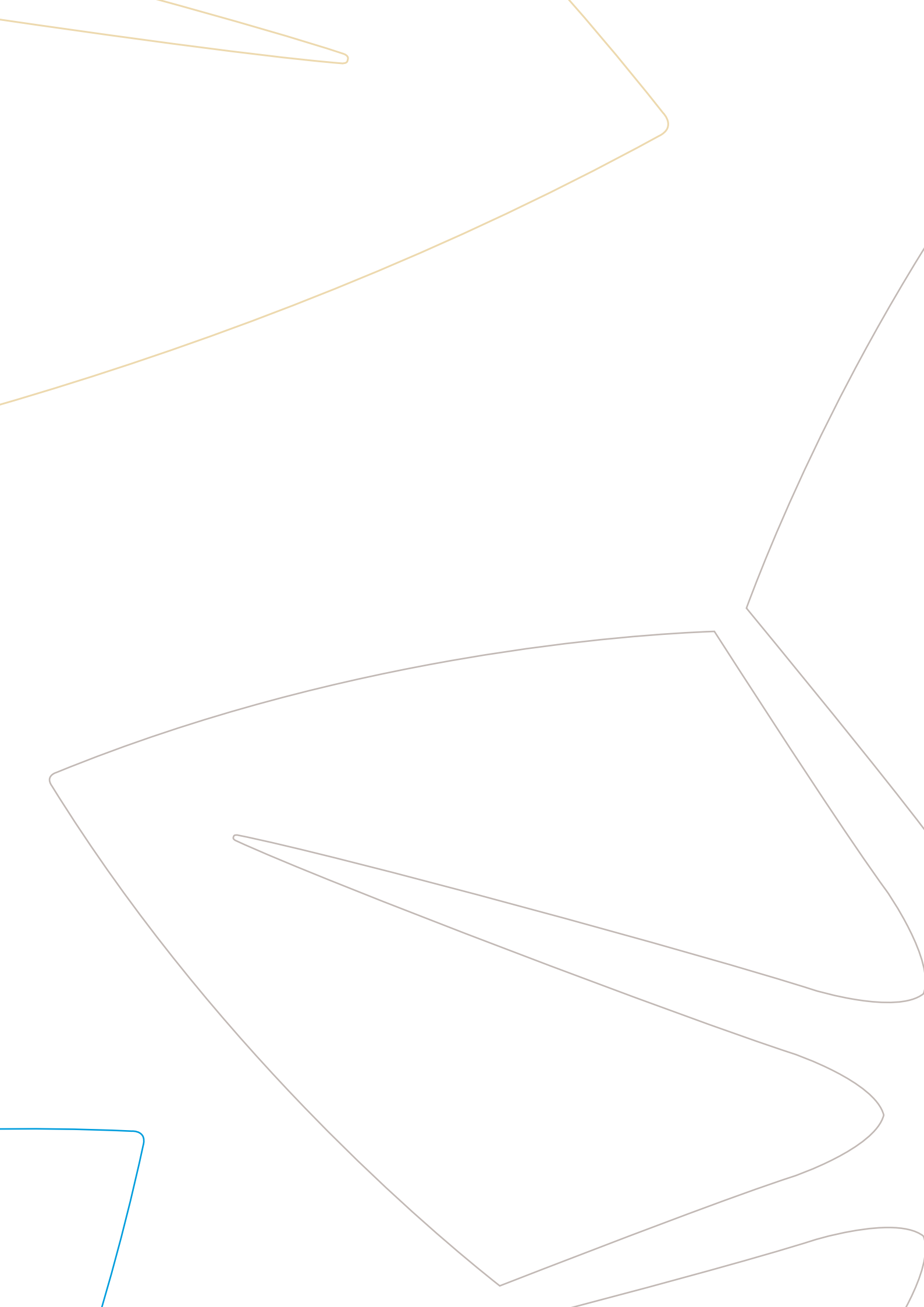




# SUSTAINABILITY REPORT 2024







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# Chairman's Foreword



It is with profound privilege that I present the 12th Sustainability Report of WOQOD Group for the year 2024. This comprehensive report has been developed in alignment with the Global Reporting Initiative (GRI) Standards, upholding the highest standards of transparency, accountability, and sustainability governance.

As an organization, we remain steadfast in our commitment to addressing key Environmental, Social, and Governance (ESG) issues. This report serves as a testament to our dedication to achieving sustainable and inclusive growth by seamlessly integrating

ESG objectives into our operations. Our approach is rooted in fostering a responsible corporate culture, prioritizing environmental stewardship, promoting social well-being, and upholding the highest standards of governance.

Our environmental initiatives continue to evolve, emphasizing the integration of renewable energy sources and the expansion of electric vehicle (EV) charging infrastructure across more service stations. These efforts align with our broader sustainability strategy, aimed at reducing our carbon footprint and supporting Qatar's vision for a greener future.

WOQOD is also committed to social responsibility, continuously focusing on Qatarization to achieve national workforce targets. Additionally, our local procurement strategy is designed to create opportunities for Qatari companies, reinforcing our dedication to economic localization. As a result, we proudly secured 2nd place in the Energy Sector within the Tawteen (ICV) program.

WOQOD's sustainability initiatives have led to significant recognition, ranking 3rd in the Governance, Social Responsibility, and Environment Index for companies listed on the Doha Securities Market. Additionally, WOQOD has been listed among the top twelve Qatari brands, further demonstrating our commitment to sustainable excellence.

This report reaffirms our unwavering pursuit of sustainability, responsible business practices, and long-term value creation. We remain committed to continuous improvement, innovation, and collaboration with all stakeholders as we navigate the evolving landscape of sustainable development.

I extend my sincere gratitude to our dedicated employees, valued stakeholders, and business partners for their contributions and support in advancing our ESG agenda. Together, we will continue to drive positive change and create a lasting impact for future generations.

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

## CEO's Foreword



I am pleased to present WOQOD's twelfth Sustainability Report for the year 2024, which reflects our unwavering commitment to integrating sustainable business practices into our operations. This report underscores the collective efforts of our employees, partners, and stakeholders in fostering a resilient and responsible corporate environment. As we navigate an evolving global landscape, we continue to embed sustainability at the core of our strategic vision, ensuring long-term value creation for all.

Throughout the year, WOQOD has demonstrated strong financial resilience, achieving a net profit of QR 1.05 billion, a 7% increase compared to QR 984 million in 2023. The demand for petroleum products has significantly contributed to this success, alongside an increase in total fuel sales, which reached 11.3 billion liters—an all-time high for the company. This growth, driven by jet fuel and gasoline sales, has reinforced our market leadership and diversified revenue streams. Our non-fuel retail segment has also expanded, reinforcing the stability of our operations.

Sustainability remains at the forefront of our environmental strategy, as evidenced by our commitment to cleaner energy solutions. In line with our sustainability objectives, we have integrated solar energy

across three service stations and expanded electric vehicle (EV) charging points at additional locations, supporting the nation's transition towards a low-carbon future. Moreover, our waste management and circular economy initiatives have been enhanced, ensuring responsible resource utilization and minimal environmental impact.

On the social front, we have taken significant steps to empower national talent and contribute to economic diversification. Our Qatarization efforts remain a key priority, with increased investments in training and development programs for young Qatari professionals. Our exceptional performance in the Tawteen (In-Country Value) initiative, where WOQOD ranked second in the energy sector, further exemplifies our commitment to strengthening local industry capabilities. Additionally, our corporate social responsibility (CSR) efforts have continued to positively impact the communities we serve.

Safety and operational excellence remain central to our growth. In 2024, we achieved remarkable improvements in workplace safety, reducing lost-time incidents by 59% and enhancing total recorded case rates by 19%. These accomplishments earned WOQOD the prestigious RoSPA Gold Award for Health and Safety and the RoSPA Silver Award for Fleet Safety. Our infrastructure expansion, including new petrol stations and the upcoming vehicle inspection center in Mawater City, underscores our dedication to service enhancement and accessibility.

As we look ahead, WOQOD remains committed to innovation, sustainability, and operational excellence. Our strategic initiatives, such as the Wasel fuel delivery service and the exploration of foreign investment opportunities, will continue to reinforce our position as a leader in the energy sector.

In closing, I extend my gratitude to the Chairman, Members of the Board, government authorities, and our employees for their unwavering support and dedication. Together, we will continue to advance our sustainability journey, delivering meaningful progress for our shareholders and the broader community.

