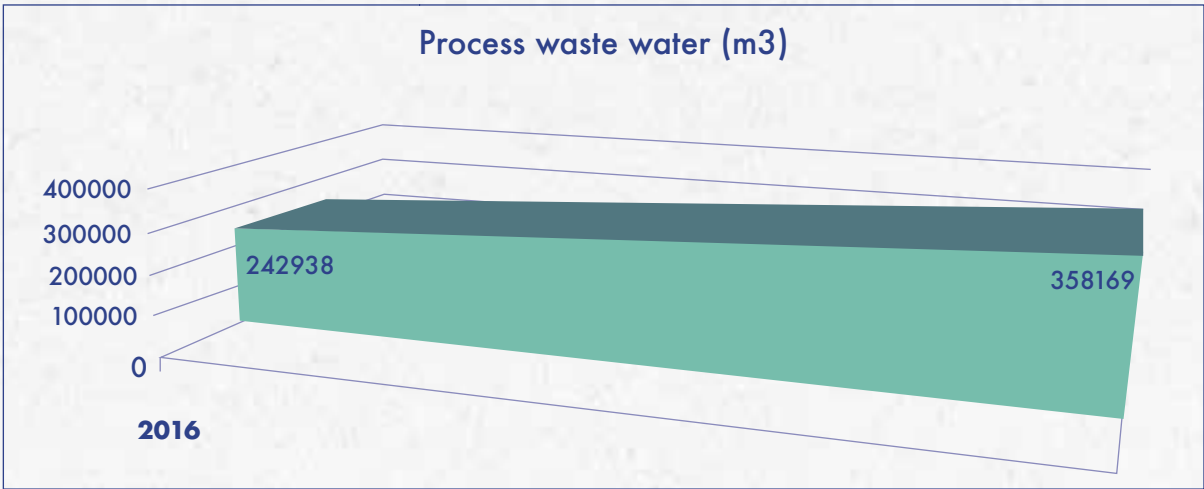
WOQOD is a co-sponsor of the friends of the environment initiative, which aims to introduce the concept of recycling to all schools in Qatar. This includes the segregation of domestic waste in the household such as

aluminum, glass, paper and cardboard so that they may be recycled and reused.

Water Stewardship

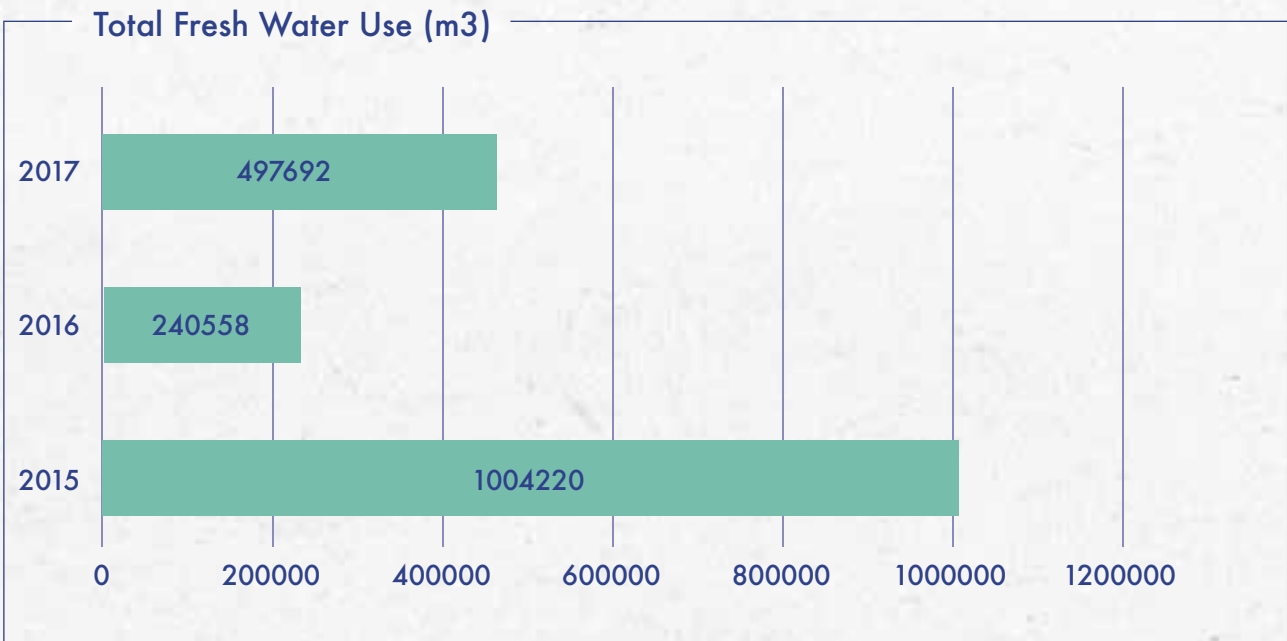
All auto car wash machines at WOQOD service stations have been installed with a water-recycling system. This system is designed to reuse 90% of the water used in the car cleaning process. The system works by treating the water generated by the process of vehicle washing with roll overs, tunnels and jet washes so that it can be reused. Furthermore, the system refreshes the water on a continuous basis and has the capacity of generating between 2,500 liters/hours (1 bottle) and 15,000 liters/

hours (6 bottles). Furthermore, the water from WOQOD facilities such as Doha depot and Ras Laffan is collected by contractors accredited by the Ministry of Environment & Municipality. This process waste water is then treated and used to for watering of public landscaping. The figures for WOQOD's process water in 2016 have been restated to reflect the process water from manual car washes at all petrol stations.



WOQOD is a downstream distributor of petroleum products, thus does not use water at an industrial capacity for its daily operations, aside from the lagoons located in Doha Depot and Ras Laffan, which are used for processing waste water. The most significant usage of water is domestic usage in both WOQOD HQ as well as on petrol stations. The spike in water consumption for the year 2015 was attributed to new stations not yet being fitted with water recycling systems for the Auto wash,

which resulted in more water purchased from Kahramma. The increase in 2017 was attributed to increase demand for water as a result of the opening of 12 new petrol stations in 2017.



