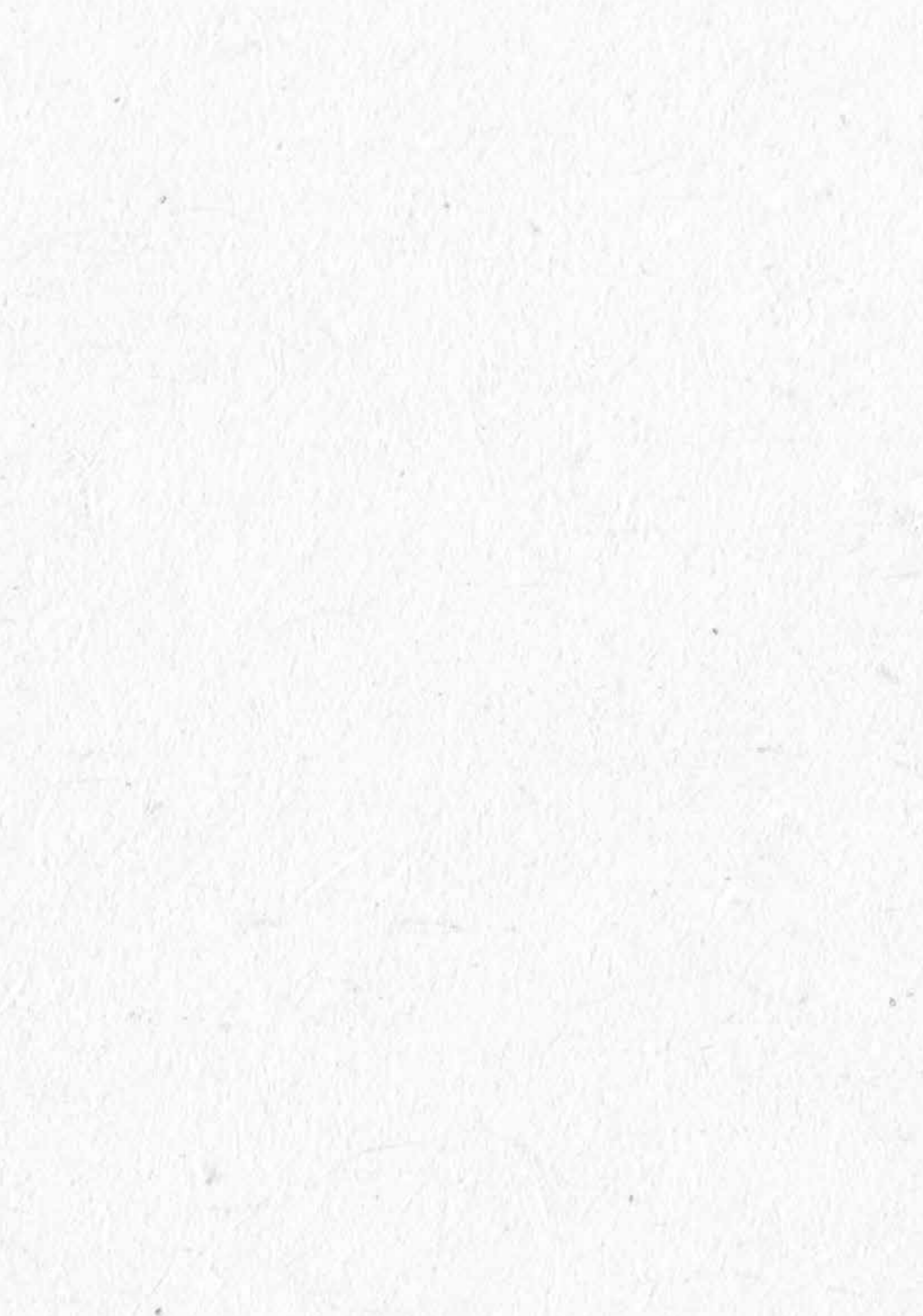




# **SUSTAINABILITY REPORT**

# **2019**



# TABLE OF CONTENTS

<b>CHAIRMAN'S FOREWORD</b>	<b>5</b>
<b>MD &amp; CEO'S FOREWORD</b>	<b>7</b>
<b>ABOUT THE REPORT</b>	<b>8</b>
<b>OUR VISION</b>	<b>9</b>
<b>WOQOD'S BRAND VALUES</b>	<b>9</b>
<b>CORPORATE PROFILE</b>	<b>10</b>
<b>INTRODUCTION</b>	<b>10</b>
<b>WOQOD FUEL STORAGE FACILITIES</b>	<b>11</b>
<b>WOQOD SUBSIDIARIES</b>	<b>15</b>

## **PILLAR 1 OPERATIONAL EXCELLENCE & ECONOMIC PERFORMANCE**

ECONOMIC PERFORMANCE	28
MATERIAL ISSUES	28

## **PILLAR 2 SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT**

SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT	36
MATERIAL ISSUES:	36
QATARIZATION	36
RECRUITMENT INITIATIVES	37
EMPLOYMENT BY GENDER	38
TRAINING	39
TRAINING BREAKDOWN	39
SUPPLIER SCREENING & PROCUREMENT	42
LOCAL PROCUREMENT	42
WOQOD CSR ACTIVITIES 2019	44
SOCIAL CONTRIBUTION	44

## **PILLAR 3 SAFEGUARDING THE ENVIRONMENT**

SAFEGUARDING THE ENVIRONMENT	48
WOQOD ENVIRONMENTAL SUSTAINABILITY	48
MATERIAL ISSUES:	48
ENVIRONMENTAL COMPLIANCE	48
ENERGY MANAGEMENT	49
ENERGY MANAGEMENT INITIATIVES	49
EMISSION MANAGEMENT	51
WATER MANAGEMENT	52

## **PILLAR 4 HEALTH & SAFETY**

HEALTH & SAFETY	56
MATERIAL ISSUES	56
MANAGEMENT APPROACH: INTEGRATED MANAGEMENT SYSTEM POLICY	56
HSE PERFORMANCE IMPROVEMENT PROGRAMS	57
EMERGENCY RESPONSE PREPAREDNESS	57
WOQOD ROAD SAFETY FORUM	58
RTO TECHNICAL AWARENESS SESSION	58
HSE AWARENESS STATISTICS	62
LOST TIME INCIDENTS (LTI) AND TOTAL RECORDABLE CASES (TRC)	62
APPENDIX 1: MAIN STRATEGIC AREAS	64
APPENDIX 2: STAKEHOLDER GROUPS	64
APPENDIX 2: TOPIC SPECIFIC DISCLOSURE	69



## CHAIRMAN'S FOREWORD

## CHAIRMAN'S FOREWORD

Dear Stakeholders,

It gives me great pleasure to present our Seventh (7<sup>th</sup>) sustainability report. This report pertaining to the year 2019 marks yet another significant step in our effort to ensure that we contribute in creating the much-needed equilibrium in the environment.

We report voluntarily on Environmental, Social and Governance (ESG) performance, but we are committed and allocating adequate resources to achieve sustainable goals. Our sustainability report in line with the sustainability pillars of Qatar National Vision 2030 and QSE Sustainable Stock Exchanges initiative.

In this report, we demonstrate how these priorities and Sustainability Plan support each other to achieve economic, social, and environmental impact, creating value for shareholders while simultaneously having a positive impact on society. We are approaching our sustainability activities based on our sustainability strategy that aims to balance economic, environmental and social aspects.

Our Sustainability Plan drives us to improve quality access to education, innovate in new ways, and reduce our environmental footprint. Sustainability is important to our company and to our stakeholders. The past year has no doubt been an exciting one for the company. Our marketing operations achieved its highest ever Sales volume. In addition to our record performance, we have more significant gain on ESG metrics.

Our responsible business approach creates shared values by taking into consideration the social and environmental concerns of business operations. Our CSR projects create empowered individuals and communities through social and economic development of underserved communities. We have focused our activities mainly in the areas of Education, Skill Development, Sports and Environment & Community Development.

The report summarizes our sustainability performance through 2019 and has been compiled as a result of coordination and partnership across the organization and I would like to thank all our stakeholders for their support in making this a meaningful journey towards a promising tomorrow.

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



## MD & CEO'S FOREWORD

## MD & CEO'S FOREWORD

I'm privileged to present you with our Seventh (7<sup>th</sup>) Sustainability Report, in which, we inform you about the results of the social, economic and environmental performance of WOQOD in 2019.

We have highlighted our contribution to attaining the Sustainable Development Goals, in line with the strategic benchmarks set by the Company in this area. 2019 was a successful year for us, we managed not only to achieve good financial results and we also improved key environmental protection and industrial safety indicators.

WOQOD managed to double the number of the stations in last two (2018 & 2019) when compared to stations built during the first fifteen years of its establishment i.e. from 2002 to 2017.

The year 2019 witnessed the completion of 30 petrol stations, most of which are operational, and the rest are in process of completing governmental procedures and approvals which are expected to be in operation by the end of the first quarter 2020. The company has an ambitious plan to raise the number of its stations to approximately 150 by 2022, which will have a positive impact in providing service to citizens and residents and in enhancing shareholders' rights. The number of stations that were built in 2019 contributed to raising the WOQOD share in the retail fuel market to 82% by the end of 2019 compared to 66% in 2018.

The year 2019 has witnessed the completion of the bitumen expansion project. The expansion provides an adequate storage capacity and enhances the ability of WOQOD to increase its share in the local market, as well to ensure the product availabilities in the country at appropriate times for customers at competitive prices. In 2019, Our fuel sales volume hit new record 10.5 billion liters, 1.4% growth compared to 2018 and non-fuel retail business, including Sidra C-Store sales, achieved a 13.3% growth.

We remain financially strong and continue to rise in value and position in Qatar. Our net profit amounted to 1,216 Million QAR for the reporting period (growth of 4.8%), resulting in a 56 Million QAR increase compared to the previous year.

We are working hard to improve the effectiveness of industrial safety measures, the lowest number of labor injuries among employees and the total number of injured employees across WOQOD significantly decreased in 2019. We view this as a confirmation of the effective work done by our team. We continued the pursuit of our objective to integrate corporate social responsibility (CSR) throughout our business functions and it will continue in future. Our detailed CSR activities and financial support for community development presented in this report.

This Sustainability Report 2019 will provide insights into our endeavors. It follows the guidelines of the Global Reporting Initiative, with reference to the Sustainable Development Goals.

**MR. SAAD RASHID AL-MUHANNADI**  
**MANAGING DIRECTOR AND CEO**

## ABOUT THE REPORT

The contents of this report has been defined in accordance with Global Reporting Initiative (GRI) principle of materiality to cover topics that reflect organization's significant economic, environment and social impact and the Materiality Disclosure Service Badge can be found on page 64 accordingly in the last page with appendix.

The information presented in this report is based on historical performance data as well as data for 2019. In some instances, data was calculated based on standard guidelines, assumptions, and methodologies. For example, data for greenhouse gas emissions is based on standard formulas and calculations.

The quantitative data highlighted in this report covers the period from 1 January 2019 to 31 December 2019, unless otherwise stated. The report also includes information on key strategic decisions and initiatives that commenced in 2019.

WOQOD believes that we should increase our long-term value through contributions to the sustainability of global society with sincerity, harmony, and enthusiasm.

We welcome feedback and suggestions regarding our sustainability journey at [sustainability@woqd.com.qa](mailto:sustainability@woqd.com.qa)

## OUR VISION

"To be the leading petroleum products distribution and related services marketing company in the region."

## OUR MISSION

- To provide all customers with reliable, professional and innovative solutions through friendly, excellent and convenient services.
- To demonstrate accountability for all our activities.
- To achieve our Vision and Mission, we will 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 work to achieve the required Qatarization percentage.
- To introduce new and advanced technologies to minimize our impact on the environment.