**SAAD RASHID AL MUHANNADI**  
MANAGING DIRECTOR AND CEO

## About the Report

WOQOD has been voluntarily reporting on its sustainability performance every year and the sustainability report has been prepared 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 Appendices..

The information presented in this report is based on historical performance data as well as data for 2024. 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 2024 to 31 December 2024, unless otherwise stated. The report also includes information on key strategic decisions and initiatives that commenced in 2024.

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@WOQOD.com.qa](mailto:sustainability@WOQOD.com.qa)

## Our Vision

"To be the leading petroleum products 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 accountabilities 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 achieve the required Qatarization percentage.
- To introduce new and advanced technologies to minimize our impact on the environment.

## Brand Values

### PROFESSIONAL

Everything WOQOD does internally or externally will be seen as a truly professional initiative. We aspire 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 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.

# Corporate Profile

## Introduction

Qatar Fuel (WOQOD), the leading fuel distribution and marketing services company in Qatar, completed its Initial Public Offering in 2003 and is listed on the Qatar Stock Exchange. With exclusive concessions, WOQOD is the sole distributor of fuels, including Natural and Liquefied Gas, and Jet A1 refueling at all airports in Qatar. Renowned for pioneering the shift to fully unleaded gasoline and low-sulfur diesel fuel in the GCC region, the company operates a resilient fuel distribution network covering the entire country, utilizing modern trucks, aluminum tankers, airplane refuelers, and bowsters. Apart from conventional fuel products, WOQOD supplies LPG through advanced fiberglass cylinders and tankers, meeting domestic, industrial, and commercial needs. Additionally, WOQOD dominates the fuel retail market in Qatar, providing auto-care services and a comprehensive range of lubricants for various applications.

## WOQOD Business



**Fuel Storage and Distribution**



**WOQOD Marine**



**Bitumen Plant**



**LPG Bottling Plant**



**CNG Fueling Station**



**Petrol Stations**



**FAHES**



**QJET**

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

# WOQOD Supply Chain

## FUEL PRODUCTS



### 01 LIGHT GAS OIL (LGO) AND GASOLINE

Refined fuel products are transported via pipeline from QatarEnergy refinery to Doha Depot and Ras Laffan Depot.



### 02 DOHA DEPOT AND RAS LAFFAN DEPOT

Received fuel products stored in the bulk storage tanks and distributed to petrol stations via Road Tankers



### 03 PETROL STATIONS

WOQOD Petrol stations receive fuel products via Road Tankers and store them in underground storage tanks



### 04 CUSTOMERS

WOQOD offers Light Gas Oil (LGO) and gasoline via its WOQOD petrol station network. WOQOD directly delivers refined products to bulk customer sites.



### 04 JET A-1

Jet A-1 fuel is transported via pipeline from Qatar Energy refinery to QJet storage facilities.



### 05 WOQOD AVIATION OPERATIONS/QJET

QJet owns a fleet of fuel supply equipment for supplying Jet A-1 fuel to customers



### 06 CUSTOMERS

QJET supplies Jet-A1 aviation fuel to aircraft, catering to their operational requirements with precision and reliability.



### 07 VLSFO

WOQOD receives Very Low Sulfur Fuel Oil (VLSFO) imported by QatarEnergy through marine vessels berthed at the general cargo berth. VLSFO is off-loaded via a loading arm and transferred to WOQOD-operated storage tanks.



### 08 WOQOD BUNKERING

WOQOD ensures a continuous 24/7 supply of VLSFO at the Ras Laffan anchorage.



### 09 CUSTOMERS

WOQOD provides bunkering services to LNG carriers and other marine vessels operating in Qatari waters using its specialized fleet of marine service vessels.

## WOQOD GAS OPERATIONS

### Liquified Petroleum Gas (LPG)



### 10 LPG

Liquified Petroleum Gas (LPG) transported via pipeline to WOQOD LPG Plant in new industrial area.



### 11 LPG PLANT

LPG stored in the mounded storage tanks. SHAFAF cylinders filled in the plant and distributed to point of sales.



### 12 CUSTOMERS

WOQOD supplies LPG to customers both domestic and industrial.

### Compressed Natural Gas (CNG)



### 13 NATURAL GAS

Natural Gas (NG) transported via pipeline to WOQOD CNG stations.



### 14 CNG STATIONS

Natural Gas (NG) is compressed in stations and supplied to CNG customers.



### 15 CUSTOMERS

Public transport buses operated under KARWA, as well as private transportation entities, receive Compressed Natural Gas (CNG) from WOQOD's dedicated CNG stations for their fueling needs.

## BITUMEN PRODUCTS



### 16 BITUMEN

Bitumen is imported from overseas via marine vessels



### 17 BITUMEN PLANT

Bitumen processed at WOQOD Bitumen plant, Messaied Industrial City



### 18 CUSTOMERS

Bitumen products delivered to the customers via road tankers.

# Sustainability Reporting

This is WOQOD's 12th Sustainability Report with all of our commitments, governance, policies, performance and objectives related to the management of the Group's environmental and social impacts during the fiscal year ended December 31, 2024.

It has been prepared in accordance with the Global Reporting Initiative (GRI) G4 Guidelines and Oil and Gas Industry Supplements. In determining the scope of this report, we considered the scale of business activities and the specific sustainability concerns of the companies under WOQOD. Taking into account stakeholder views, WOQOD's overall business risks, relevant sustainability trends, and industry best practices, we have identified the material factors that are of greatest importance to our business and our 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 (QHSSSE) 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 impact of each occurring aspect
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 QHSSSE Department in consultation with the Strategy Department.

### STEP 4 REVIEW

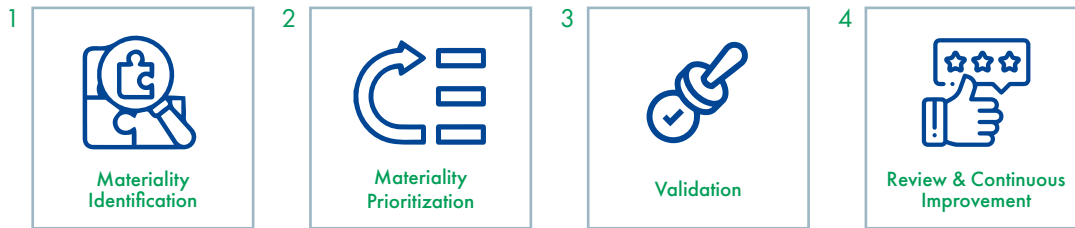
This final process is undertaken once the report has been published, and the organization is preparing for the next cycle. This step focuses on the aspects that were material in the previous reporting period and also considers stakeholder feedback. The principals of Sustainability inclusiveness and Sustainability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



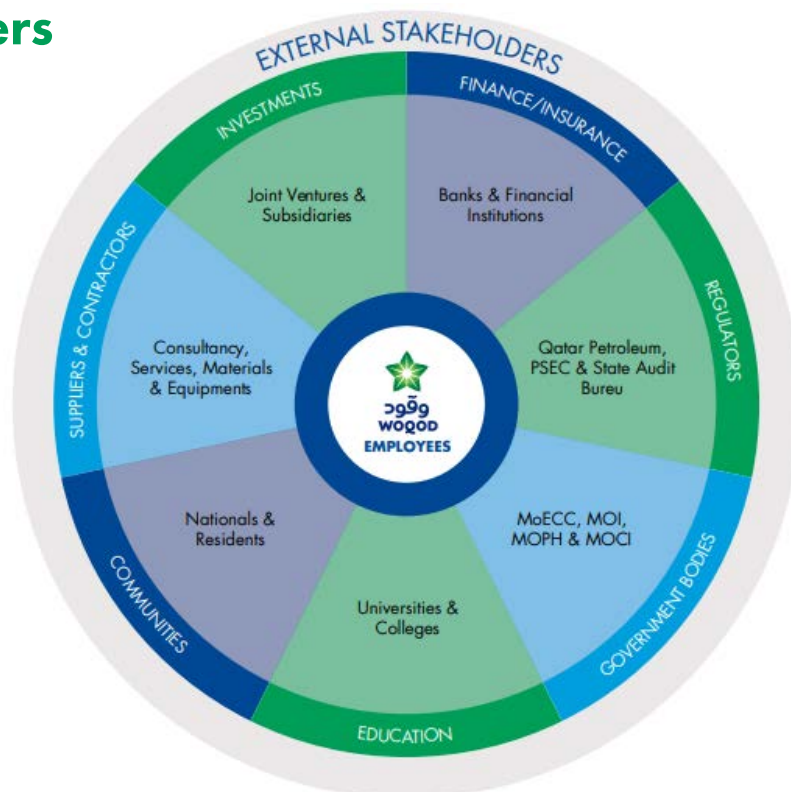
## Four (4) Step Approach

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

- Stakeholder Inclusiveness
- Sustainability Context
- Materiality
- Completeness



## Stakeholders



# Stakeholder Engagement

Stakeholders are integral to WOQOD's vision **"To be the leading petroleum products distribution and related services marketing company in the region."** Key stakeholders include employees, vendors, government entities, industry organizations, and a diverse customer base across Business-to-Consumer (B2C) and Business-to-Business (B2B) segments, both locally and internationally.