WASTE GENERATED BY WOQOD

	2015	2016	2017
Lubricants used by WOQOD Vehicles (litres)	864,000	75,005	1,187,597
Contaminated Diesel (litres)	2035	n/a	1200
No. of Tires customers & WOQOD Vehicles (Kg)	404,482	3790	562,172
No. of Batteries	73,860	691	568
Domestic (Kg)	n/a	960	960
Metal (Kg)	n/a	46,710	36,350
Plastic (Kg)	n/a	185	38,855
E-Waste (Kg)	n/a	72	23.3

In order to streamline operations, WOQOD has consolidated its waste management contracts from 8 to 1. This has allowed ease of management in the disposal of waste. Note: Batteries in 2015 were accounted for by piece not weight, all subsequent years of reporting have accounted for batteries in kilograms.

Waste Management

All waste derived from WOQOD’s operational and business activities can be categorized as non-hazardous domestic waste and hazardous waste. When waste is being disposed of on operational sites and petrol stations it is done so using segregated skips, one for hazardous waste, plastic and general waste. This waste is then collected by accredited contractors approved by the Ministry of Environment and Municipality who are mandated with the task of removal and disposal of all

waste both solid and liquid. The waste water from WOQOD facilities such as Doha Depot and Ras Laffan is collected by accredited contractors selected by the Ministry of Environment and Municipality.

Vapor Recovery System

Being a distribution company of petroleum products WOQOD relies heavily on the use of road tankers. These tankers are designed to take vapors from storage tanks whilst filling those same tanks simultaneously. These vapors are then transported to the fueling depot where there is a recycling system designed to reprocess the vapors into

gasoline in order to avoid the emissions of vapors into the atmosphere. This system does not only provide a healthier work environment by emitting less pollution it is also converts recovered vapor into gasoline products without generating waste. The method of this system is as follows:

- Gasoline vapors from truck loading bays are collected over an absorption / adsorption system
- These vapors are then trapped in liquid form
- The gasoline is then mixed with fresh gasoline product

Biodegradable Plastics

At SIDRA, WOQOD's convenient store arm, all plastic carrier bags are manufactured using biodegradable inputs. The plastic bags are Oxo-biodegradable and begin to degrade once exposed to oxygen in the open

environment. This a critical step in addressing the issue of micro plastic contamination in the environment and ecosystem.

Dewatered Oil (WOQOD Marine)

A byproduct of the activities of WOQOD Marine (WOQOD's ship to ship bunkering arm) is dewatered oil. A ready market for this product exists and it is used for wood preservatives as well as biomass fuel for industrial machinery such as steam boilers. In order to ensure that

such volatile material is handled safely and with care, buyers must be accredited by the Port Authority in addition to the Environmental Protection Agency.

Disposal of Oily Wastes (API Separator)

The API separator consists of two main components: one for clear water and the other for oil water, in addition to a separator area. The clean water part is designed to handle the inflow from the storm water channels inside the depot. The separator has a set of baffle plates, TPI (Tilted Plate Interface) and skimmer pipes for the efficient

separation into the oil retaining pits and subsequent transfer to the slop tank. After proper settling and water draining the oil is sent by trucks to the refinery for further treatment.

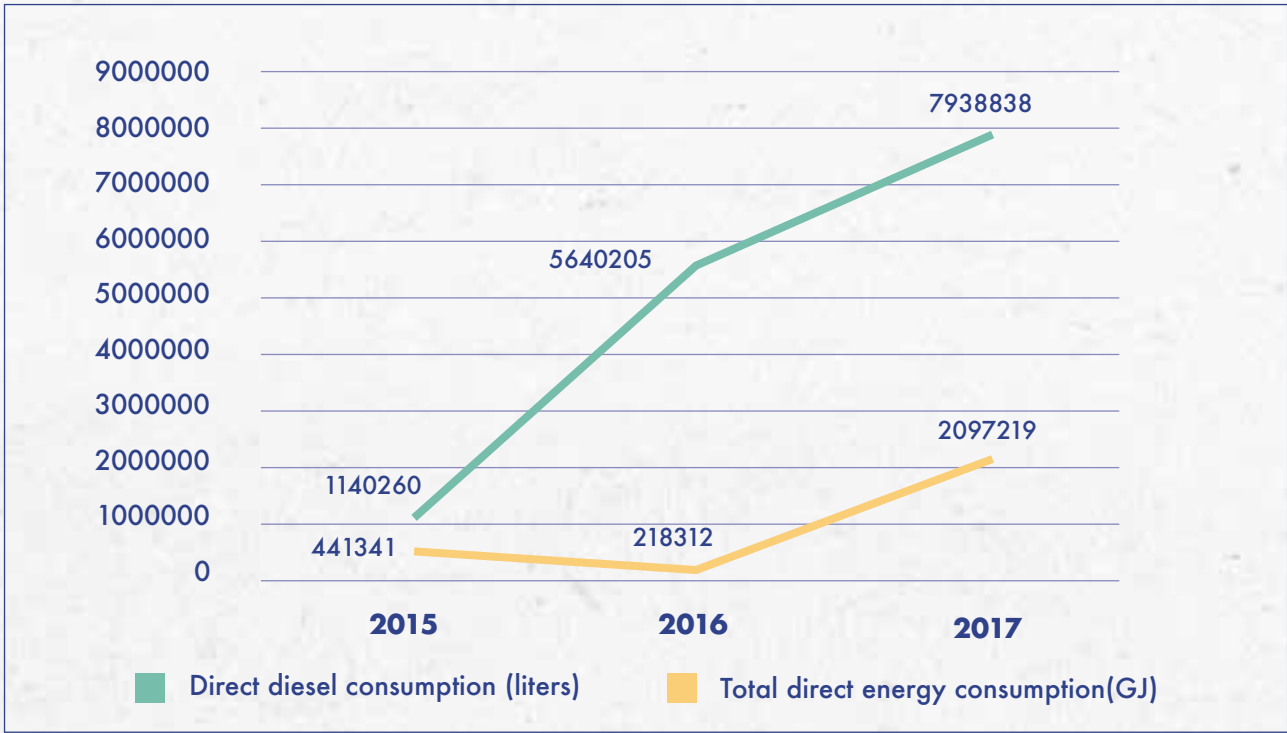
Leak Detection System

All underground storage tanks have double skinned facades and are fitted with advanced leak detection systems. An alarm is automatically activated if there is any

leakage through the inner wall of the tanks in order to avoid a chance of soil pollution.