## WOQOD'S BRAND VALUES

### Professional

WOQOD aspires to be the most professionally managed company in Qatar.

### Solid

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

### Friendly

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

### Innovation

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

### Accountable

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

## CORPORATE PROFILE

### Introduction

Qatar Fuel (WOQOD) is the leading fuel distribution and a marketing services company in the State of Qatar. WOQOD has sole concession for distribution and marketing of fuels to commercial, industrial and government customers throughout the country, including Natural and Liquefied Gas; and Jet A1 refueling and related services at all airports in Qatar. The company is considered a pioneer in the GCC region to convert to fully unleaded gasoline and diesel fuel with the lowest sulfur content.

Our resilient fuel distribution network operates from North and South of the country, through a fleet of 242 modern trucks, steel aluminum tankers, airplane refuelers, and bowsers. Besides the distribution of conventional fuel products, we supply LPG to domestic customers using safer, lightweight and transparent fiberglass "SHAFAF" cylinders that are filled at the state-of-the-art high-tech LPG filling plant. For industrial and commercial users, the company supplies LPG through tankers at customer sites. WOQOD is also engaged in the business of supplying bitumen to fulfill road asphaltting and construction needs within the State of Qatar.

WOQOD provides fuel retail services through its network of state-of-the-art fuel stations. In addition, we provide complete auto care and maintenance services at our petrol stations including car wash, repairs, oil and tyre change services. WOQOD Lubricants have a complete range of automotive and industrial lubricants developed to suit all types of vehicles and industrial requirements. WOQOD was incorporated as a Joint Stock Company on 2<sup>nd</sup> July 2002 with and Emiri Decree aimed at providing downstream-refined fuel storage, distribution, and marketing services in the State of Qatar. WOQOD Initial Public Offering was completed in 2003 and its shares are listed on Qatar Stock Exchange.

## WOQOD Fuel Storage Facilities

Qatar's fuel distribution depots are located in Mesaimeer and Ras Laffan. WOQOD has invested in a variety of enabling network through a fleet of dedicated road tankers and its extensive network of Petrol Stations. WOQOD owns vessels for supplying marine fuel on high seas.



## Bitumen

WOQOD entered into the bitumen business in 2004 and currently utilizes three import vessels to import bitumen to Qatar. Bitumen operations are running from the Mesaieed Industrial City (MIC) port area in southeast Qatar and include onshore storage tanks and state-of-the-art plants for the production of quality bituminous products, including Polymer Modified Bitumen (PMB) and Cutbacks.



## GAS OPERATIONS

### Liquefied Petroleum Gas (LPG)

WOQOD manufactures a wide range of LPG distribution products, including our new light-weight SHAFAF cylinders, for domestic use and for bulk distribution of LPG for commercial and industrial needs.

WOQOD's LPG filling plant occupies 310x130 meters in the New Industrial area of Doha. The plant is supplied by a pipeline linking Qatar Petroleum refinery to the filling plant. The pipeline significantly reduces the traffic on the road from Mesaieed to Doha, which positively contributes to lower CO<sub>2</sub> 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.



### Natural Gas

WOQOD works to extend its commitments, expertise, and technology for the betterment of Qatar and its community by providing a choice of clean, convenient, eco-friendly natural gas to its customers. This project was envisioned in association with the Department of Industrial Estate (DIE) and Qatar Petroleum (QP) to cater to the energy demands of approximately 500 industrial customers in the "Small Industrial Area-Doha", and to build a compressed natural gas (CNG) station to supply fuel to buses in the KARWA network (Qatar's official public transportation system).



## Petrol Stations & Retail Stores

### Commercial Fuels

WOQOD is exclusively responsible for the distribution of fuel within Qatar. This includes Diesel and Gasoline for land vehicles, boats, aviation, and industries. WOQOD has significantly increased its petrol stations including 11 mobile petrol stations. The total number of stations currently in operation reached 84 fixed petrol stations with international standards.

WOQOD petrol stations are equipped with modern forecourts, high-speed dedicated diesel lanes, large convenience stores, manual and automatic car washes, quick lube functionality, tire shops, and vehicle workshops. Mobile petrol station experience has proven to be very successful in providing essential petroleum products to areas that suffer from a shortage of these products, either because of non-availability of stations or due to the closure of some private stations which had previously supplied these areas. The advantage of these stations is that they are a quick and easy facility that offers all types of fuel needed by customers in those areas.

### Retail Stores

WOQOD has diversified into retail marketing under the brand Sidra. This business aims at providing convenience by offering a wide range of its consumer products and food and beverage services. Lately, WOQOD has partnered with international brands to provide a one stop shop solution through these multi-purpose fuel stations.



## WOQOD SUBSIDIARIES

### WOQOD VEHICLE INSPECTION (FAHES)

WOQOD Vehicles Inspection (FAHES) is the only company licensed to conduct inspection of light vehicles, heavy vehicles and heavy equipment in Qatar.

FAHES is offering a highly technically oriented inspection of vehicles in conformity with the approved standards of road traffic safety and pollution control. The company carries out technical inspection of the vehicles in compliance with standards mutually agreed upon with the Traffic Dept. under the Ministry of Interior, and the General Committee of Standardization and Metrology.

FAHES with the aim of increasing efficiency, maximizing shareholders wealth and high-quality service to the customers, the company was renamed as WOQOD Vehicles Inspection "FAHES". Under the ministerial decree no (2) of 2003 the rights to carry out the mandatory annual inspection of vehicles required for renewing registration certificate was entrusted with the company. The responsibility to administer the Technical Inspection and issue certificate to vehicles for renewal.



## WOQOD MARINE

Established in 2009, WOQOD Marine has services operate a maritime fleet of eight (8) vessels. WOQOD Marine services have been awarded the document of compliance as a company transporting petroleum derivatives.



## QJET

QJet for Aviation fuels was founded in 1990 and is 60% owned by WOQOD and 40% by QIMC. QJet is the only company entrusted with the task of delivering fuel for airplanes using Hamad & Doha International Airports. In addition to maintaining the fuel facilities. Its fuel is of commercial Jet-A1 meeting all relevant standards of quality and safety in a timely manner.



GRI Disclosure: 102-1,102-2,102-3,102-4,102-5 & 102-6

# SUSTAINABILITY REPORTING

This is WOQOD’s Seventh (7<sup>th</sup>) Sustainability Report with all our commitments, governance, policies, performance and targets in respect of managing the environmental and social impacts of the Group during the financial year ended 31 December 2019.

It has been prepared in line with Global Reporting Initiative (GRI) – G4 Guidelines along with Oil & Gas supplements. In determining the scope of this Report, we considered the level of business activities and specific sustainability concerns for the entities under WOQOD.

Considering the views of the stakeholders, WOQOD’s overall business risks, relevant sustainability trends together with industry best practices, we identified the material factors that are of most concern to our business and stakeholders.

## IDENTIFYING MATERIAL ASPECTS AND BOUNDRIES

### 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:

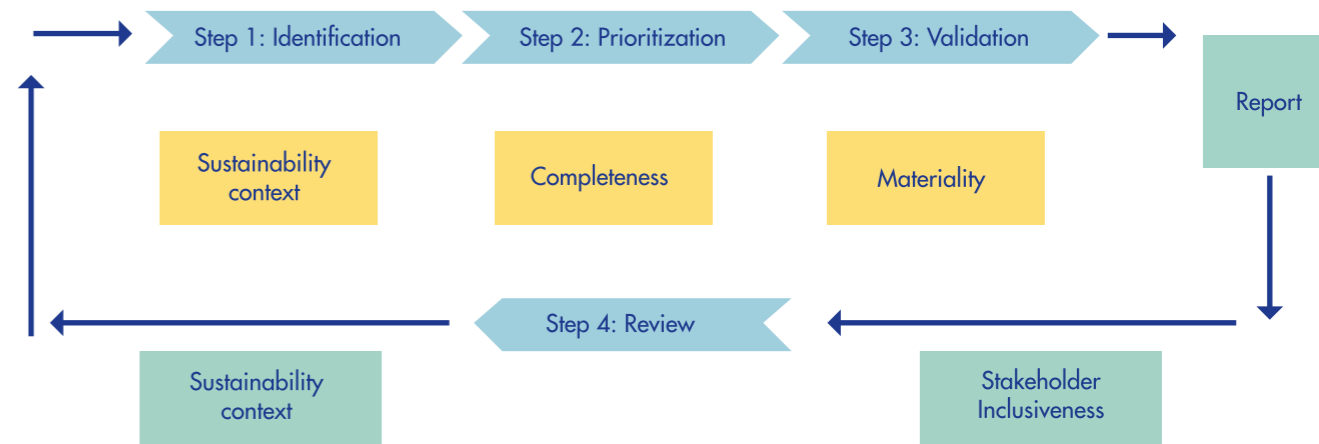
1. Scope - The breadth of aspects covered in the report
2. Aspect Boundaries - The description of the impacts of each aspect occur
3. Time - The completeness of the information with respect to the reporting period

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 in 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.



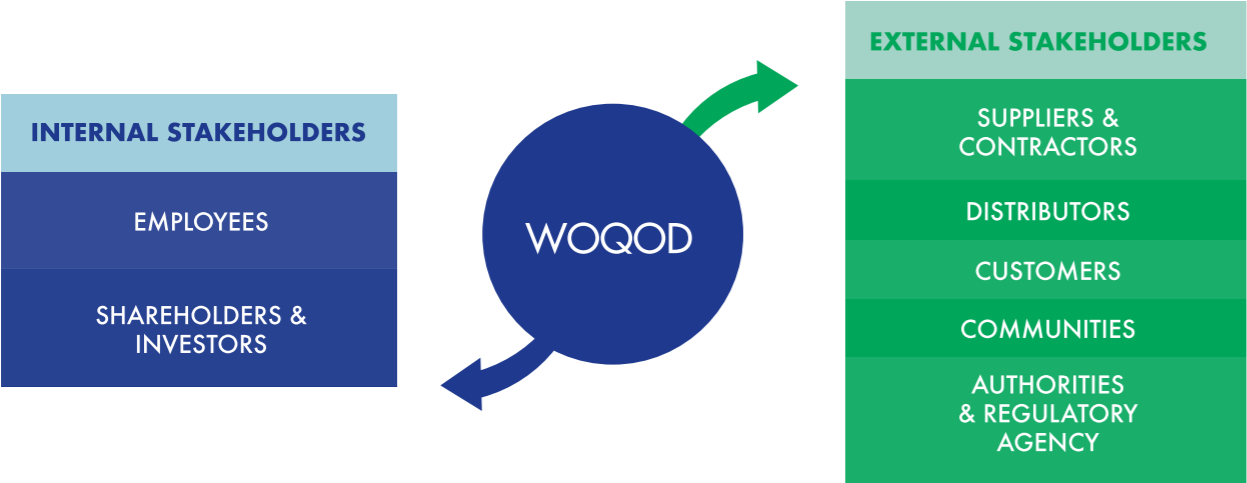
### Four (4) Step Approach

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

GRI Disclosure: 102 - 46,102-47,102-50 & 102-52

# STAKEHOLDER MAPPING



At WOQOD, we build long-lasting, value-creating partnerships with our stakeholders, who include our customers, suppliers, business partners, employees and the communities in which we operate. Stakeholder engagement are their view on their significant Economic, Environmental & Social aspects. We engage regularly with our stakeholders and this process helps us to understand, prioritize and manage our sustainability impacts as an organization as well as to evolve our client services.