WOQOD ensures effective stakeholder engagement and customer stratification through the implementation of a robust and integrated quality framework. Aligned with international standards and best practices, this approach supports the organization's strategic objectives, enhances customer satisfaction, and strengthens operational excellence.

## 1. Customer Surveys:

WOQOD maintains transparent and effective stakeholder engagement through a centralized Call Center, ensuring open communication. Regular analysis of customer surveys, feedback, and complaints helps capture stakeholder input and address concerns efficiently across departments.

To enhance internal awareness, WOQOD publishes the Customer Communication Dashboard, offering employees, especially Process Owners, key insights into stakeholder feedback, challenges, and initiatives. In 2024, WOQOD's B2B customer satisfaction improved, reflecting better service consistency, streamlined operations, and stronger partnerships. The Customer Satisfaction Index (CSI), rated from 1 (low) to 5 (high), recorded a B2B score of 4.25, reinforcing WOQOD's commitment to continuous improvement.

## 2. Focus Group Discussion:

As the Customer Satisfaction Index (CSI) became the main Key Performance Indicator (KPI) to indirectly measure WOQOD business excellence, a Focus Group Discussion facilitated by QA/QHSSE explored how quality assurance in processes affects customer satisfaction. This discussion, held on November 6th, 2023, provided a platform for open and candid conversations among quality control professionals and Subject Matter Experts (SMEs) in operations and shared services. It resulted in the identification of several improvement initiatives to enhance quality control and assurance planning in all processes, thereby improving customer satisfaction.

## 3. Customer Communication:

WOQOD strengthens stakeholder relationships through annual townhall meetings, fostering open dialogue with customers and suppliers. Over the past five years, these engagements, alongside customer surveys, have enhanced service delivery. In 2024, the Natural Gas Customer Townhall (Oct 17) focused on service improvements, CNG benefits, and process enhancements, while the Supplier Townhall (Dec 3) covered procurement, sustainability, i-Supplier functionality, and the ICV program. Both sessions reinforced WOQOD's commitment to transparency, collaboration, and sustainable partnerships.



*Town-hall Meeting at the LPG Plant, on October 17, 2024"*



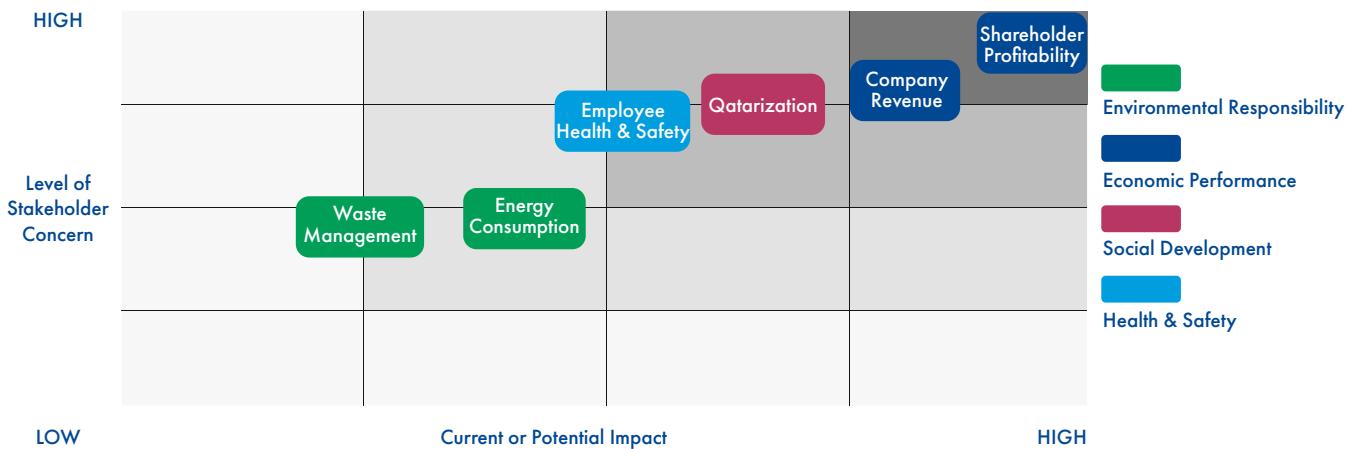
## Commitment to Quality: World Quality Day 2024

WOQOD marked its sixth consecutive participation in World Quality Day 2024 under the theme “Bridging the Gap – From Compliance to Performance.” The event featured a panel discussion with key members of WOQOD’s leadership, focusing on four strategic areas: competition and market dynamics, addressing industry trends and WOQOD’s positioning; operational efficiency and cost management, exploring strategies to enhance efficiency and minimize waste; customer focus, reinforcing engagement and satisfaction through quality initiatives; and technology and innovation, leveraging digital transformation to drive sustainable business practices. This engagement underscores WOQOD’s commitment to continuous improvement, industry leadership, and delivering value-driven, high-quality services.



*Mr. Naja Mahdi AlAhbabi, Manager of Gas Operations and Distribution, receiving Quality Day Award from CEO & MD Mr. Saad Rashid Al-Muhammadi on November 14, 2024.*

## Materiality Matrix



WOQOD identifies and prioritizes material issues that are of significant relevance to stakeholders and of critical importance to the business. A materiality assessment was conducted to determine the issues that have the greatest impact on WOQOD's brand equity, revenue, and costs. The material topics are presented on WOQOD's materiality matrix, reflecting their importance to stakeholders and their potential business impact. These issues are interrelated and should be considered in a broader context, rather than independently.