Energy Consumption

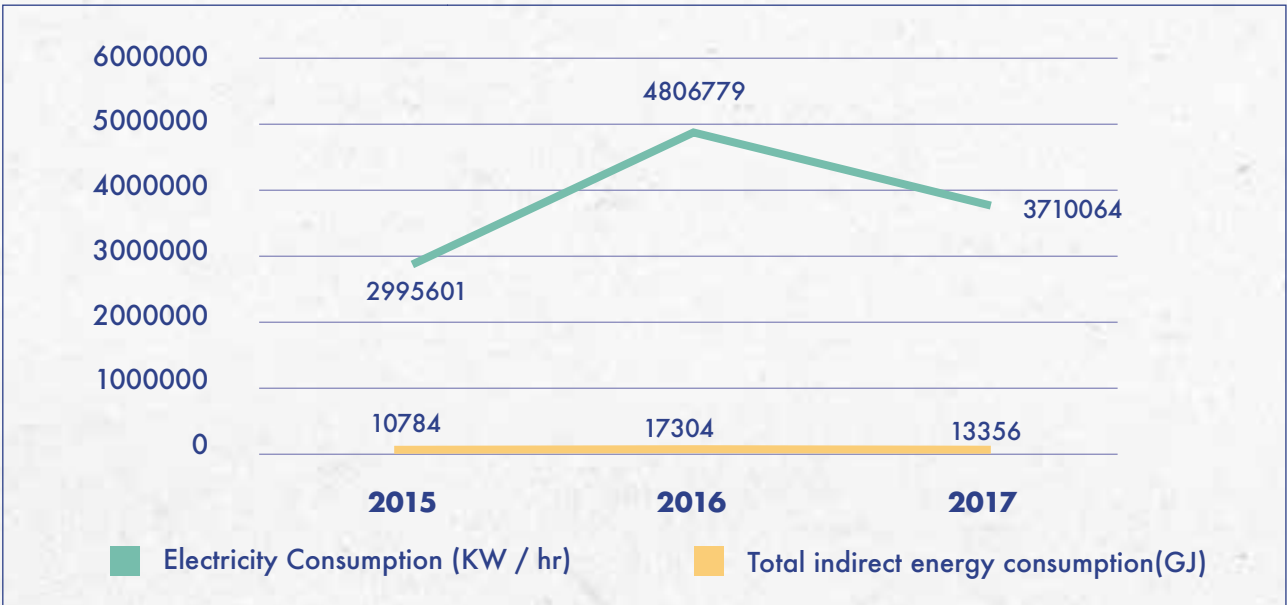
DIRECT ENERGY CONSUMPTION



WOQOD’s direct energy consumption consists of diesel for its distribution fleet. The fleet consists of diesel road tankers transporting petroleum products to their respective points of sale. The increase in consumption from previous years is attributed to WOQOD’s expansion of its petrol

stations in the running to 2022. Expansion is expected to rise in the coming years leading to the World Cup. However, WOQOD is working diligently on improving transport efficiencies and delivery routes.

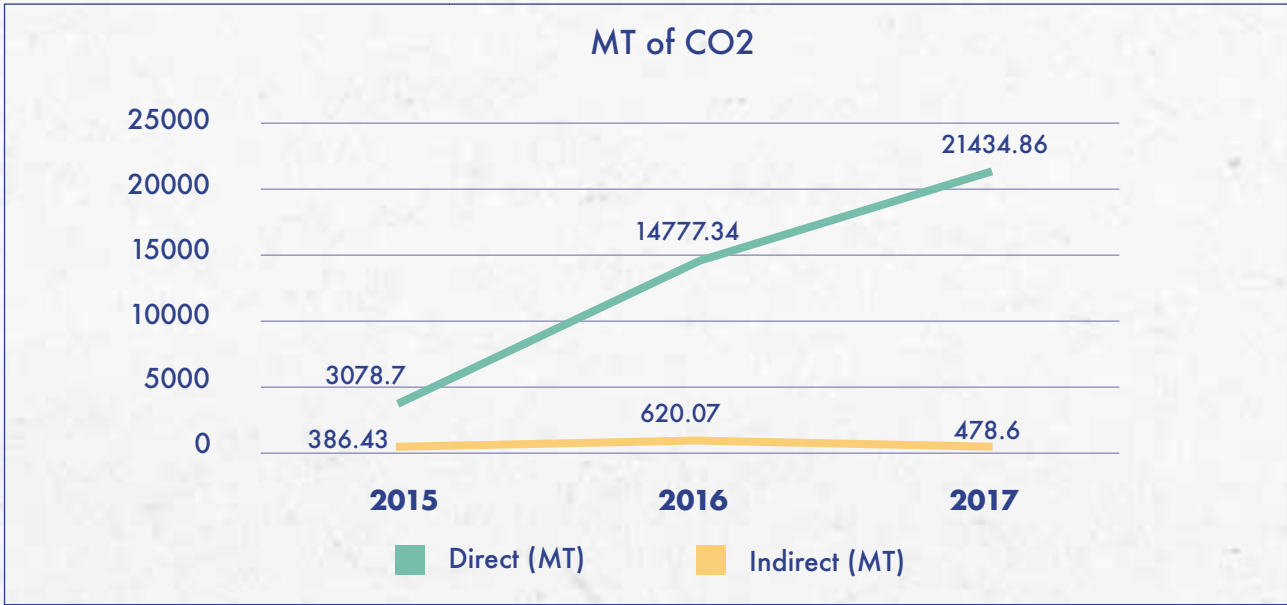
INDIRECT ENERGY CONSUMPTION



As WOQOD is a downstream distribution and storage company, it does not emit gas from flaring, therefore the bulk of its indirect energy consumption consists of electricity purchased from (Kahramma) the national utility company. This poses a benefit of easy data tracking of energy consumption for the purpose of identifying areas of improvement. The electricity usage is attributed to