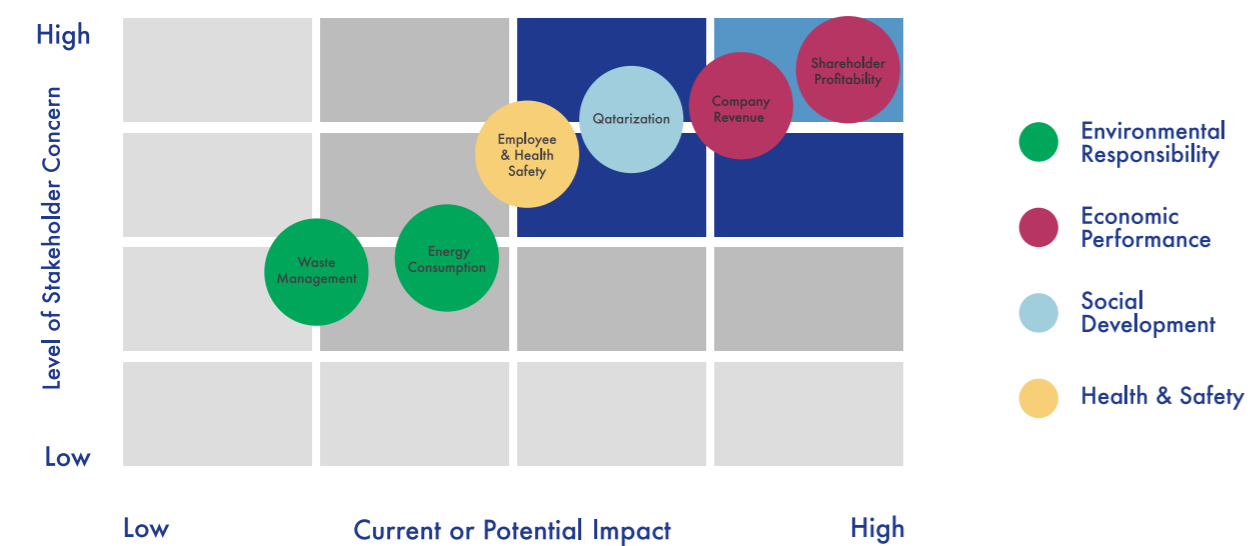
We have a range of internal and external stakeholders. We engage with stakeholders through direct dialogue, surveys, engagement at professional and industry forums, and sharing information. The frequency and nature of this dialogue are designed to enable regular communication with stakeholders on key issues.

The stakeholder engagement and materiality determination process start by identifying the key stakeholders. The key stakeholders are essentially identified internally in consultation with Business planning and Marketing Units.



*QHSSE Department, in partnership with Sales & Marketing Department facilitated the first Customer Townhall Meeting on 19<sup>th</sup> September 2019. This Townhall meeting was participated by relevant departments critical to provide business excellence, conformance to HSE practices and ensure satisfaction of this customer segment.*

# 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

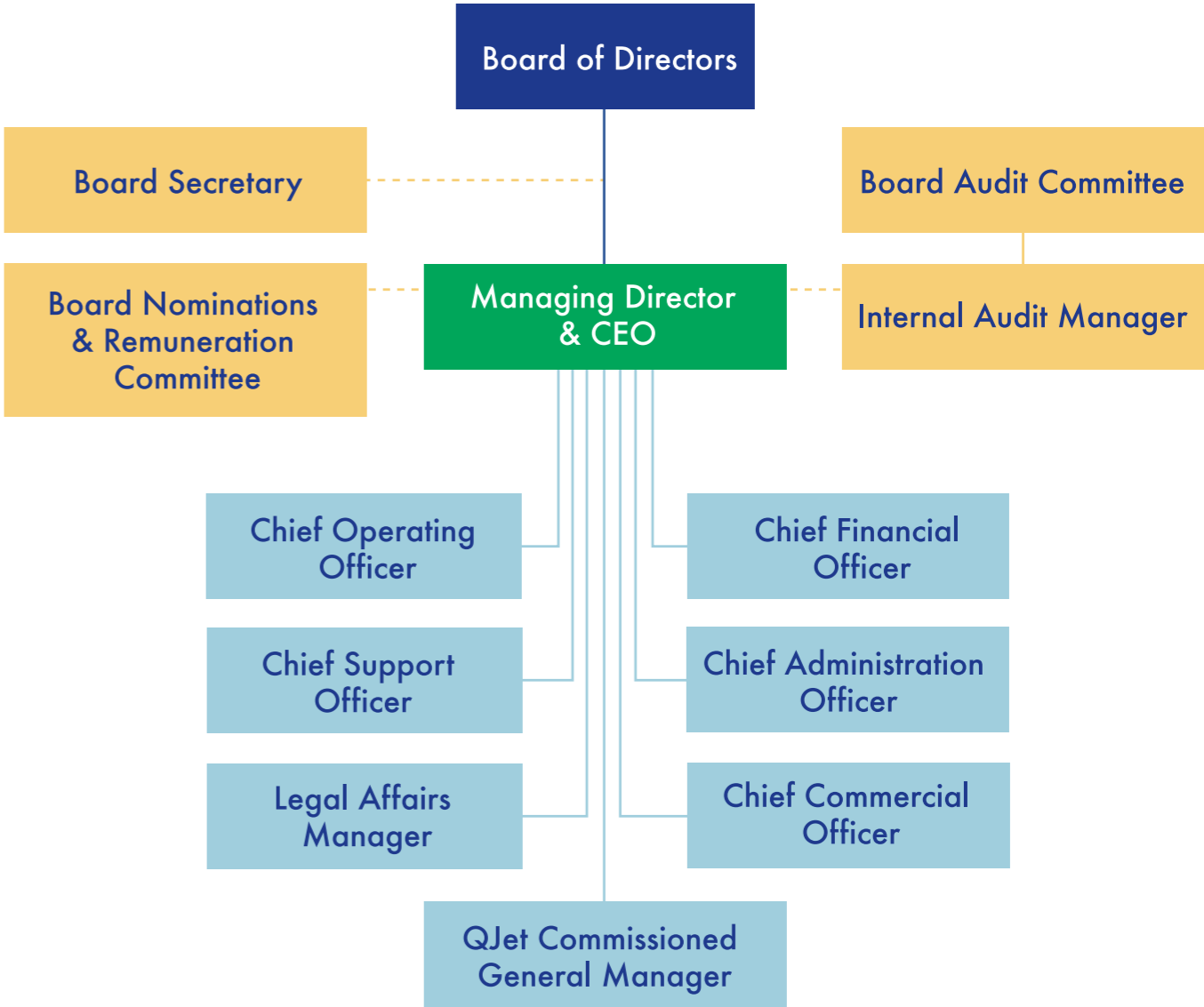
The final phase of this process relates to management’s review of the objectives as well as the methodology used to derive these objectives.

GRI Disclosure: 102-46,102-47,102-50 & 102-52

# GOVERNANCE

WOQOD has a clear and effective governance structure that extends from our Board of Directors (BoD) and Executive Leadership to our operations. The Board of Directors (BoD) is the highest governance body and responsible for all high-level decision making regarding economic, financial, operational, social and environmental issues. The Boards’ duties are carried out independently and impartially in accordance with Qatar Stock Market Governance requirements

# GOVERNANCE STRUCTURE



## BUSINESS ETHICS

WOQOD ensures the integrity of its business activities through its internal policy, viz. “Statement of Conflict of Interest Policy and Code of Ethics” 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 reprimanded up to termination. This policy 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

## BOARD AUDIT COMMITTEE

Internal Audit Committee shall be appointed by WOQOD Board, all members of the Committee shall have a sufficient expertise that enable them to perform the committee function elaborated in Article 18 of the Corporate Governance Codes No.5 for 2016. Authorized Third party carrying out WOQOD Internal audit and audit function has always been to improve its process within the organization that will result in improved revenue and reduced risk.

The majority of Board Audit Committee members shall be independent Board members and should not have served as part of the company audit team for the last two subsequent years. Non-governmental committee members are not prohibited from serving simultaneously as Board members and/or audit committees’ members of more than two other public companies. The Board must determine that such simultaneous service would not impair the ability of such member to serve effectively on the Company’s Audit Committee.

WOQOD Internal auditing prioritized by the level of risk associated with each identified area. Areas of interest are determined by leadership with recommendations from all departmental areas within the company including finance, accounting, operations, and sales and marketing.

# PILLAR 1

**OPERATIONAL EXCELLENCE  
& ECONOMIC PERFORMANCE**



# ECONOMIC PERFORMANCE

## Material Issues

- Economic Performance
- Anti-Corruption

DIRECT VALUE GENERATED & DISTRIBUTED "FIGURES IN QAR MILLION"			
	2017	2018	2019
Revenue	17,372	23,155	22,446
G&A	378	372	334
NET PROFIT (net of minority interest)	964	1,160	1,216

GRI Disclosure: 201-1

WOQOD's net profit increased by 4.8% as compared to 2018, the increase in net profit and earning per share levels compared to last year are attributable to the increase in sales, combined with the efforts exerted towards cost optimization, enhancing the capability and efficiency of the Group's business activities.



**Pradeep Kumar**  
Chief Financial Officer

“Automation is an important way to ease business workload, especially in the finance and accounts sectors.

In 2019, our Accounting department streamlined the debt collection process by enhancing WOQOD's accounting processes in general and implementing an automated Order to Cash process (OTC)

As a result, we accelerated the receiving and processing time of the customer sales orders for goods and services, and the new accounting process enhancement facilitated auto-invoicing via emails, cash receipts and update of customer records. In addition to reducing paperwork in the Accounting Department, the new processes eliminated at least 2 days from the sales process for departments and reduced month end closing up to 3 working days and enabled the Accounting department to achieve 100% of account reconciliations.

“Over the course of 2019, WOQOD collected significant amount of outstanding receivables.”

Automated OTC is timesaving, speeding up processes and systematic. ”

BUTANE GAS SALES PER SECTOR (TONNES)			
	2017	2018	2019
Commercial sector	31,598	36,549	37,965
Industrial sector	12,725	16,944	21,506
Residential	1,345	1,373	1,421
Contractor	8,205	12,293	8,178
TOTAL	53,873	67,159	69,070

WOQOD increased their Butane Gas Sales by 2.76% from last Year (2018) by selling 69070 Tonnes in 2019. Industrial sector sales volume increased significantly, i.e., 21% in 2019

LPG SALES VOLUME IN MT			
	2017	2018	2019
LPG Cylinders	102,896	108,825	111,817

WOQOD SHAFAP gas cylinders replaced all traditional metallic gas cylinders. WOQOD is the regional pioneer in adopting these cylinders for the filling and distribution of domestic gas in Qatar.

SHAFAP sales has increased by 2.7% compared to last year sales and total sales of Butane Gas Cylinders increased by 3.2%.

FUEL SALES VOLUME IN MM LITRES			
PRODUCT	2017 VOLUME	2018 VOLUME	2019 VOLUME
Super R95	2,951	2,821	1,275
Premium R91	1,230	1,215	1,362
Diesel	1,225	1,339	2,588

In 2019, overall fuel volume sales increased to record 10.5 Billion Litres, increase of 1% as compared to the same period last year:

- Jet Fuel volume sales increased by 6% driven by higher demand.
- Super and Premium volume sales increased by 5% and 2% respectively driven by market demand.
- Diesel volume sales were lower by 8% driven by macroeconomic factors.

NATURAL GAS PER MILLION BRITISH THERMAL UNITS (MMBTU)			
	2017	2018	2019
Industrial	738,748	819,282	1,200,000
CNG	38,942	55,083	99,000
TOTAL	777,690	874,365	1,299,000

Steady growth in the Natural Gas sales observed in the year 2019, the total sales value increased 48% compared to 2018

WOQOD is planning to expand compressed natural gas sales volume by establishing of new stations in the coming year.

BITUMEN SALES (METRIC TONNES)			
	2017	2018	2019
Bitumen 60/70	292,727	272,445	250,683
Polymer PMB	13,920	8,780	1386
TOTAL	306,647	281,225	252,069

Bitumen Import Terminal upgraded with new storage tank and filling technologies. Storage tank and filling technologies. In 2019 Bitumen sales have witnessed a decline due to low demand in the market.