## Identifying the 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

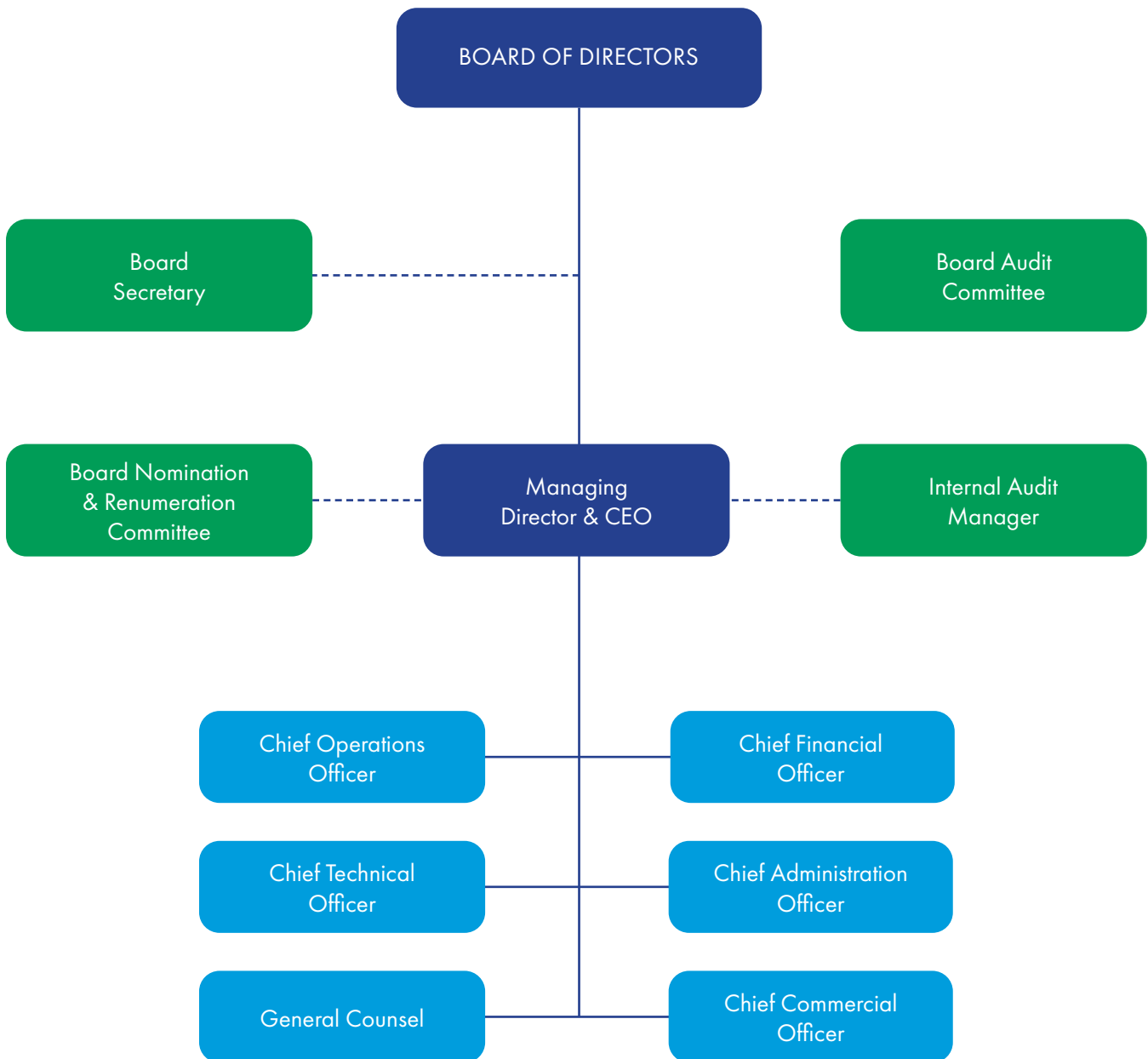
The final phase of this process relates to management's review of the objectives as well as the methodology used to derive these objectives.

# Governance

WOQOD have 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 maintains the integrity of its business operations by implementing its internal policy, as outlined in the “Statement of Conflict-of-Interest Policy and Code of Ethics,” and by integrating robust management systems. It is essential that all WOQOD employees strictly adhere to the codes of conduct detailed in the comprehensive Statement of Conflict of Interest and Codes of Ethics.

This policy applies to all WOQOD and its subsidiary employees. Failure to comply with these provisions may result in disciplinary action, including termination of employment.

The articulated policy is strategically designed to address critical aspects, including but not limited to:

- **Code of Conduct**
- **Duty of Fidelity**
- **Conflict of Interest**
- **Disclosure of Potential Conflicts**
- **Harm to Business Reputation**
- **Gifts or ‘Kickbacks’**
- **Company Funds and Property**
- **Confidential Information**
- **Outside Employment and Business Activity**

The thorough delineation of these elements’ underscores WOQOD’s commitment to upholding ethical standards and ensuring the sustained integrity of its business practices.

**GRI Disclosure: 102-16, 102-17**

## Board Audit Committee

The Board Audit Committee (BAC) is appointed by WOQOD Board of Directors (BoD) as a Sub-committee for the Board and all member of the BAC should have sufficient expertise that enables them to perform the committee’s function as elaborated in Articles 18 & 19 of the Governance Code for Companies & Legal Entities Listed on the Main Market issued by the QFMA’s Board pursuant to Decision No. (5) of 2016. The BAC in WOQOD effectively functions as an oversight body of the Board. The BAC assists the BoD in discharging its responsibilities regarding financial reporting, external and internal audits, Governance, Risk Management and Internal controls. The majority of BAC members shall be independent Board members and should not have served as part of the company’s audit team for the last two consecutive years.

BAC’s responsibilities in relation to Internal Audit (IA) function include the review and approval of the overall Internal Audit Strategies, annual Risk Based Internal Audit Work Plan, budget and overseeing the Internal Audit programs and performance. In order to ensure independence of the Internal Audit function, Internal Audit reports functionally to the BAC and administratively to the MD & CEO. Internal Audit function is carried out by in-house resources and whenever required, some parts of planned audits are outsourced to authorized third party consultants.

**GRI Disclosure: 102-1**



PILLAR

1

OPERATIONAL  
EXCELLENCE  
AND ECONOMIC  
PERFORMANCE



# ECONOMIC PERFORMANCE

## Material Issues

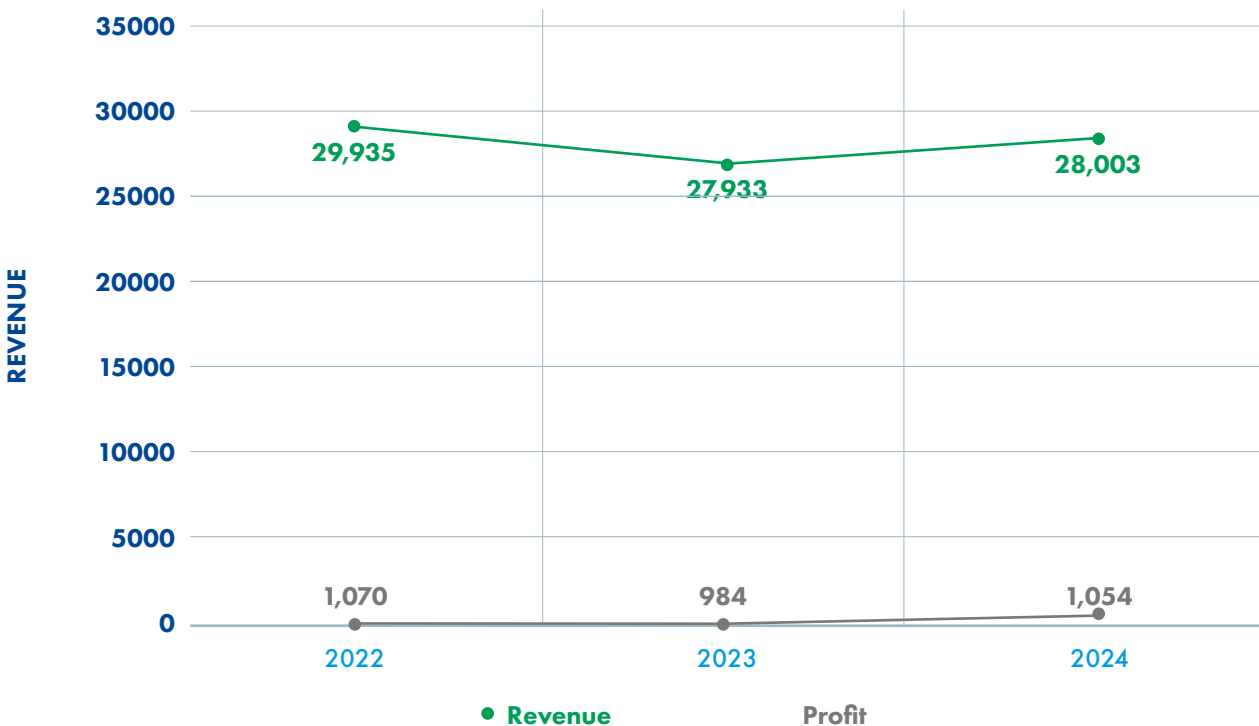
- Economic Performance
- Anti-Corruption

## WOQOD Group's Financial Performance

### Direct Value Generated & Distributed (QAR MM)

	2022	2023	2024
<b>Revenue</b>	29,935	27,933	28,003
<b>G&amp;A</b>	235	230	234
<b>NET PROFIT</b> (net of minority interest)	<b>1,070</b>	<b>984</b>	<b>1,054</b>

### WOQOD Group's Revenue and Profit



In the fiscal year 2024, the net profit of WOQOD Group, totaled QR 1,052 million.



"In 2024, WOQOD delivered resilient financial and operational performance through a strategic and customer-centric focused approach. Our relentless commitment to excellence, safety, reliability, and convenience enabled us to efficiently meet the growing energy needs of our customers while reinforcing our market share.