administrative and office uses for WOQOD, over the years by increasing its energy efficiency in this respect. Examples efficiency increasing activities are; efficient lightbulbs, timers on switches of electrical appliances, sensors for water taps.

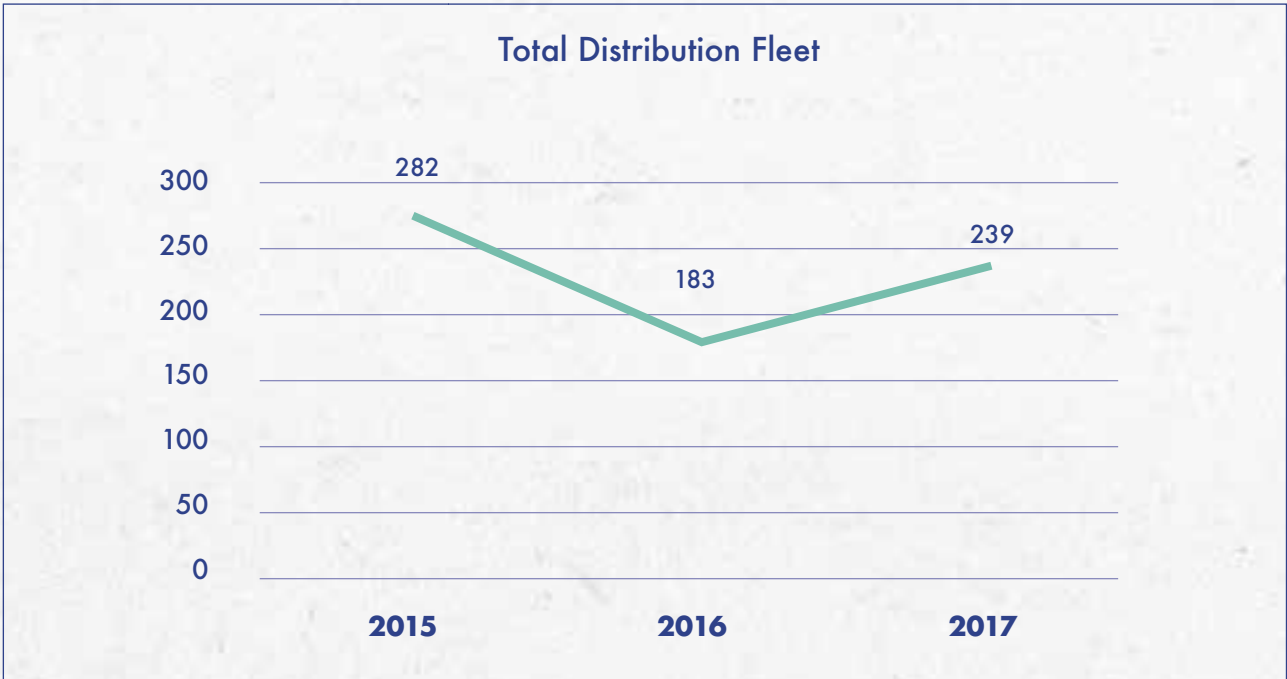
GHG EMISSIONS



WOQOD has reduced its CO2 emissions caused by its electricity usage. This is a result off its improvement in electricity efficiency. However, due to expansion of petrol stations the direct energy consumption, which is attributed to WOQOD’s distribution fleet has increased. This is due

to WOQOD’s expansion of petrol stations and the increased number of trips by tankers to new petrol stations.

DISTRIBUTION FLEET



WOQOD’s distribution fleet consists of 184 diesel road tankers and 53 vehicles dedicated to LPG cylinder and bulk drop offs. WOQOD is looking to optimize distribution routes and improve delivery efficiency with regards to time, fuel consumption and air pollution. An example of this is WOQOD’s “Fleet Rationalization” project, which aims to ensure maximum utilization by

increasing the amount of fuel carried by each tanker reducing the amount of trips. This is to be done through introducing new aluminum tankers that are lighter and can carry more fuel increasing efficiency. Additionally for WOQOD marine, WOQOD’s ship to ship bunkering arm, has 8 vessels.