Non-fuel products sales available at WOQOD Petrol stations and Sidra stores across Qatar, in 2019 the sales volume increased by 11.5% compared to 2018.



**Fahad Al-Subaiey**  
**Chief Operations Officer**

“At WOQOD, we believe in adopting technologies and techniques to develop and supply energy to the country and economies in an environmentally responsible manner. We have established systematic policies and processes to measure, monitor and improve our operations.

Our primary focus of Year 2019 sustainability initiatives from the operational perspective includes resource conservation, process improvements in Efficiency / introduction of new equipment and business expansion.

The LPG plant PCMS (Plant Control and Monitoring System) was upgraded recently with user friendly control system to enhance plant smooth and reliable operations.

SHAFAF cylinder washing equipment is upgraded with automated online cleaning system, now SHAFAF cylinder wash with minimal human intervention.

We introduced Automated data collection and gauging system; Bar-coded seals to record /scan the seal numbers on DR (Delivery Receipts) to preventing manual errors and Automatic Tank Gauge System (ATG) provides accurate product levels real time information to the distribution dispatch crew for efficient Planning & Scheduling

We successfully commissioned our Bitumen plant expansion project and enhanced the Bitumen storage facility to Operating storage of 12500T.

The new 24" Jet A-1 pipeline from Ras Laffan to HIA at C2 station was commissioned and its operation improve our Jet A1 Supply chain resilience

To meet the rapidly raising Gasoline market demand, we started tank conversion project last year i.e., converting three (3) fixed roof tank into floating tank; to utilize these tanks for gasoline storage.

In terms of marine fuel, Transition of high Sulphur HFO tank stocks to Low Sulphur Fuel Oil (LSFO) was completed smoothly without any adverse impact and we increased LSFO supply volume at Ras Laffan port with existing resource.

“Qatar” one of the first countries to limit the availability of marine fuels to only grades that are compliant with the International Maritime Organization’s 2020 regulation for a 0.50% global Sulphur limit.”

We take a highly proactive approach in our operations and adopting industrial best practices principles in order to meet external sustainability requirements. ”

RETAIL SALES OF NONFUEL PRODUCTS IN QAR MILLION			
	2017	2018	2019
Sidra	177,890,000	185,230,957	209,032,616
Car Wash Automatic	11,390,000	10,235,580	9,299,010
Car Wash Manual	42,690,000	44,028,135	54,180,890
Lube Change	43,490,000	45,116,260	47,951,791
Tyre & Repair	86,540,000	90,843,930	104,300,945



**Hamad Salem Al-Qamra Al-Marri**  
**Chief Commercial Officer**

“ We always endeavor to provide the best products for our customers, we introduced innovative state-of-art range of premium quality lubricant to the market.

In 2019, WOQOD and Shell Lubricants signed an agreement over the supply of finished premium lubricants. Under the agreement, Shell will provide WOQOD engine lubricants over a five-year period.

Premium engine oils will be co-branded as WOQOD OTO and will be available in a variety of packs and applications.

This agreement will power WOQOD lubricants with Shell technology and have the advantage of being blended from the purest Qatari GTL (Gas To Liquid) base oil. GTL technology converts natural gas into colorless base oils with virtually none of the impurities found in crude oil; delivering exceptional engine protection under extreme conditions

The new range includes OTO MOTIV for petrol engines, OTO MAX Diesel engine oils, and OTO PRO ancillary products. It comes as a continuity to the company’s efforts to create new value for its customers and provide them with several enhanced benefits. The OTO range meets major OEM international specifications and is ideal for consumers seeking high output from their vehicles. ”

## PILLAR 2

**SOCIAL DEVELOPMENT  
& COMMUNITY INVESTMENT**



# SOCIAL DEVELOPMENT & COMMUNITY INVESTNMENT

## Material Issues

- Qatarization
- Training Education
- Equal Opportunity Labour Practice
- Corporate & Social Responsibility
- Fair Wages

## Qatarization

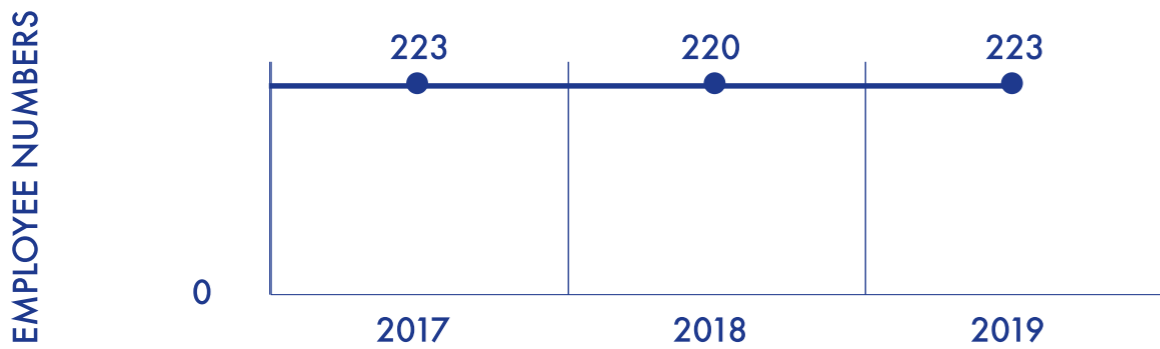
Qatarization is among WOQOD’s top priorities in conjunction with the National Vision 2030. We are committed to participate in developing the Qatari Human Capital with well skilled and qualified Qatari nationals to have the best opportunities to join WOQOD workforce with different backgrounds:

- Permanent jobs for the Qataris who are qualified and ready to join the market
- Scholarship/sponsorship program in the best universities internationally and locally
- Internship programs with WOQOD employees who will help you know more about the practice of your major

WOQOD’s total workforce in 2019 was 1647. Approximately 13.5% of the workforce are Qatari nationals. Human capital Initiatives have resulted in an approximately 50% of midlevel positions being occupied by Qatari nationals, when not taking in account field positions that still rely heavily on expat workers such as petrol stations worker, drivers and other areas.

YEAR	QATARIZATION%	NO. OF QATAR EMPLOYEES
2017	17.81	223
2018	12.70	220
2019	14.0	223

## QATARIZATION



GRI Disclosure: 413-1

## Recruitment Initiatives

Our main goal is to follow the latest trends in the market and offer solutions to the companies that best overcome these new challenges. We adopt recruiting best practices in our company will be more likely to attract talent.

WOQOD is being part of professional exhibitions organized by academic institutions such as Qatar University and participating in the Energy and Industry Employment Exhibition every year.

YEAR	NUMBER OF NEW RECRUITS
2017	97
2018	178
2019	170

GRI Disclosure: 401-1



Town Hall Meeting for Qatari Developpees conducted on 4<sup>th</sup> November 2019 at WOQOD Tower

Employment by Gender

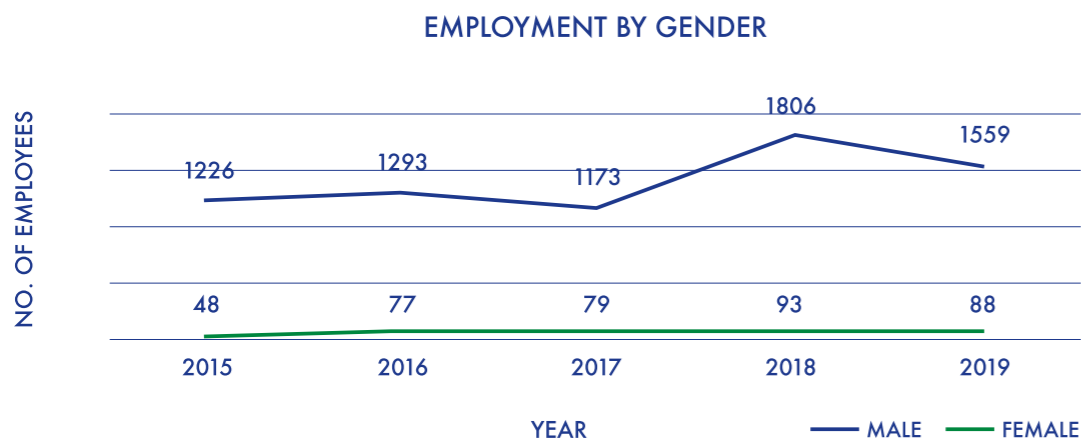
Workplace gender equality is achieved when people are able to access and enjoy the same rewards, resources and opportunities regardless of gender.

WOQOD, along with many other organizations in Qatar, has made significant progress towards gender equality, particularly in education, health and female workforce participation.

The aim of gender equality in the workplace is to achieve broadly equal opportunities and outcomes for women and men.

In WOQOD, 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 vaster pool of talent, which would otherwise be untapped.

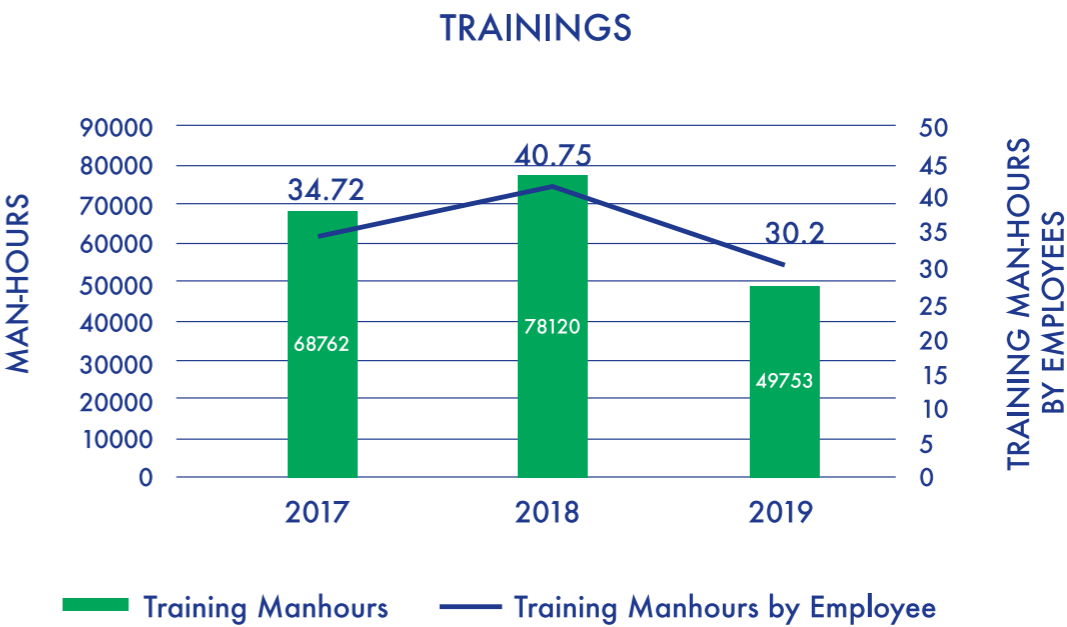
YEAR	MALE	FEMALE
2017	1173	79
2018	1806	93
2019	1559	88



GRI Disclosure: 405-1

Training

YEAR	TRAINING MAN-HOURS	TRAINING MANHOURS BY EMPLOYEE
2017	68762	34.72
2018	78120	40.73
2019	49753	30.20



Work environment at WOQOD is experience highly based and employees are constantly challenged to test and improve on their strengths through various learning and development methods.

Learning & Development (L&D) division developed the continuous learning initiatives are in consensus with established premier institutions. These offer individuals distinctively customized training programs suited to achieve their organizational goals and growth.