WOQOD's fuel business experienced robust growth, with total sales volume increasing by 6% year-over-year, reaching a record high fuel volume of 11.3 billion liters compared to 10.7 billion liters in 2023. Jet fuel sales surged by 10% to 6.2 billion liters, while gasoline sales grew by 4%, totaling 3.0 billion liters. The net profit attributable to shareholders increased by 7% to QAR 1.05 billion in

2024 as compared to the previous year. The rising trend in fuel sales volumes allowed WOQOD to maintain its strong profit growth rate in recent years.

We are also focusing to improve non-fuel business and new growth opportunities. Our exceptional market position was further recognized by Forbes, naming WOQOD among the top 100 most powerful companies in the Middle East. In 2024, WOQOD was also recognized among top 12 Qatari brands and 100 th Middle Eastern brand on the 150 Middle East Brand Finance's List. Additionally, we secured the 2nd position in QatarEnergy's In-Country Value (ICV) ranking, highlighting our contribution to the national economy.

Moving forward, WOQOD remains committed to delivering exceptional customer service, driving sustainable shareholder returns, and ensuring long-term value creation through strategic growth and operational excellence."

**PRADEEP KUMAR**  
CHIEF FINANCIAL OFFICER

## Fuel Sales Volume

### Fuel Sales Volume (MM Liters)

PRODUCT	2022	2023	2024
<b>Super</b>	1,361	1,410	<b>1,462</b>
<b>Premium</b>	1,460	1,514	<b>1,587</b>
<b>Diesel</b>	2,456	2,079	<b>2,011</b>
<b>Jet A1</b>	4,864	5,662	<b>6,222</b>

### LPG Shafaf Sales Volume (Metric Tonnes)

	2022	2023	2024
<b>TOTAL</b>	115,257	123,382	<b>127,915</b>

### LPG Bulk Sales Volume (Metric Tonnes)

	2022	2023	2024
<b>TOTAL</b>	87,033	92,179	<b>101,914</b>

### Natural Gas Sales Volume (MMBTU)

	2022	2023	2024
<b>Industrial</b>	1,589,859	1,562,158	<b>1,959,501</b>
<b>CNG</b>	123,880	182,167	<b>82,111</b>
<b>TOTAL</b>	1,713,739	1,644,325	<b>2,041,612</b>

## Bitumen Sales Volume

### Bitumen Sales Volume (Metric Tonnes)

	2022	2023	2024
<b>TOTAL</b>	99,812	35,319	<b>17,097</b>

In 2024, the total volume of fuel sales saw a 6% increase, reaching 11.3 billion liters compared to the previous year.

- Jet A1 fuel sales grew by 10%, driven by the expansion of Qatar Airways.
- The demand for premium gasoline rose by 5%, while super gasoline saw a 4% increase.
- In contrast, diesel demand declined by 3%.

In 2024, WOQOD's LPG sales grew by 7% and Natural Gas (Including CNG) sales increased by 24%. Our bunkering fuel sales increased by 3% as last year.



"In 2024, our commercial group made significant strides in enhancing our offerings, driving innovation, and contributing to the sustainable growth of the organization. We have seen growth in retail fuel sales, securing an impressive 85% market share in Qatar. Additionally, our non-fuel business reached remarkable revenues, fueled by the introduction of new products in Sidra Convenience Stores and Autocare Centers.

A key milestone was the franchising of 12 Autocare sites which significantly reduced our operational costs while generating fixed annual revenue. We also launched our own branded OTO Volt batteries, with a strong gross profit margin. This product will not

only boost our non-fuel revenue stream but also help strengthen our brand's position in the automotive market. In line with our growth strategy, management is also planning to franchise selected Sidra C stores, which will further extend our reach, enhance brand presence, and create new revenue streams while maintaining operational efficiency. We are proud to report that our Retail business achieved its highest-ever net profit for the year 2024. This outstanding growth was primarily driven by strategic initiatives to boost revenue from our non-fuel business segments and the successful implementation of various cost-saving measures across our operations.

We further strengthened our retail leasing portfolio with a 90% occupancy rate. As part of our sustainability efforts, we also launched waste management initiatives, turning waste into valuable resources. WOQODe, our fuel management system, experienced growth with approximately 40,000 tags installed, highlighting our dedication to expanding digital solutions for our customers.

The year 2024 witnessed a robust growth in total fuel sales volumes, compared to the year 2023. Total fuel sales reached a record high mainly driven by the increase in sales volume of jet fuel and low sulphur marine fuels, which also recorded the highest annual sales volumes in the company's history. Jet fuel sales increased mainly driven by Qatar Airways expansion. VLSFO and MGO recorded significant sales volume and growth during 2024, mainly driven by demand from LNG fleet customers as well as North Field expansion project contractors. Sales of bulk LPG, Shafaf cylinders, Natural Gas (including CNG) also recorded robust growth of varying increases as compared to 2023, both propelled by an increase in market demand. WOQOD, in partnership with Elan Media, launched advanced digital outdoor advertising screens at select locations, creating a new revenue stream. These screens offer advertisers near-real-time campaign insights and data-driven advertising opportunities, capitalizing on foot traffic at our fuel stations. These achievements reflect our dedication to meeting customer needs, advancing sustainability, and maximizing operational efficiency as we continue to lead the fuel retail sector in Qatar."

**FAHAD ABDULLAH AL-SUBAIEY**  
CHIEF COMMERCIAL OFFICER





PILLAR

2

SOCIAL  
DEVELOPMENT  
& COMMUNITY  
INVESTMENT



# SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

## Material Issues

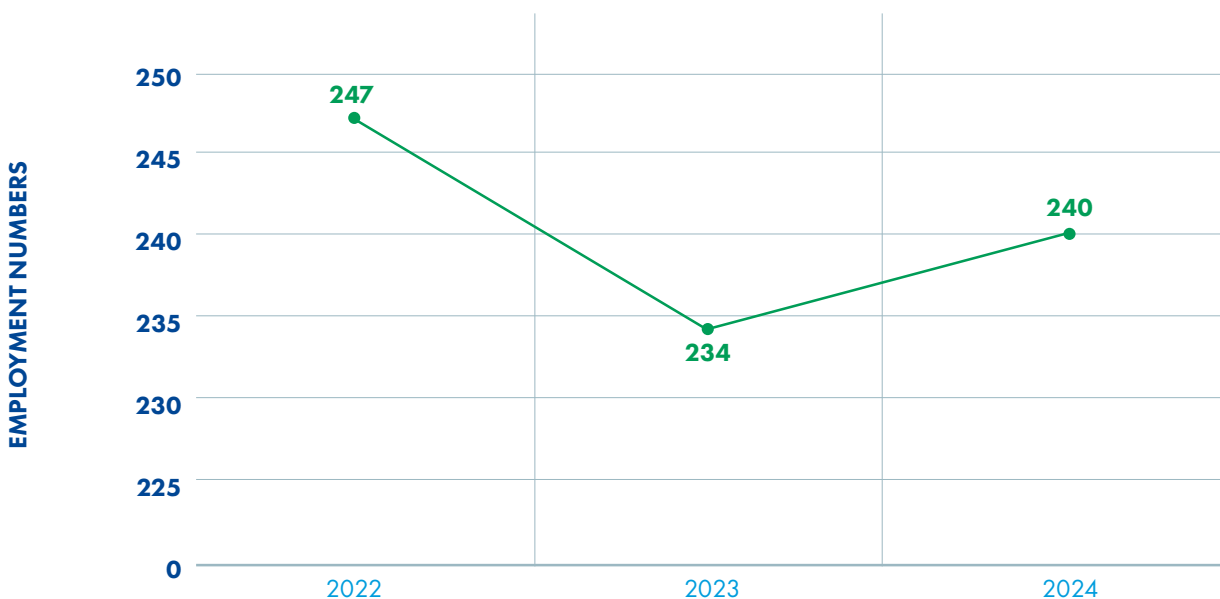
- Qatarization
- Training Education
- Equal Opportunity Labor Practice
- Corporate & Social Responsibility
- Fair Wages

## Qatarization

Qatarization, initiated by the Qatar Government, is a core process aimed at developing Qatari human capital and providing employment opportunities. WOQOD prioritizes Qatarization, evident through our dedicated department focused on refining recruitment strategies and skill development for current and future Qatari employees. Aligned with Qatar Vision 2030, WOQOD invests in the Qatari workforce by offering tailored employment opportunities, high-quality development, and training initiatives, and supporting academic growth through summer training programs. This commitment reflects our dedication to Qatarization principles and contributes to the realization of Qatar Vision 2030 objectives.