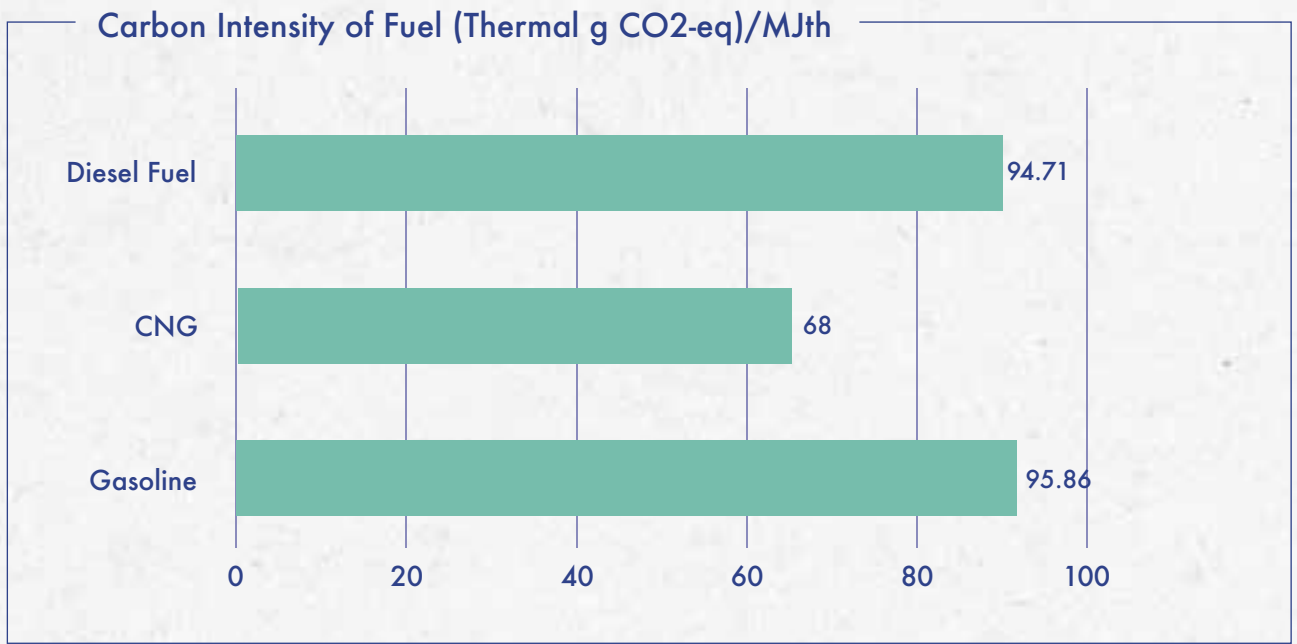
CNG – A Cleaner Fuel

In line with the Qatar National Vision 2030 policy of reducing the country’s carbon footprint, WOQOD together with QP have initiated the use of CNG in transportation. Compressed natural gas, CNG is regarded as a green fuel as it reduces carbon monoxide, carbon dioxide and nitrous oxides, all of which are harmful to human health and contribute to climate change.

WOQOD and QP are working towards expanding the CNG network in the near future, to cover the whole country. Local authorities and public transport companies are looking towards substituting diesel and gasoline for more environmentally sound fuels. CNG is poised to be a major transport fuel for the country in the near future already fueling a segment of Mowasalat’s transport fleet.

BENEFITS OF CNG ARE:

- Compressed Natural Gas (CNG) is the cleanest burning fuel in the market today
- CNG fueled vehicles produce the least emissions than any other motor fuel
- CNG is commonly used for vehicles
- CNG produces less pollutants than gasoline
- CNG can be used even without the availability of a pipeline



Source: Energy Information Administration (EIA)

PILLAR 4

HEALTH & SAFETY



HEALTH & SAFETY

Material Issues

- OCCUPATIONAL HEALTH & SAFETY
- PROCESS SAFETY

Management Approach: Integrated Management System

WOQOD implements an integrated management system in achieving and maintaining operational excellence. In order to fulfill the organizations Quality, Health, Safety, Security & Environment (QHSSE) commitments and achieve continual improvement in our QHSSE

- Quality
- Occupational health and safety
- Environment and sustainable development
- Asset integrity and process safety and security

In consultation with our stakeholders of all interest levels, both internal and external, WOQOD's management shall set its QHSSE targets and objectives, provide the required resources effectively control the operations, promote a safe work culture, monitor our performance and periodically improve the management system for the purpose of

performance, we have developed an integrated management system based on international management system standards and guidelines relating to the following:

gauging its continued suitability adequacy and effectiveness. This policy applies to all aspects of WOQOD including business units, employees, operations and facilities.



At WOQOD, each member of staff has a defined role in relation to QHSSE management. This is why a distinction must be made between the terms leadership and management. The term leadership at WOQOD is not limited to managers. Every individual employee at WOQOD from the CEO down to the level of line supervisor is a leader, as such every individual leader is

expected to motivate everyone within their team towards achieving WOQOD QHSSE objectives and performance targets. However, the expectations and responsibilities of each leader varies based on their hierarchy within the organization. This methodology consists of six sub components as seen below:

- Leadership & Visibility
- Policy & Objectives
- Corporate Social Responsibility
- Stakeholder Engagement
- Workforce involvement
- IMS Governance

By adopting a single unified system for managing Quality, Health, Safety, Security, Environment (QHSSE) across the whole of WOQOD, there is no need for standalone

management i.e. (Environmental management system) systems for each facet of the organization. The key benefits of this are:

- Improvement of business focus & higher understanding of inter-relations among the varied business functions,
- Multi-faceted approach to managing all business risks inclusive of the QHSSE risks,
- Minimize conflict between individual management systems e.g. EMS,
- Reduction of duplicated documents and less bureaucracy,
- More efficient internal & external auditing,
- Optimization of human resources,
- Mid-level management & staff better understanding of roles & responsibilities

HSE Performance Improvement Program

WOQOD is committed to the continual improvement of its Health, Safety and Environment performance (HSE). To demonstrate this commitment WOQOD has a structured guidance in place for the annual monitoring

of HSE progress for the purpose of improvement. The aim of this program is to:

- Reduce injuries
- Reduce financial burden from losses to people, assets and the environment
- Enhanced customer profile and stakeholder acceptance
- Improved insurance premiums

This program is applied to the all WOQOD facilities, services, employees and contractors working for or on behalf of WOQOD on WOQOD operated sites. This program is best summarized as a three step approach.

Any identified HSE improvement categories can be aligned to elements of the IMS.