Training Breakdown

CORPORATE	18914 HOURS
RETAIL	25047 HOURS



**Saeed Rashid Al Kaabi**  
**Chief Administration Officer**

“ Sustainability became a major driver in integrating company’s operations with innovation and technology. We are taking advantage of the opportunities arising from digitalization and focusing on efficient tool for business planning.

We introduced Oracle e-Business suite, that manages day to day business in a structured manner with control enablement as per International and audit requirements. In 2019, we successfully reimplemented the Oracle E-Business Suite Release 12 version 2.6., which has more technical features. Oracle ERP re-implantation has played a vital role in remodeling WOQOD and its subsidiaries business process and activities.

It ensures a safe storage for WOQOD & Subsidiaries data. It acts as central repository for all our business activities, includes finance and accounting and its process related data.

### Key Highlights

Introduction of Unified Chart of Accounts across multiple ledgers and legal entities and advanced global intercompany and consolidation process with central reporting. Introduction of wet stock module and centralized warehouse operations.

The system enhanced user interface with enablement of OAF and mobility features and automated approval process based on DOA for all document types like purchase requisitions, purchase orders, AP invoices and Journals.

WOQOD employee’s self-service requests are now fully automated with enhanced user interface and multi-level approvals.

WOQOD employee performance management is with self-objective and appraisals.

Maintenance module is fully OAF enabled with mobility features and fully integrated with MS exchange services and attendance system. ”

Supplier Screening & Procurement

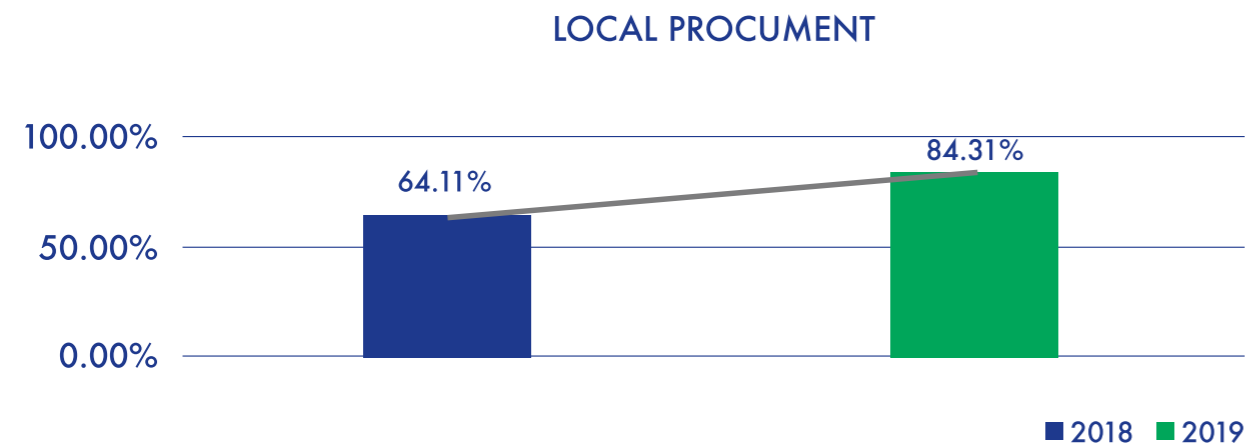
WOQOD maintains consistent efforts to ensure that all suppliers adhere to the applicable local and international standards. WOQOD has a high regard for ethical conduct. Thus, every supplier is to sign an agreement that, all parties must comply with laws, policies and regulations in Qatar as well as adherence to the rules of business ethics, conflicts of interest.

The methodology of evaluating contractor’s acceptability employs environmental, health and safety indicators.

Local Procurement

WOQOD realizes that engaging local suppliers to work has a central role in stimulating growth in the local economy, especially since the organization’s major expense is attributed to the construction of petrol stations.

We provide opportunities to local suppliers through an open tendering strategy for its contracts and procurement needs, in order to maximize local content. Our tenders are published in the local print media (Arabic / English), offering an opportunity for Qatari companies to participate in the tender process.



We acknowledge our local procurement Strategy in line with Qatar Petroleum (QP) TAWTEEN Initiative.

In 2019, 84.31% of our total procurement spending was awarded to local contractors and suppliers, a 20.2% increase compared to 2018. Priority is always given to national companies.



Ahmed Ali Merza Johar  
Chief Support Service

“ At WOQOD, procurement practice in line with Qatar National Vision 2030, Local procurement improve Qatar’s local economy by providing opportunities for local suppliers & contractors.

WOQOD’s Procurement & Contract department provides strategic direction and regulates WOQOD’s integrated procurement and contract process including acquisition of works, services and goods.

In 2019, there were remarkable initiatives taken in the P&C, optimization of internal procurement process helps us to manage supply chain operation efficiently. We established appropriate level of control to minimize risk. Tender cycle automation was introduced to track and monitor the contract cycle efficiently.

A central warehouse and dedicated team were formalized for WQOOD. This has been progressing effectively for WOQOD operations, including WOQOD subsidiaries. ”

WOQOD CSR Activities 2019

WOQOD is committed to corporate social responsibility and support environment and local community.

In the year 2019, WOQOD took part in various events and activities as follows:

EVENTS & ACTIVITIES	
AGRITEQ - 2019	WOQOD sponsored the ARGITEQ and ENVIROTEQ event.
Traffic Week	WOQOD's Vehicle Inspection (FAHES) participated with General Traffic Directorate within MOI initiative.
Blood Donation Campaign	WOQOD participated in blood donation campaign for its employees, in cooperation with HMC.
Cooperation with General Retirement & Social Insurance Authority	WOQOD distributed 64000 WOQOD e-chip for free to them.
Cooperation with Qatar society for Rehabilitation of Special Needs	WOQOD distributed WOQOD e-chip for free to the people who are registered on this organization.
National day celebration organization committee	WOQOD sponsored the National Day celebrations (Darb Al Saai) coordinated by the State National Day celebrations organizing committee.
Al Thakhira Youth Center	WOQOD sponsored some of the activities that were held by Al Thakhira Youth Center for the National Day celebrations.
Qatar Charity	WOQOD donates to Qatar charity by applying a system at Sidra allow the customers to donate the remaining balance of his money in coins directly to the charity.
Qatar Society for Rehabilitation of Special Needs	WOQOD sponsored the purchase of equipment for them.

In addition to that, WOQOD provides in-kind support and training to non-profit organizations and Qatar education institutions.

Social Contribution

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

YEAR	2017	2018	2019
Social & Sport Activities	24,102,941	29,002,815	30,409,548
Donations	200,000	2,050,000	1,420,000
Total in QAR	24,302,941	31,052,815	31,829,548



As part of its social responsibility to promote the health and well-being of the community and to spread the spirit of initiative among individuals and institutions. On 8<sup>th</sup> Jan 2019 WOQOD in cooperation with HMC organized blood donation campaign at WOQOD Tower

# PILLAR 3

## SAFEGUARDING THE ENVIRONMENT



# SAFEGUARDING THE ENVIRONMENT

## WOQOD Environmental Sustainability

We adopt most sustainable, energy-efficient and environmentally adapted way to provide our services. Our goal is always to conduct our operations in a way that minimizes the environmental impact and the risk of environmental incidents.

We continuously identify and evaluate where environmental impact arises in our operations and how we can work to reduce negative environmental impact.

WOQOD and subsidiaries are currently certified as below

- ISO 9001:2015 – Quality Management System.
- ISO 14001:2015 – Environmental Management System.
- ISO 45001:2018 Occupational Health and Safety (OH & S) Management System.

WOQOD has been making continuous progress towards reducing environmental impact from its business activities and constantly looking for opportunities to innovate and reduce its dependence on resources, which would result in minimal emissions and waste.

## Material Issues

- Compliance
- Emission
- Transportation
- Energy Consumption
- Water Management

## Environmental Compliance

WOQOD continues to comply with all relevant Environmental regulations implemented by Ministry of Municipality & Environment (MME) and applicable International regulations and requirements.

WOQOD and its subsidiaries adhere to all the regulations and guidelines related to the business and are compliant to all relevant Environmental regulations implemented by Ministry of Municipality & Environment (MME) and compliant with applicable International regulations and requirements.

WOQOD Implementing Environmental policies, Management systems and continuous tracking and maintaining key performance indicators enable to continually integrate and drive environmental sustainability throughout the organization

2018 -19, no form of non-monetary sanction or penalty was levied against the WOQOD and its subsidiaries for any noncompliance with laws and regulations regarding the environmental matters.

## Energy Management

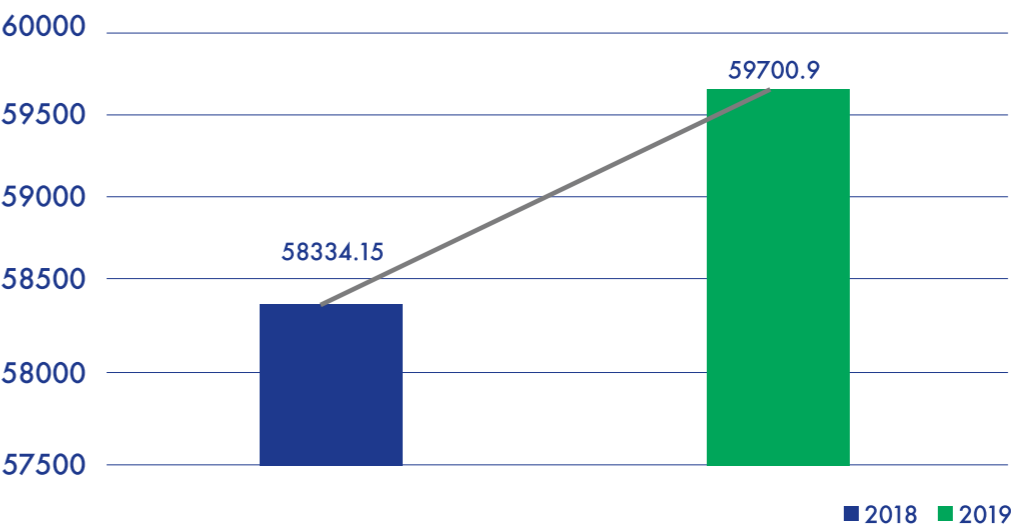
WOQOD seeks to optimize the use of valuable natural resources in our operations, facilities, fleet vehicles, and office facilities by conserving energy and reducing fuel consumption.

WOQOD recognize that an industry-wide reduction of carbon emissions is crucial to global environmental sustainability. WOQOD accepts with full gravity and responsibility to identify ways in which our business can contribute to this reduction.

WOQOD track its energy use sourced from Qatar General Electricity and Water Corporation (KAHRAMAA) and also from the transportation fleet used for delivery of our products to customers.

INDIRECT ENERGY		
YEAR	ELECTRICITY (MWh)	ENERGY (GJ)
2018	58334	210003
2019	59701	214924

INDIRECT ENERGY - KAHARAMAA



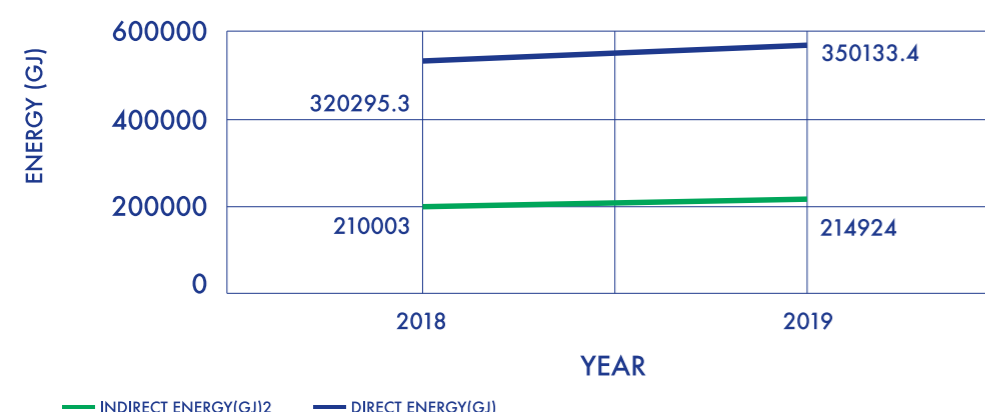
## Energy Management Initiatives

In 2019, LPG plant focused on the energy management and key initiatives as follows:

- Installation of tint shade (Heat Isolation) on all admin/control room windows to reduce the consumption of cooling as per provided specification.
- Installation of motion sensors for corridor lightings to conserve energy.
- Replaced the water taps with automatic water taps in all buildings' washrooms to conserve water.
- Installation of shade (insulated panels) for outdoor A.C. units to reduce the strain on A.C.s for better cooling.