Qatarization		
YEAR	QATARIZATION %	NO. OF QATARI EMPLOYEES
2022	14.60	247
2023	14.11	234
2024	15.28	240

### Qatarization



GRI Disclosure: 413-1

# Recruitment Initiatives

## Recruitment Initiatives

YEAR	NUMBER OF NEW RECRUITS
2022	122
2023	100
2024	46

Human Capital Department participates in achieving strategic goals, operating in line with the directives of senior management, considering the workforce is a crucial factor in achieving desired outcomes.

In 2024, compared to the previous year, the number of new hires was lower, following the strategic direction from the executive management to optimize workforce size, enhance operational efficiency, and focus on high-priority roles.

**GRI Disclosure: 401-1**

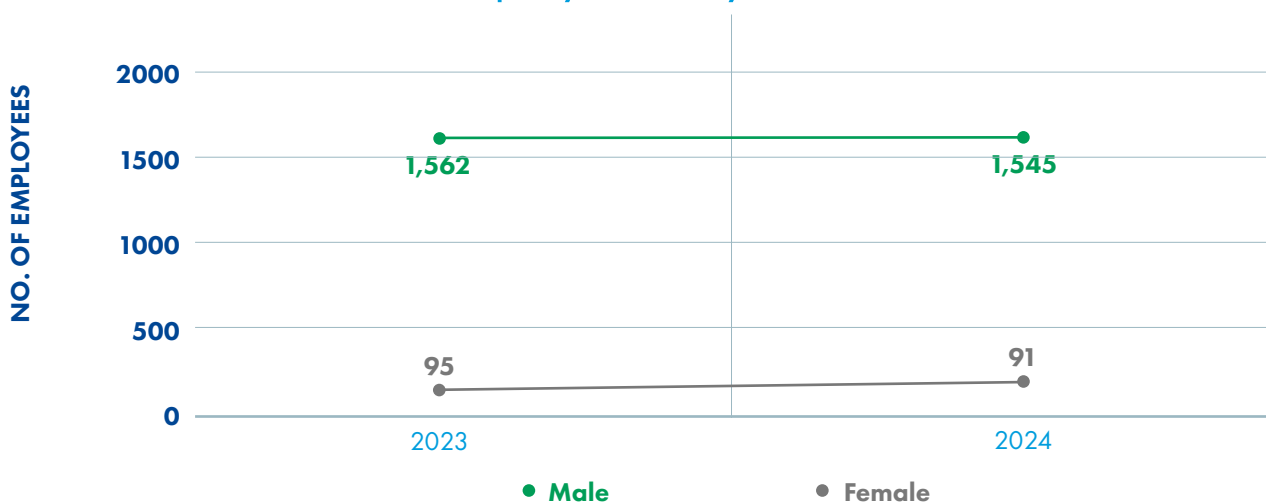
# Employment by Gender

WOQOD is committed to promoting gender parity in employment, training, and career development opportunities by fostering an inclusive workplace and supporting the professional growth of women in leadership. In 2024, women comprised 5.56% of the total workforce and held 13.11% of management positions.

## Employment by Gender

YEAR	MALE	FEMALE
2022	1,420	94
2023	1,562	95
2024	1,545	91

## Employment by Gender



**GRI Disclosure: 405-1**

# Employee Turnover Record

The overall annual turnover rate for 2024 stands at an encouraging average of 10.78%. Notably, apart from the retail segment, all other facilities have maintained impressively low turnover levels, reflecting strong employee retention and organizational stability across the board

## Employee Turnover Record

WOQOD & SUBSIDIARY	YTD (%)
<b>WOQOD</b>	1.92
<b>Fahes</b>	2.35
<b>Marine</b>	7.41
<b>QJet</b>	3.02
<b>Retail</b>	15.12
<b>Overall</b>	1.78

GRI Disclosure: 405-1



WOQOD was recognized by Qatar University on March 7, 2024, for its support in creating career opportunities for students and graduates.

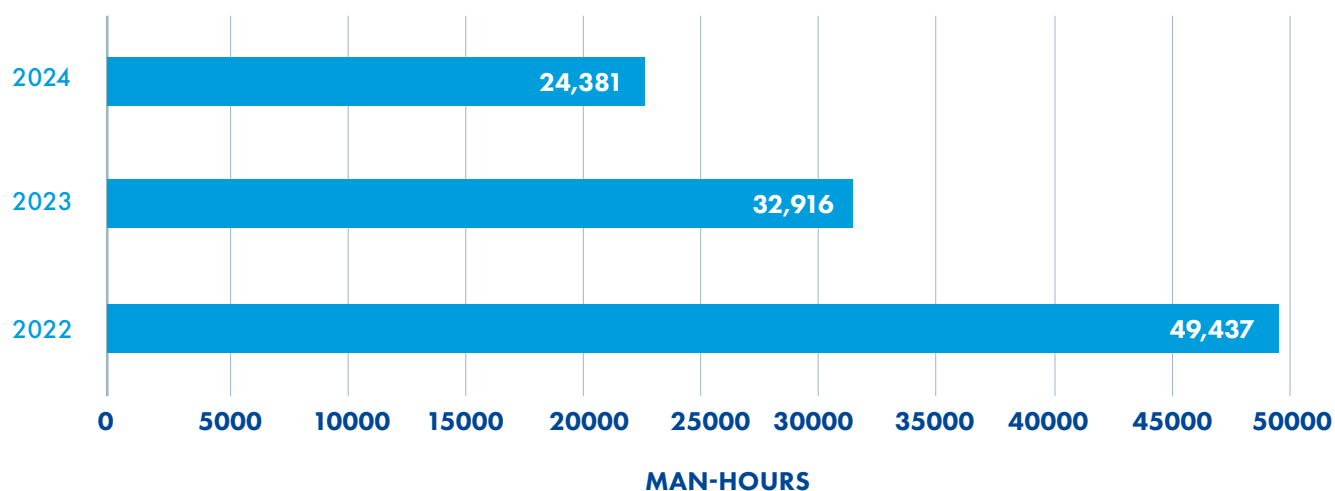
## TRAINING

WOQOD regards its human capital as an invaluable asset, emphasizing the imperative of substantial investment in its development. This commitment is evident through a myriad of ongoing training and development initiatives spanning technical expertise and general skills, designed to enhance the capabilities of employees across all organizational domains. In the reporting year 2023, WOQOD successfully completed a total of 32,916 training man-hours, encompassing corporate and operational sectors, as well as subsidiaries.

### Training Breakdown

Training Breakdown		
	TOTAL TRAINED STAFF	TOTAL GROUP MAN HOURS
Corporate	1,240	9,110
Retail	1,740	10,055
Qjet	367	3,109
Fahes	334	2,107
<b>Total</b>	<b>3,681</b>	<b>24,381</b>

### Training Man-Hours



GRI Disclosure: 404-1, 404-2 & 404-3



"At WOQOD, we believe that true innovation lies not only in shaping the future, but also in safeguarding it. As we advance in the digital era, every technological leap must be matched with a deliberate stride towards sustainability.

Our commitment to responsible innovation is embedded in the way we design, implement, and utilize technology ensuring our solutions meet today's needs while preserving opportunities for generations to come.

As part of our environmental stewardship, we have launched a series of strategic initiatives aimed at promoting sustainable practices. These include the digital transformation of our forecourts to enhance efficiency and reduce environmental impact, the promotion of CNG vehicle adoption through flexible payment solutions, and the introduction of solutions for fuel delivery services to minimize customer travel and associated emissions. Together, these efforts are driving operational excellence, lowering our carbon footprint, and reinforcing WOQOD's role in the transition to a greener, more sustainable future.

In embracing transformation, WOQOD remains committed to prioritizing a secure, future-focused ecosystem, one that champions sustainability and sets a precedent for lasting excellence and generational prosperity."