Figure 5: Three Step approach

HSE Culture Program

WOQOD has devised a “HSE Culture Program” to build upon the progress it has made to date as well as to complement the Integrated Management System (IMS). The purpose of the HSE Culture program is to improve the attitudes, beliefs, values and morale that are the basis of

HSE at WOQOD. The development of an HSE culture is sustained through a set of tools and activities that are in alignment with the IMS. A non-exhaustive list of the types of tools WOQOD employ include:

- Auditing
- Investigation and analysis
- Human factors in design
- Reporting and recording HSE information
- HSE risk management
- HSE training competencies
- HSE appraisals
- Incentive schemes
- Situation awareness



HSE Life-Saving Rules

WOQOD has a “Life-Saving Rules” policy in place for the purpose of reinforcing WOQOD’s existing Health & Safety procedures. These rules are aimed at addressing minor behavioral lapses in focus and form the foundation of WOQOD’s safety culture. These rules are basic safety rules for high risk work activities where the failure to comply poses a high risk for serious injury or even death. These signs are displayed throughout all operational

facilities. The Life-Saving rules were modeled on those developed by International Association of Oil & Gas Producers and are widely implemented to reduce risk and fatalities. These procedures recognize the value of providing simple, coherent and consistent communication regarding potential risks on operational facilities.



01 WORK WITH VALID WORK PERMIT WHEN REQUIRED



02 DO NOT SMOKE OUTSIDE DESIGNATED SMOKING AREAS



03 DO NOT USE MOBILE AT HAZARDOUS CLASSIFIED AREA AND WHILE DRIVING



04 NO SPEEDING AND DO NOT EXCEED LIMITS WHILE DRIVING



05 WEAR YOUR SEAT BELT



06 CONDUCT GAS TEST WHEN REQUIRED



07 NO ALCOHOL OR DRUGS WHILE WORKING OR DRIVING



08 PROTECT YOURSELF AGAINST A FALL WHEN WORKING AT HEIGHT



09 DO NOT WALK UNDER A SUSPENDED LOAD



10 OBTAIN AUTHORIZATION BEFORE OVERRIDING OR DISABLING SAFETY CRITICAL EQUIPMENT



11 WEAR YOUR PERSONAL PROTECTIVE EQUIPMENT

Emergency Response Preparedness

WOQOD conducts fire drills on a planned and routine basis in collaboration with the Civil Defense. Emergency response preparedness is a critical component to the overall HSE program within WOQOD, for the purpose of gauging the employee’s ability of carrying out their emergency response duties. On 17th of April 2017 WOQOD carried out an unannounced fire drill at WOQOD tower. The drill was conducted by all WOQOD tenants, contractors and personnel. Mock drills are carried out periodically at all WOQOD facilities.



A major mock drill was carried out on the 16th of March 2017 at Doha Depot. The objective of this drill was to assess the ability of the staff to react appropriately and timely in the case of a fire. The scenario simulated a fire in the body repair workshop. As well as the fire, a first aid case was simulated at the same time. The result of this drill has demonstrated that the staff were aware of the procedures as well as their respective roles and acted accordingly. The positive results of the drill were:

- Alarm was activated and received in the control room
- The control room alerted the fire station and oil movement head
- Personnel proceed to the assembly point in a timely fashion
- Public announcement made by control room upon activation of alarm
- Staff was aware and was able to operate fire extinguisher
- Fire team responded in a timely fashion and wearing PPE as well as security team
- Public announcement made and alarm sounded to signify end of the drill

Process Safety

HSE inspections are crucial in ensuring a smooth flow of processes including process safety. The process safety inspections are required to ensure employees and work site supervisors to assess risks and to find problems before any accidents or losses occur. Furthermore process safety inspections ensure that any potential hazardous exposures created by day to day activities are detected in a timely

manner for safe operations and to perform work tasks safely.

WOQOD Road Safety Forum

Fuel distribution is at the core of WOQOD's business and operations, therefore it is imperative to for the organization to ensure that any potential risks are mitigated. In response to this WOQOD has developed a Road safety forum, where it consults with representatives from all sectors for the purpose of serving as a reference body on road safety. As a result of this forum WOQOD has developed a list of comprehensive guidelines for Road Tanker Operators (RTO), to enhance awareness of safety. QHSSE and Gas Operation departments under the support and guidance of Gas Operation Manager have conducted a safety and technical awareness campaign for LPG Road Tanker Operators (RTOs) and attendants in order to enhance their technical and safety knowledge on LPG tankers' mechanical systems, safety requirement for

WOQOD vehicles, safe loading and evacuation, and ERP protocol. Thirty-seven RTOs and attendants have participated the program in six different sessions that comprises theoretical and practical aspects. Consequently, the participants were given a written test after the session.

INITIATIVES

SMS NOTIFICATION SYSTEM



The QHSSE department has introduced an initiative to enhance road safety, in coordination with LDO and the I.T. department. This initiative is an SMS-notification system. This system will be used to send critically or timely text alerts and notifications to WOQOD employees including:

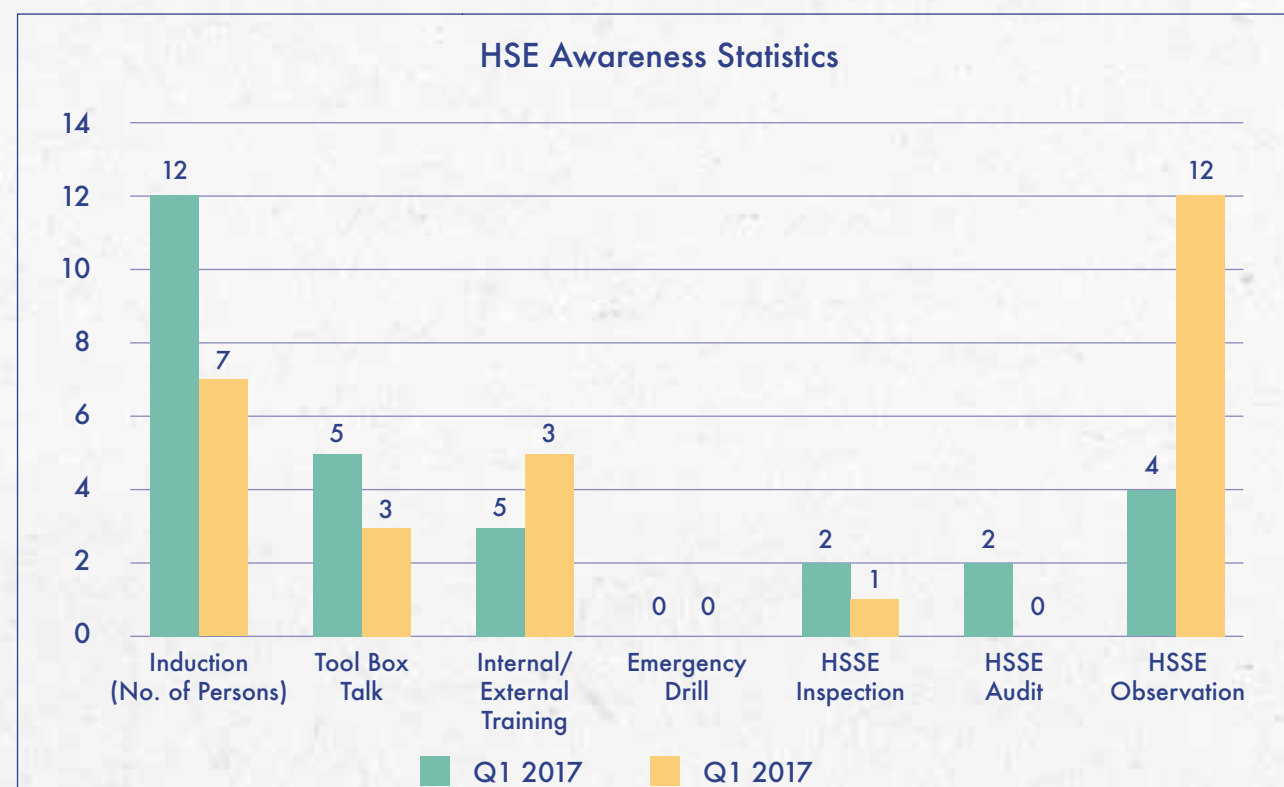
- Weather alerts
- Emergencies
- Industrial cities notification
- Time sensitive and critical notice

ROAD TANKER PRE ENTRY CHECK

Success has been recorded on the pilot phase of WOQOD's third party pre entry check by assigned LDO staff before entering Doha Depo's landing area. Currently pre entry check covers morning shift only.



HSE Awareness Statistics



WOQOD has continued to improve on previous years with regards to increasing the number HSE awareness sessions held in most categories. WOQOD is continuously

aiming to improve the awareness of its staff on health and safety practices of all its personnel.

Safety Indicators

	2015	2016	2017
Fatalities-Employees	0	0	0
Fatalities-Contractors	0	0	0
Employee lost time injuries	2	15	12
Contractor lost time injuries	0	5	7
Employee Total Reportable Injuries	7	19	12
Contractor Total Reportable Injuries	4	8	7
RWC (Restricted Work Cases)	2	2	2
Heat Stress Events	0	0	2
Loss of Containment (LOC) / Process Safety	1	2	0
Emergency Response Drills	304	488	79

WOQOD has made immense improvements to its health and safety performance in 2017. WOQOD maintains a zero fatality record for both employees and contractors. WOQOD's employees' lost time injuries have reduced by 20% as a result of WOQOD's HSE improvement

performance program. Employee's total reportable injuries have reduced by 36%. WOQOD has had no loss of containment incidents in the year 2017, which is an improvement on the previous three years of reporting.

Employee Attendance Statistic

YEAR	MAN-HOURS (WOQOD + CONTRACTOR)	LTI	TRC	LOST WORK DAYS	FAR	LTIF	TRCF
2016	9,875,557	21	28	45.25	0.00	2.13	2.84
2017	10,817,392	19	19	n/a	0.00	1.50	2.48

Although Wqood's lost time injuries frequency is higher the global average for oil and gas, which was 0.57 for the year 2017 it is important to note that WOQOD operates in the downstream as a retail company. With this

in mind, WOQOD is below the industry average with its recorded 1.50 lost time injury frequency, whereas the retail industry average was 4.0 for the year 2017.

OBJECTIVES 2018: QUALITY, HEALTH, SAFETY, SECURITY, ENVIRONMENT

Improve safety performance, and reduce number of lost time injury incidents and recordable cases

Conducting customer surveys for B2B business

Develop and align business process models and relevant procedures with most recent organization structure changes

APPENDIX 1:

Main Strategic Areas

MAIN STRATEGIC AREAS	MATERIAL ASPECTS	BOUNDARIES
<ul style="list-style-type: none"> Delivering Reliable & Safe Products & Services to Fuel Qatar Safety of our Customers is our Main Priority 	<ul style="list-style-type: none"> Quality & Performance Customer Health & Safety 	Our Company, Our Subsidiaries, Our Customers
<ul style="list-style-type: none"> Supporting a Sound Economic System Contributing Socially 	<ul style="list-style-type: none"> Procurement Practices & Local Procurement Contribution to Community (financial & in-kind) 	Our Company, Our Subsidiaries, Our Contractors, Our Company, Our Subsidiaries, Our Community
<ul style="list-style-type: none"> Maximizing Value and Financial Return Governance Excellence 	<ul style="list-style-type: none"> Economic Performance Anti-corruption 	Our Company, Our Subsidiaries
<ul style="list-style-type: none"> Environmental Management Approach & Expenditures Energy & Climate Change Resource Management Waste Management 	<ul style="list-style-type: none"> Environment Spending, Compliance Energy, Emissions, Transport Impacts Materials, Water Waste Management 	Our Company, Our Subsidiaries, The Environment
<ul style="list-style-type: none"> Qatarization Diverse & Engaged Workforce Investing in Every Employee Safe & Healthy Working Environment 	<ul style="list-style-type: none"> Nationalization Employment, Diversity & Equal opportunity Fair wages, Training & Education Occupational Health & Safety 	Our Company, Our Subsidiaries, Our People