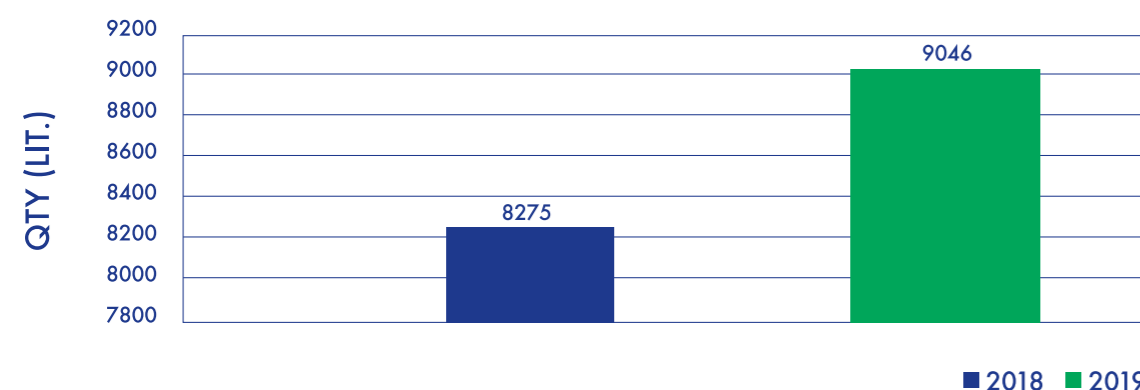
DIRECT ENERGY		
YEAR	DIESEL (m³)	ENERGY (GJ)
2018	8275	320295.3
2019	9045	350133.4

DIRECT ENERGY VS INDIRECT ENERGY



GRI Disclosure: 302-1,302-2 & 302-3

DIESEL CONSUMPTION



WOQOD total direct energy consumption increased 8.5% in the year 2019 due to new petrol stations and Bitumen plant are in full phase operation but there is significant reduction in the distribution fleet sector because of initiatives taken in 2019.

WOQOD's has replaced old trucks with new aluminum tanker trucks.

Advantages of this Initiative are:

- Truck Engine efficiency increased
- Fuel consumption reduced
- GHG emission reduced

Objective of this Initiative is to minimize our energy consumption and reduce GHG emission.

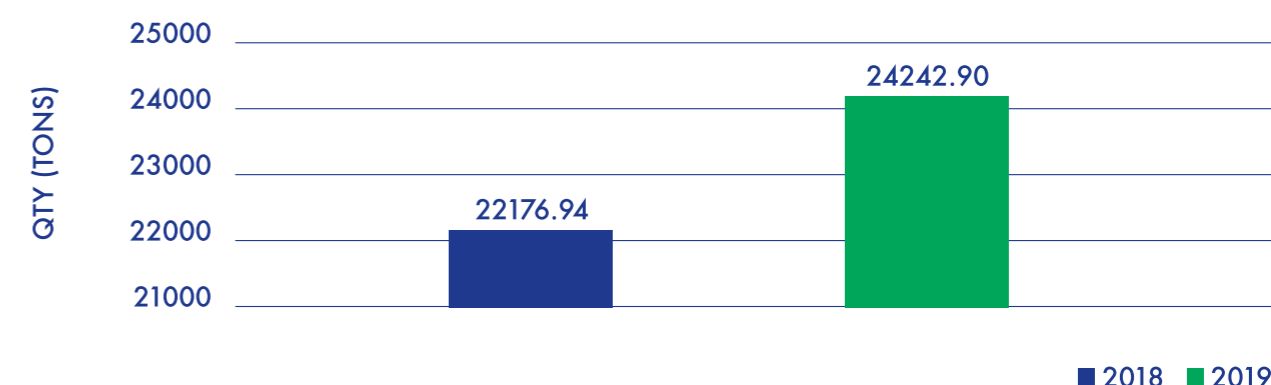
## Emission Management

WOQOD and its subsidiaries GHG emissions is in the form of electricity purchased from third parties and use of transportation fuels such as gasoline and diesel

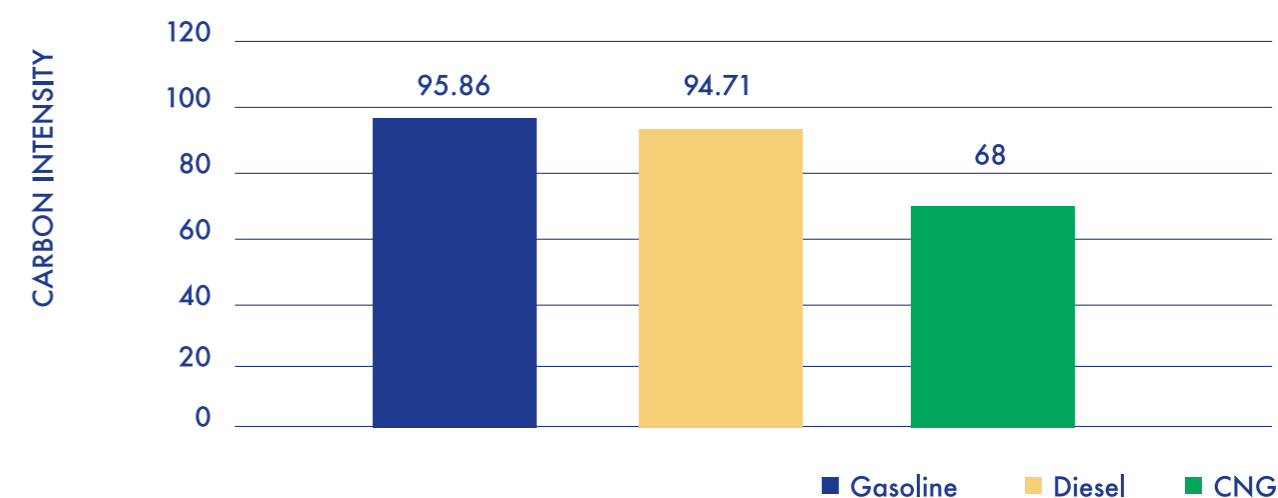
WOQOD taking continuous efforts in this capacity include tracking and reporting green-house gas (GHG) emissions that result from our internal operations and developing methods to reduce those emissions.

EMISSION LOAD		
YEAR	DIESEL FUEL (m³)	CO <sub>2</sub> EMISSION (TONS)
2018	8275	22176.94
2019	9045	24242.90

CO<sub>2</sub> EMISSIONS



CARBON INTENSITY OF FUELS (GRAMS CO-2EQ) / MJ



GRI Disclosure: 305-1,305-2,305-4 304-5,302-4 & 302-7

WOQOD and subsidiaries in line with Qatar National Vision 2030 policy of reducing the country’s carbon footprint. WOQOD join hands with Qatar Petroleum (QP), leading CNG program to meet fuel demand in the state of Qatar. The concept to cater for the CNG fuel requirement of public and private sector vehicles in future.

Compressed Natural Gas (CNG) Facts:

- CNG is the cleanest burning fuel in the market today
- CNG Fueled vehicles produce the least emissions than any other motor fuel
- CNG can be used even without the availability of pipeline
- CNG produce 28% - 30% less greenhouse gases than gasoline- or diesel-powered vehicles
- CNG can reduce nitrogen oxide (NOx) emissions and reactive hydrocarbons which form ground-level ozone

Energy conservation Initiatives

Our efforts to reduce energy consumption last year included implementation of various initiatives to improve internal efficiency.

- Introduced new fleets with aluminum tank to increase engine efficiency and reduce fuel consumption.
- Auto Aviation Locator system (AALC): Implemented in our QJET fleets, to enhance our ability to track fleet and manage distribution routes, decreasing the number of unnecessary trips and therefore lowering our fleet’s overall fuel consumption.
- WOQOD corporate office with LED bulbs with auto sensors.
- LED with sensor light technology is very efficient because automated lighting control system that turns lights on and off. This is an environmentally friendly solution which reduce unnecessary power consumption.

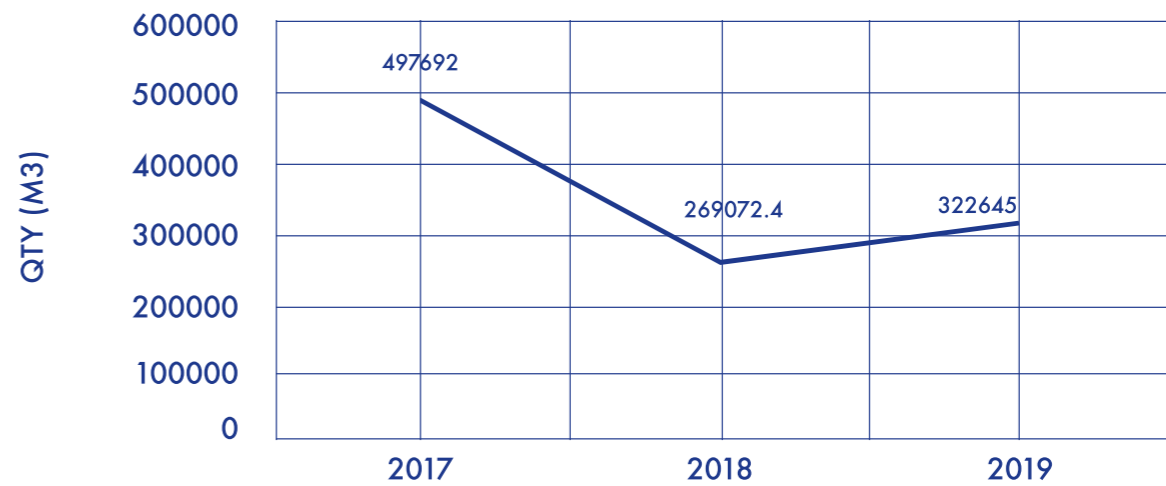
Emission Initiatives

**Vapor Recovery System:** WOQOD installed vapor recovery system in the truck loading bays. Gasoline vapors are collected over an absorption / adsorption system. Collected vapors are trapped in liquid form and mixed with fresh gasoline product. The system will provide cleaner and safe work environment.

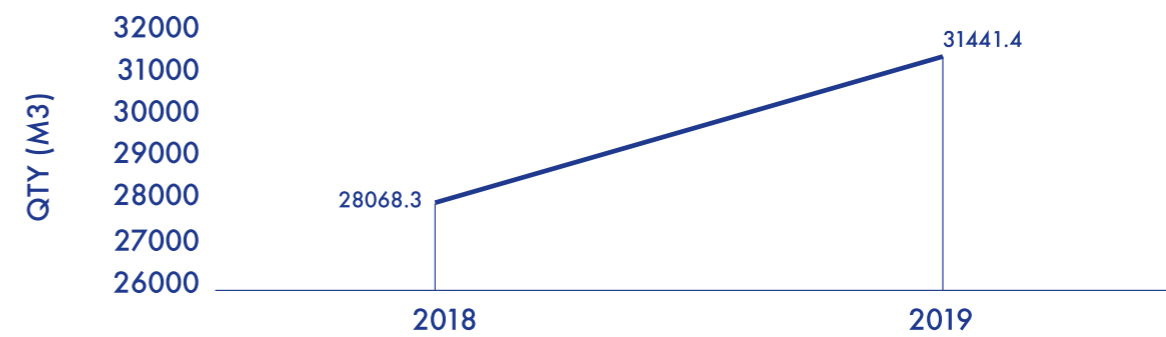
Water Management

Reduction of water consumption and increased water recycle rates are key elements of WOQOD. As a result, to actively manage and work towards reducing WOQOD water footprint. WOQOD and subsidiaries operation to manage water resources by understanding water consumption, comply with regulatory requirements, implement systematic conservation and reuse and report water usage.