**SAEED RASHID AL-KAABI**  
CHIEF ADMINISTRATION OFFICER

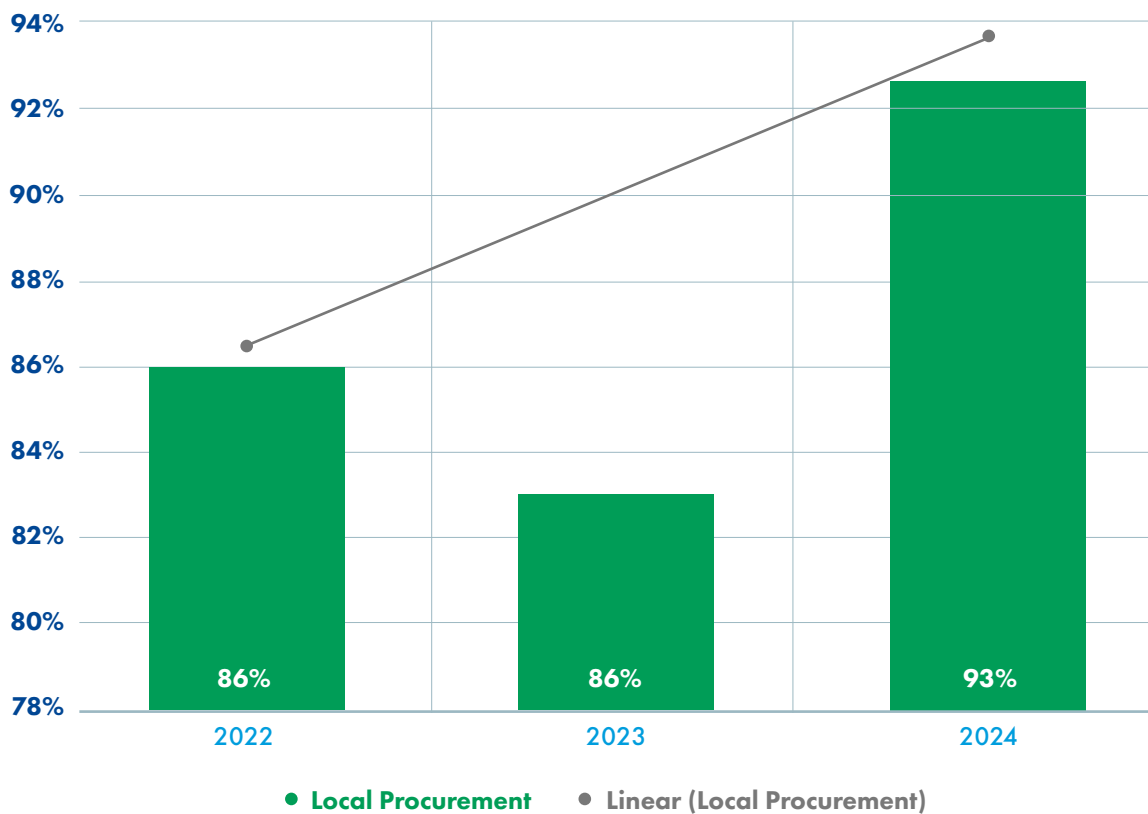
# Supplier Screening & Procurement

In WOQOD's contractual engagements with third-party entities such as contractors, suppliers, and service providers, it is mandated that all parties adhere strictly to Qatar's laws and regulations, along with compliance with WOQOD's code of business ethics and conflict of interest policy. WOQOD remains steadfast in its ongoing endeavors to ensure that all suppliers maintain alignment with both local and international standards.

## Local Procurement

The company has formulated a dedicated policy aimed at bolstering the local economy through the provision of business opportunities to local suppliers. Through the utilization of transparent public tendering processes to fulfill procurement and contractual requisites, WOQOD actively fosters opportunities for local suppliers and service providers. Furthermore, we proudly recognize our commitment to the local procurement strategy in alignment with the QatarEnergy TAWTEEN Initiative.

### Local Procurement



In 2024, 93 % of our total procurement was awarded to locally based contractors and suppliers, a 1 % increase compared to 2023.

**GRI Disclosure: 308-1**

# WOQOD'S CSR Activities - 2024

WOQOD upholds its commitment to corporate social responsibility, actively advocating for environmental conservation and supporting local communities. Our Corporate Social Responsibility (CSR) framework is centered around community engagement, healthcare, education, and environmental stewardship.

In the year 2024, WOQOD proudly contributed to several initiatives, a visionary endeavor designed to invigorate urban spaces and foster creative expression in designated districts. This initiative not only enriches the cultural landscape but also establishes vibrant hubs that serve as focal points for visitors across the city. Moreover, WOQOD's involvement underscores its dedication to Qatar Museums' enduring mission of promoting public art and nurturing local artistic talent.

## 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.

Social Contribution			
YEAR	2022	2023	2024
<b>Social &amp; Sport Activities</b>	26,763,000	24,599,000	26,311,000
<b>Donations</b>	1,017,000	1,000,000	1,000,000
<b>Total</b>	<b>27,780,000</b>	<b>25,599,000</b>	<b>27,311,000</b>







PILLAR

3

## SAFEGUARDING THE ENVIRONMENT



# SAFEGUARDING THE ENVIRONMENT

## Material Issues

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

## WOQOD Environmental Sustainability

WOQOD is committed to advancing Environmental, Social, and Governance (ESG) objectives in alignment with Qatar's National Vision 2030. Acknowledging our responsibility towards environmental stewardship, we focus on managing and minimizing the environmental impacts of our operations. We regularly conduct environmental impact assessments to identify and address areas where our activities may affect natural resources, ecosystems, and surrounding communities.

In response to these assessments, we have implemented comprehensive strategies to mitigate the effects of air emissions, water usage, and waste generation. Our approach is guided by a commitment to resource efficiency and the principles of a circular economy. We continuously work towards enhancing waste management practices and adopting energy-efficient technologies.

While WOQOD has made significant progress in reducing its environmental footprint, our pursuit of innovative and sustainable solutions remains ongoing. By fostering a culture of environmental responsibility, we aim to ensure the long-term resilience and sustainability of our operations, contributing to global environmental goals.

## Environmental Compliance

In 2024, WOQOD consistently adheres to all applicable environmental regulations established by the Ministry of Environment and Climate Change (MoECC) and complies with relevant international standards. The company, together with its subsidiaries, ensures strict adherence to all business-related regulations and guidelines, as well as pertinent international requirements.

The integration of WOQOD's environmental policies, robust management systems, and continuous monitoring of key performance indicators collectively advances environmental sustainability throughout the organization.

## Managing Climatic Change

We recognize the critical role the energy sector plays as a major contributor to greenhouse gas emissions, emphasizing the importance of aligning our environmental initiatives with our business operations. Our commitment to environmental sustainability includes the pursuit of emission reduction strategies, driven by the adoption of new technologies, the integration of clean energy solutions, and the implementation of various mitigation measures.

Addressing climate change is a key challenge for our operations, prompting us to closely monitor climate-related trends and associated risks while identifying emerging opportunities. As an active participant in Qatar’s transformation, WOQOD is dedicated to reducing its environmental impact through sustainable energy programs. Our strategic focus is to continue leveraging operational efficiencies, adopting best-available technologies, and minimizing our carbon footprint to foster sustainable practices across all aspects of our operations. Through these initiatives, WOQOD contributes to the broader goal of environmental sustainability and supports Qatar’s National Vision 2030.

## Energy Management

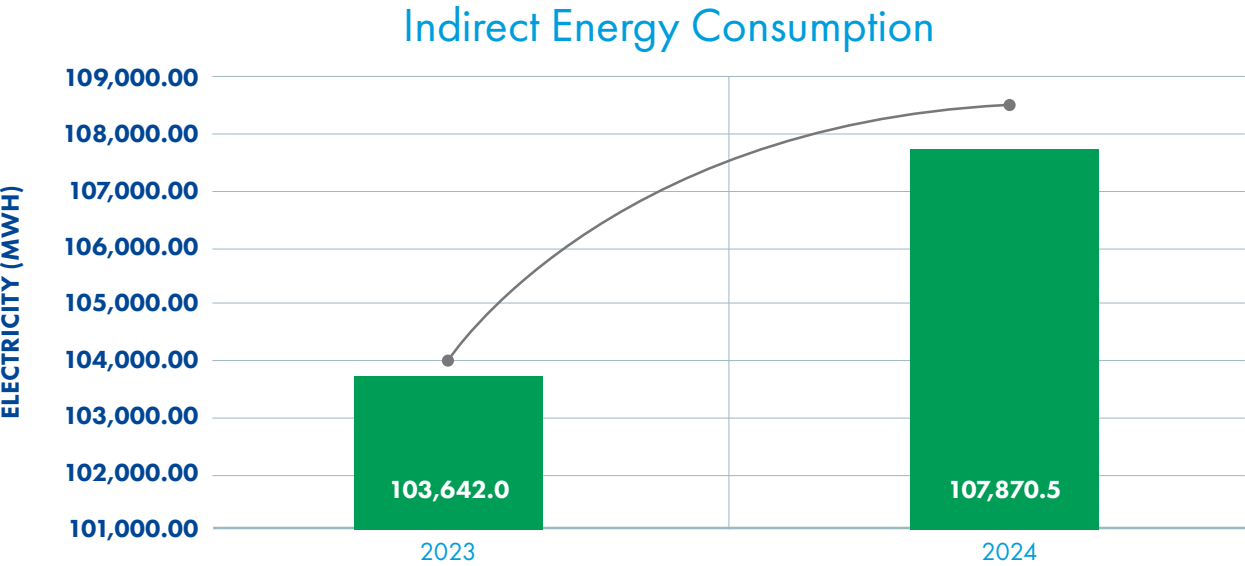
At WOQOD, we acknowledge the imperative of achieving an industry-wide reduction in carbon emissions for the sake of global environmental sustainability. In our operational framework, we actively drive environmental programs dedicated to the management and continual reduction of our greenhouse gas emissions. This commitment involves the utilization of alternative energy sources, aligning with our mission to combat climate change and contribute to a healthier future.