G-19; G4-20; and G4-21

APPENDIX 2:

Stakeholder Groups

STAKEHOLDER GROUP(S)	CHANNEL OF ENGAGEMENT	STAKEHOLDER PRIORITIES
Customers <ul style="list-style-type: none"> Individual Commercial Industrial 	<ul style="list-style-type: none"> Direct Engagement Through Selling Points Customer Satisfaction Survey Customer Care Center Online Ordering System Annual Reports Media Center Relationship Mangers 	<ul style="list-style-type: none"> Reliable Supply of Products Safe Products & Services High-end Quality Products and Services Continual Innovation of Products & Services Easy & Seamless Processes
Employees	<ul style="list-style-type: none"> Performance Reviews Direct Individual Managers Annual Employee Satisfaction Survey Training & Seminars 	<ul style="list-style-type: none"> Equal Opportunity Engagement Competitive Salary & Benefits Packages Clear and Continuous Career Development Path & Planning Healthy & Safe Working Environment Performance-based Evaluation
Suppliers & Contractors	<ul style="list-style-type: none"> Contractors Contractors’ & Suppliers Evaluation Normal Business Interactions Request for Proposal Meetings, when needed Visits to Suppliers 	<ul style="list-style-type: none"> On-time Payments Fair Evaluation Support for Local Suppliers Building long-term Business Relationships
Shareholders	<ul style="list-style-type: none"> Annual General Meetings Quarterly Earnings Releases, Annual Reports, Investors Presentations, Governance Annual Reports Board of Directors Meetings 	<ul style="list-style-type: none"> High & efficient performance Higher dividends as a result of increased profits & continuous growth Reduced business risks Building and safeguarding WOQOD’s reputation

Regulators & Government	<ul style="list-style-type: none"> Regular Reporting Requirements Official Audit Visits Forums, Trainings and Workshops 	<ul style="list-style-type: none"> Qatarization Providing the fuel for economic growth Preserving economic & natural environment Compliance with laws & regulations Alignment with Qatar National Vision 2030
Community	<ul style="list-style-type: none"> Community Investments & Contributions Contribution to Public Companies Fund Collaboration with Civil Society Organizations Direct interaction with community through events 	<ul style="list-style-type: none"> Creation of more jobs Qatarization Strong culture & heritage Positive impact of operations Local sourcing Community Investments
Environment	<ul style="list-style-type: none"> Environment Management Environmental Laws & Regulations 	<ul style="list-style-type: none"> Minimization of operations' impacts A healthy & sustainable environment Investing in new environmental friendly products & services

G4-24
G4-25
G4-26
G4-27

GRI Content ‘In Accordance’ – Core
The table below provides the disclosure of GRI content for “In Accordance” – Core for our report. Further explanation for each indicator can be found online at:
<https://www.globalreporting.org/standards/g4/Pages/default.aspx>

Indicator	Page Reference (or direct response in case of omission)	External Assurance
General Standard Disclosures		
Organization & Analysis G4	1-9	Not Assured
Organizational Profile G4-3 G4-4 G4-5 G4-6 G4-7 G4-8 G4-9 G4-10 G4-11 G4-12 G4-13 G4-14 G4-15 G4-16	10-14	Not Assured
Identified Material Aspects & Boundaries G4-17 G4-18 G4-19 G4-20 G4-21 G4-22 G4-23	7,10,41,44,	Not Assured
Stakeholder Engagement G4-24 G4-25 G4-26 G4-27	42,45	Not Assured

Report Profile G4-28 G4-29 G4-30 G4-31 G4-32 G4-33	3,46 This report was not checked by a third party	Not Assured
Governance G4-34	27,29	Not Assured
Ethics & Integrity G4-56	17-21,37	Not Assured

SPECIFIC STANDARD DISCLOSURES
CATEGORY: ECONOMIC

Material Aspect: Economic Performance G4-DMA G4-EC1 G4-EC4	22-30	Not Assured E&Y Assured E&Y assured
Material Aspect: Market Presence G4-DMA G4-EC6	7, 22-30	Not Assured
Material Aspect: Procurement Practices	17,19	Not Assured
Category: Environment		
Material Aspect: Materials G4-DMA G4-EN1	17,19	Not Assured
Material Aspect: Energy G4-DMA G4-EN3	32,34	Not Assured
Material Aspect: Water G4-DMA G4-EN8 G4-EN9 G4-EN10	32,34	Not Assured

Material Aspect: Effluent & Waste G4-DMA G4-EN22 G4-EN23 G4-EN24	34,35	Not Assured
Material Aspect: Compliance G4-DMA G4-EN29	7	Not Assured
Material Aspect: Overall G4-DMA G4-EN31	7,43	Not Assured
Material Aspect: Employment G4-DMA G4-LA1	17	Not Assured
Material Aspect: Labor Management Relations G4-DMA G4-LA4	17,37	Not Assured
Material Aspect: Occupational Health & Safety G4-DMA G4-LA5 G4-LA6	40	Not Assured
Material Aspect: Training & Development G4-DMA G4-LA9 G4-LA10	14,37-39	Not Assured
Material Aspect: Diversity & Equal Opportunity G4-DMA G4-LA12	37-39	Not Assured

Material Aspect: Labor Practices & Grievances Mechanism G4-DMA G4-LA16	37-40	Not Assured
Material Aspect: Non-Discrimination G4-DMA G4-HR3	36-40	Not Assured
Material Aspect: Forced of Compulsory Labor G4-DMA G4-HR6	36-40	Not Assured
Material Aspect: Anti-Corruption G4-DMA G4-SO4	27-29	Not Assured
Material Aspect: Customer Health & Safety G4-DMA G4-PR1	40	Not Assured
Material Aspect: Marketing Communication G4-DMA G4-PR7	20,37	Not Assured



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