FRESH WATER CONSUMPTION



WASTEWATER GENERATION



WOQOD recognizes the value of natural capital and the impact of its operations on the environment. Water is the most essential resource for any Oil and Gas Company, since WOQOD is a downstream distributor of petroleum products, thus does not use water at an industrial capacity for daily operations.

WOQOD has taken initiatives to optimize water consumption at petrol stations, i.e., for reusing/ recycling of water wherever possible.

In 2019, freshwater consumption increased 16% compared to year 2018 consumption due to new petrol stations and projects.

Wash water recycling system is an advanced environmentally responsible solution to the recovery and cleansing of wash water from wash bays. The treatment system dramatically reduces water consumption. By using this advanced system, we aim to save 90% fresh water and minimize our impact on environment.

# PILLAR 4

## HEALTH AND SAFETY



## HEALTH & SAFETY

### Material Issues

- Occupational Health & Safety
- Process Safety

The Health and Safety of our valued workers is of Paramount concern. We understand that keeping our people and environment safe will ensure long-term viability of our operations and sustainability.

At WOQOD, we strive to provide and maintain a healthy and safe working environment for all by conducting a thorough risk assessment and investing in control measures which will minimize the likelihood and impacts of hazards occurring.

We continued to improve our HSE performance in 2019 with our standardized HSE procedures and plans.

At WOQOD, we ensure that all our employees and contractor's staff have all the resources and training required to work safely. WOQOD strive to create a safe operating culture and our actions depend upon the safety of our people and communities around us.

Our aim has been to achieve minimum or zero incidents and accidents from our operations. WOQOD make an effort to be proactive to review and analyze hazards and formulating risk and mitigation approach to prevent accidents from our operations.

### Management Approach: Integrated Management System

WOQOD has established an Integrated Management System (IMS) to align and manage its business through the establishment of policies, procedures, and supporting documentation.

### Policy

The IMS policies establish a direction for activities involving

- Quality
- Occupational health and safety
- Environmental and sustainable development
- Asset integrity and process safety and Security

### HSE Performance Improvement Programs

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 to its operated sites. This program is the best summarized as a three-step approach. Any identified HSE improvement categories can be aligned to elements of the IMS.

Identify Improvement  
are based on  
previous annual  
HSE performance

Identify what needs  
to be done to further  
improve HSE  
performance

Identify the timeline for  
improvement action

### Emergency Response Preparedness

The Emergency Response is process involves a systematic and structured approach for preparing, managing and recovering to normal operations.

#### WOQOD has two (2) levels of support for any emergency:

- Site based Emergency Management Team (EMT) who deal with emergencies and may require support from the Civil Defense or location emergency response teams e.g. Ras Laffan with RLIC.
- Head Office Emergency Support Team (EST) who provide support to the site EMT during an incident.

WOQOD has periodic training sessions in the form of desktop exercises, mock drills and combined exercises for relevant personnel at each location. WOQOD extent of the training is based upon the size and complexity of the site operation.

## WOQOD Road Safety Forum

Fuel distribution is WOQOD's core business and operations therefore it is imperative 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 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.

## RTO Technical Awareness Session

In line with WOQOD's commitment to strive for zero harm to its personnel and neighbors and aim to promote "WOQOD's Life Saving Rules". WOQOD HSE Team organized LDO RTO technical awareness and safety awareness session for Road Tanker Operators (RTO). The awareness session conducted in the last quarter of the year 2019, WOQOD RTO's actively participated and it was successful.



# HSE INITIATIVES OF THE YEAR

## • WOQOD site induction videos and Life Saving Rules (LSR)

WOQOD HSE planning to use visual aids, because it is very strong proven way of learning and it gains the attention of the viewer. Visual aids / Videos help to explain and illustrate more complex concepts.

## • Road Safety Strategy

Road Safety Strategy has been developed, the main objective is to reduce and ultimately eliminate motor vehicle incident numbers and Road safety cross audits have been carried out to ensure sustainable road safety operation in place.

## • Occupational Health Surveillance

A comprehensive Occupational Health Surveillance and Fitness-to-Work program encompassing Pre-employment and Pre-placement medical examinations, Periodic medical check-ups, and FTW evaluations has been rolled out with effect from 1<sup>st</sup> January 2019.

A detailed planning and lining up of arrangements have been done for these examinations to specifically design them in relation to actual occupational exposures and demands of the job-tasks of respective personnel.

## • OHSAS 18001 certification of QJET and FAHES

International Standard Organization (ISO) external audit conducted at QJET & FAHES and successfully completed the ISO Standards certification for the remaining IMS elements.

QJET & FAHES certified for Occupational Health and Safety Management System will be undergoing transition certification to the latest ISO 45001 standard.

This can be considered as a very important milestone for WOQOD Management System, right after the Shared Services for Subsidiaries are implemented as per new organization structure for Subsidiaries last year.

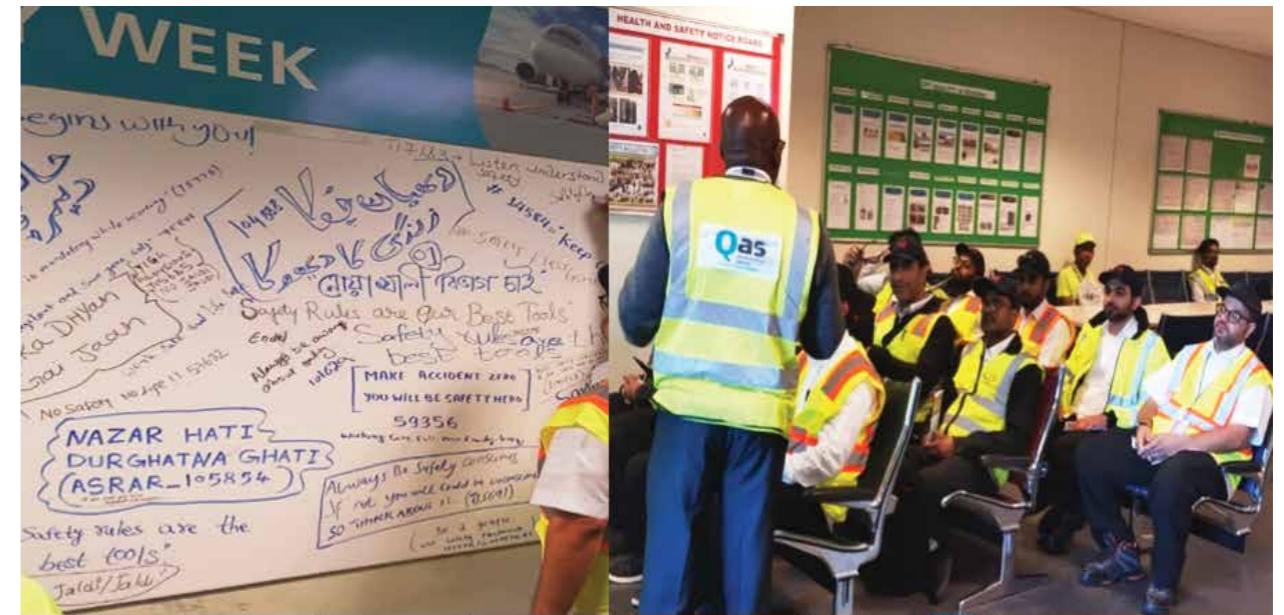
## • Traffic awareness

WOQOD Participating Global Road safety week awareness session and WOQOD partners with Traffic Department to promote culture of road safety, as part of efforts to promote traffic awareness, the General Directorate of Traffic and WOQOD issued a traffic guide on safety for pedestrian.

WOQOD's commitment to the community through supporting and sponsoring many initiatives and partnerships with government agencies.

## • HIA Airport Safety Week - 2019

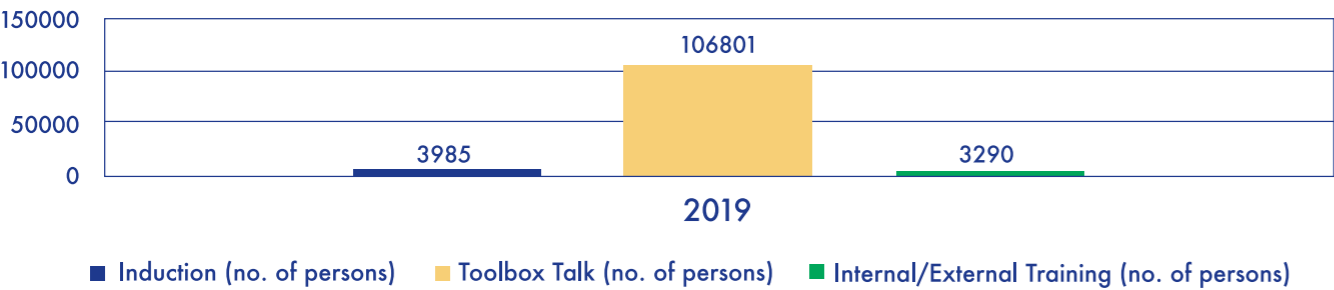
HIA announced Airport Safety Week 2019, aims to raise awareness on aviation safety standards and ensure best industry practices amongst HIA staff and stakeholders. QJET (WOQOD subsidiary) actively take part in the Hamad International Airport (HIA) Safety Week.



The management of WOQOD Subsidiaries, QJet and FAHES received three ISO Certificates for the Integrated Management System (IMS) from an External Certification Body

HSE Awareness Statistics

HSE AWARENESS



In 2019 there was a significant number in terms of HSE awareness, the incident rates reduced in the reporting year. HSE awareness is one of the key factors to reduce incident rate.

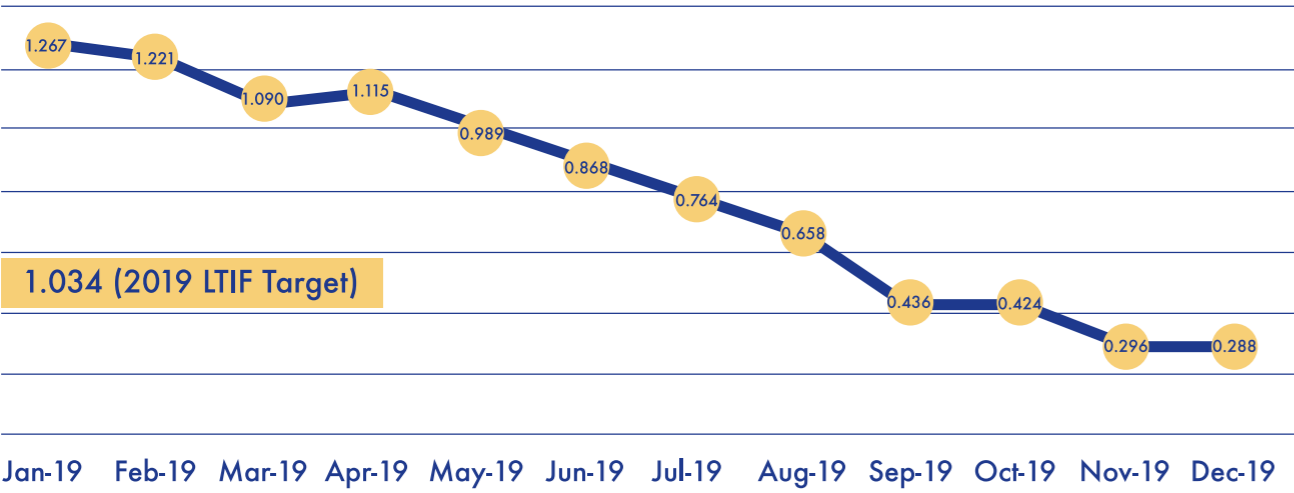
We as a team aspire to continuing to boost HSSE awareness, not only within the company, but also to our external stakeholders and the industry at large.

WOQOD knows that sharing information and lessons learned coupled with driving industry-wide best practices will help drive another step in the journey and also focused on leading indicators and progressive tactics that positively impact HSSE results.

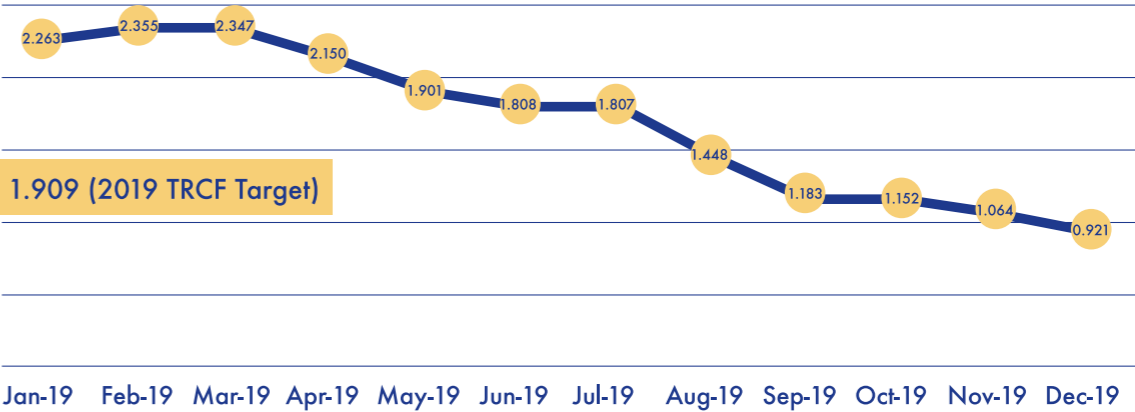
Lost Time Incidents (LTC) and Total Recordable Cases (TRC)

YEAR	MAN-HOURS (WOQOD + CONTRACTOR)	LTI	TRC	FAR	LTIF	TRCF
2017	10,817,392	19	19	0.00	1.50	2.48
2018	10,684,972	13	24	0.00	1.217	2.246
2019	17,369,838	5	16	0.00	0.288	0.921

LTIF MONTHLY MONITORING 2019



TRCF MONTHLY MONITORING 2019



2019 was a historical best year for WOQOD, having finished the year with a **Lost Time Incident Frequency Rate (LTIF) of 0.29** – against **Target of 1.034**, which is sharp reduction of **72%** and drastic reduction in **TRCF 0.921**.

As can be seen from the comparison chart, this performance compares very favorably with our industry peers. This performance is only made possible by the unyielding dedication of our employees at all levels of the organization and an ongoing commitment to delivering world class projects without compromising on personnel wellbeing. This being stated, opportunities for improvement remain and will continue to be worked on the continuing path towards safety excellence

1 Million Man-Hours LTI free at Bitumen Plant Expansion

On 6<sup>th</sup> March 2019, WOQOD Bitumen plant expansion project achieved one (1) million safe man-hours without LTI. This is a testament to our strong safety culture and these achievements are just some examples of the magnitude of milestones delivered in WOQOD operations.



WOQOD Chief Operation Officer (COO) along with QHSSE, AID and LDO Manager were participated in the safety award ceremony. Commemoration plaques were presented to the main contractor and WOQOD Project Delivery and operations teams.

Appendix 1: Main Strategic Areas

Main Strategic Areas	Material Aspects	Boundaries
<ul style="list-style-type: none"><li>Delivering Reliable &amp; Safe Products &amp; Services to fuel Qatar</li><li>Safety of our customers is our Main Priority</li></ul>	<ul style="list-style-type: none"><li>Quality &amp; Performance</li><li>Customer health &amp; safety</li></ul>	Our Company, Our Subsidiaries, Our Customers
<ul style="list-style-type: none"><li>Supporting a sound economic system</li><li>Contributing socially</li></ul>	<ul style="list-style-type: none"><li>Procurement practices &amp; local procurement</li><li>Contribution to community (financial &amp; in-kind)</li></ul>	Our Company, Our Subsidiaries, Our Contractors Our Company, Our Subsidiaries, Our Community
<ul style="list-style-type: none"><li>Maximizing value and financial return</li><li>Governance Excellence</li></ul>	<ul style="list-style-type: none"><li>Economic performance</li><li>Anti-corruption</li></ul>	Our Company, Our Subsidiaries
<ul style="list-style-type: none"><li>Environmental Management Approach &amp; Expenditures</li><li>Energy &amp; Climate Change</li><li>Resource Management</li><li>Waste Management</li></ul>	<ul style="list-style-type: none"><li>Environment Spending,</li><li>Compliance</li><li>Energy, Emissions, Transport Impacts</li><li>Materials, Water</li><li>Waste Management</li></ul>	Our Company, Our Subsidiaries, The Environment
<ul style="list-style-type: none"><li>Qatarization</li><li>Diverse &amp; Engaged Workforce</li><li>Investing in every employee</li><li>Safe &amp; Healthy Working Environment</li></ul>	<ul style="list-style-type: none"><li>Nationalization</li><li>Employment, Diversity &amp; Equal opportunity</li><li>Fair wages, Training &amp; education</li><li>Occupational Health &amp; Safety</li></ul>	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
<ul style="list-style-type: none"><li>Customers</li><li>Individual</li><li>Commercial</li><li>Industrial</li></ul>	<ul style="list-style-type: none"><li>Direct engagement through selling points</li><li>Customer Satisfaction Survey</li><li>Customer care center</li><li>Online Ordering system</li><li>Annual Reports</li><li>Media center</li><li>Relationship Mangers</li></ul>	<ul style="list-style-type: none"><li>Reliable supply of products</li><li>Safe products &amp; services</li><li>High-end quality products and services</li><li>Continual innovation of products &amp; services</li><li>Easy &amp; seamless processes</li></ul>

<ul style="list-style-type: none"><li>Employees</li></ul>	<ul style="list-style-type: none"><li>Performance reviews</li><li>Direct Individual managers</li><li>Annual employee satisfaction survey</li><li>Training &amp; seminars</li></ul>	<ul style="list-style-type: none"><li>Equal Opportunity</li><li>Engagement</li><li>Competitive salary &amp; benefits packages</li><li>Clear and continuous career development path &amp; planning</li><li>Healthy &amp; Safe working environment</li><li>Performance based evaluation</li></ul>
<ul style="list-style-type: none"><li>Suppliers &amp; Contractors</li></ul>	<ul style="list-style-type: none"><li>Contractors</li><li>Contractors' &amp; suppliers evaluation</li><li>Normal business interactions</li><li>Request for proposal</li><li>Meetings, when needed</li><li>Visits to suppliers</li></ul>	<ul style="list-style-type: none"><li>On time Payments</li><li>Fair evaluation</li><li>Support for local suppliers</li><li>Building long term business relationships</li></ul>
<ul style="list-style-type: none"><li>Shareholders</li></ul>	<ul style="list-style-type: none"><li>Annual general meetings</li><li>Quarterly earnings releases, annual reports, investors presentations, governance annual reports</li><li>Board of Directors meetings</li></ul>	<ul style="list-style-type: none"><li>High &amp; efficient performance</li><li>Higher dividends as a result of increased profits &amp; continuous growth</li><li>Reduced business risks</li><li>Building and safeguarding WOQOD's reputation</li></ul>
<ul style="list-style-type: none"><li>Regulators &amp; Government</li></ul>	<ul style="list-style-type: none"><li>Regular reporting requirements</li><li>Official visits Audits</li><li>Forums, trainings and workshops</li></ul>	<ul style="list-style-type: none"><li>Qatarization</li><li>Providing the fuel for economic growth</li><li>Preserving economic &amp; natural environment</li><li>Compliance with laws &amp; regulations</li><li>Alignment with Qatar national vision 2030</li></ul>
<ul style="list-style-type: none"><li>Community</li></ul>	<ul style="list-style-type: none"><li>Community investments &amp; contributions</li><li>Contribution to Public Companies fund</li><li>Collaboration with Civil society organizations</li><li>Direct interaction with community through events</li></ul>	<ul style="list-style-type: none"><li>Creation of more jobs</li><li>Qatarization</li><li>Strong culture &amp; heritage</li><li>Positive impact of operations</li><li>Local sourcing</li><li>Community Investments</li></ul>
<ul style="list-style-type: none"><li>Environment</li></ul>	<ul style="list-style-type: none"><li>Environment management</li><li>Environmental laws &amp; regulations</li></ul>	<ul style="list-style-type: none"><li>Minimization of operations' impacts</li><li>A healthy &amp; sustainable environment</li><li>Investing in new environmentally friendly</li><li>Products &amp; services</li></ul>

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/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

## Appendix 2: Topic Specific Disclosure

GRI Disclosure code	Topic Specific Disclosure	Reference Page
Organization Profile		
102-14	Statement from Senior Management	6 & 7
102-1	Name of the organization	8
102-2	Activities, brands, products, and services	
102-3	Location of headquarters	
102-4	Location of operations	
102-5	Ownership and legal form	
102-6	Markets served	
Sustainability Report		
102-46	Defining report content and topic Boundaries	9
102-47	List of material topics	10
102-50	Reporting period	11
102-52	Reporting cycle	12
Stakeholders		
102 – 40	List of stakeholder groups	12,13 & 14
102-42	Identifying and selecting stakeholders	
Governance		
102-18	Delegating authority	15
102-16	Values, principles, standards, and norms of behavior	16
102-18	Governance structure	17
102-22	Composition of the highest governance body and its committees	19, 20, 21 & 22
Economic Performance		
201-1	Direct economic value generated and distribute	24

Employment		
413-1:	Operations with local community engagement, impact assessments, and development programs	29 & 30
401-1:	New employee hires and employee turnover	30 & 31
405-1:	Diversity of governance bodies and employees	32
404-1:	Average hours of training per year per employee	34, 35 & 36
405-1:	Diversity of governance bodies and employees	37
Procurement		
308-1:	New suppliers that were screened using environmental criteria	38
Employee Benefits		
404-3:	Percentage of employees receiving regular performance and career development reviews	40
201-3:	Defined benefit plan obligations and other retirement plans	40
Environment		
307-1:	Non-compliance with environmental laws and regulations	43
302-1:	Energy consumption within the organization	44
302-3:	Energy intensity	44
302-4:	Reduction of energy consumption	46
305-1:	Direct (Scope 1) GHG emissions	45
305-2:	Energy indirect (Scope 2) GHG emission	45
305-4:	GHG emissions intensity	46
306-2:	Waste by type and disposal method	47
303-1:	Interactions with water as a shared resource	48 & 49
303-3:	Water withdrawal	48

303-4:	Water discharge	47
303-5:	Water consumption	48
306-2:	Waste by type and disposal method	47
Health & Safety		
403-1:	Occupational health and safety management system	53
403-2:	Hazard identification, risk assessment, and incident investigation	
403-3:	Occupational health services	
403-4:	Worker participation, consultation, and communication on occupational health and safety	57 & 59
403-5:	Worker training on occupational health and safety	59







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