### Indirect Energy:

Our operations involve the utilization of both direct and indirect energy sources. The indirect energy is sourced from the Qatar National Utility Company (Kahramaa), while direct energy, in the form of fuel, is employed by WOQOD fleets to facilitate the delivery of our products to petrol stations and customers.

Throughout the year 2024, we maintained vigilant monitoring of both direct and indirect energy consumption. Notably, there was a 4.08% change in energy consumption compared to the previous year, attributable to operational requirements and the opening of new petrol stations. This data reflects our commitment to transparency and accountability in assessing our energy consumption patterns for optimized efficiency.

Indirect Energy		
YEAR	ELECTRICITY (MWh)	ENERGY (GJ)
2023	103,642.0	373,110.13
2024	107,870.5	388,333.80



## Energy Management Initiatives – Renewable Energy

WOQOD has entered into a formal Memorandum of Understanding (MoU) with Siraj Energy to collaboratively design, implement, and manage a Photovoltaic (PV) energy system integrated with electric vehicle (EV) charging infrastructure at our fueling stations. This PV initiative aims to optimize energy consumption, reducing operational energy costs while significantly lowering the carbon footprint of our retail network.

Aligned with Qatar's 2030 sustainability agenda and WOQOD's commitment to renewable energy, we have successfully installed state-of-the-art solar panel systems at three petrol stations. These systems help offset a portion of the energy demand, contributing to the stations' overall energy requirements. We are actively exploring further opportunities to scale and enhance this initiative for greater environmental impact and energy efficiency.



In 2022, WOQOD signed a Memorandum of Understanding (MoU) with Kahramaa to install and operate electric vehicle (EV) charging units at our fuel stations. Leveraging our extensive network, we will continue expanding EV charger installations in collaboration with Kahramaa, aligning with market demand. WOQOD remains committed to the efficient, cost-effective, and environmentally responsible procurement and utilization of energy from Kahramaa. This commitment reflects our proactive approach to sustainability, ensuring optimal energy efficiency across our operations.

## Direct Energy

In 2024, WOQOD's primary direct energy consumption was assessed based on diesel usage, primarily for its distribution fleet and diesel generators that provide support for emergency requirements and temporary power at petrol stations. The distribution fleet, comprising diesel-powered road tankers, plays a vital role in transporting petroleum products to designated sales points. The recent reduction in diesel consumption is primarily attributed to a slower expansion of new petrol stations compared to previous years, during which WOQOD nearly achieved its station development targets. Nonetheless, the company remains committed to enhancing transport efficiencies and optimizing delivery routes, with the objective of minimizing overall fuel consumption and further advancing the sustainability of its operations.



## Direct Energy

YEAR	DIESEL (LITERS)	ENERGY (GJ)
2023	6,222,049.7	240,834.0
2024	7,141,925.38	275,679.2

### Diesel Consumption



Compared to 2023, the consumption of Diesel (direct energy) in the distribution fleet sector Changed by 14.78% in 2024.

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

## Emission Management

Qatar is taking decisive steps to reduce greenhouse gas (GHG) emissions by 25% by 2030. Oil and Gas sector strives to adopt lower emission intensive technologies in line Qatar National Vision 2030. Our efforts in this capacity include tracking and reporting greenhouse gas (GHG) emissions that result from our operations, developing methods and introduce emission reduction technologies to reduce emissions.

The main source of WOQOD's GHG emissions is energy consumption is the electricity purchased from third parties and use of transportation fuels. WOQOD is in process of installing stage II vapor recovery in all new petrol stations to control Volatile organic compounds (VOC) emissions.

## GHG Emission Control And Management Initiatives

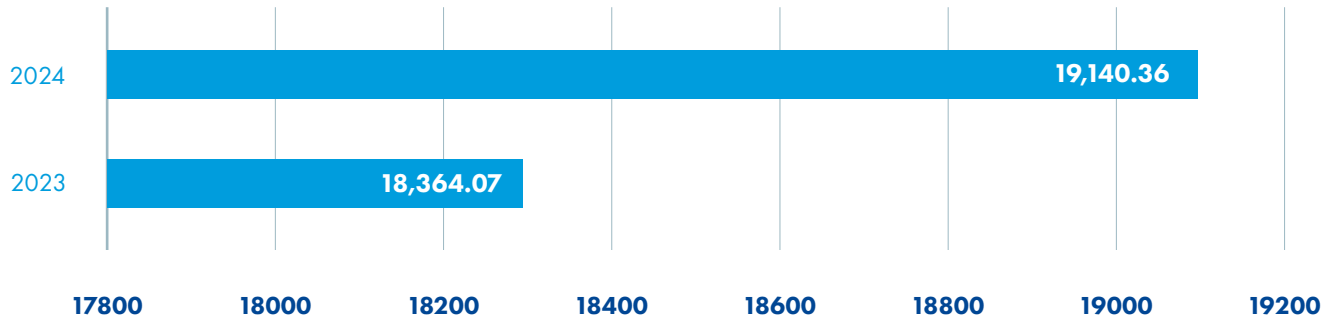
- WOQOD proposes implementing ADBLUE dispensing systems to induce new fleets to achieve total NOx emissions compliance for Euro 6 vehicles and engines.
- The year 2022 marked the beginning of the supply of GTL Diesel to certain Mowasalat buses.

The Doha Depot gasoline tanks RIM seal repair project is now underway, and its primary objective is to eliminate VOC emissions.

## EMISSION LOAD

YEAR	DIESEL FUEL (LIT.)	CO2 EMISSION (TONS)
2023	6,852,265.40	18,364.07
2024	7,141,925.38	19,140.36

## CO2 Emission



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



WOQOD's solar-powered petrol station in Gharaffat Al Rayyan





"At WOQOD, we are committed to sustainability, operational efficiency, and innovation. Since 2021, we have reduced paper usage by 95% for fuel deliveries through electronic Delivery Receipts (eDRs) on RTO handheld tablets, with new devices budgeted for 2025 to ensure continued efficiency. Our 2025 cost optimization strategies aim to enhance operations with minimal impact on LDO activities, alongside a new Automated Vehicle Tracking System (AVTS) to improve fleet utilization.

Operational improvements include reduced Light Gas Oil (LGO) usage for bitumen heating due to skeletal facility operations and the ongoing B2C gasoline fuel supply pilot. Resource conservation

initiatives feature an automated vehicle wash system with enhanced water recycling, fleet optimization to lower refueling costs, and reduced diesel use for VLSFO heating during low viscosity import parcel receipts.

We are advancing energy transition efforts with Project SOR, utilizing GTL Diesel from QSGTL to boost local diesel supply. Fleet optimization focuses on sustainability, replacing Mild Steel (MS) tankers with aluminum ones and introducing 15 new rigid tankers with varied compartments to minimize partial filling. Our emission management strategy includes AdBlue dispensing systems for new fleet inductions to meet Euro 6 standards, with several LDO vehicles already using AdBlue for NOx reduction. We are also preparing for GTL Diesel supply to RALF facilities, while the Vapor Recovery Unit (VRU) is fully functional".

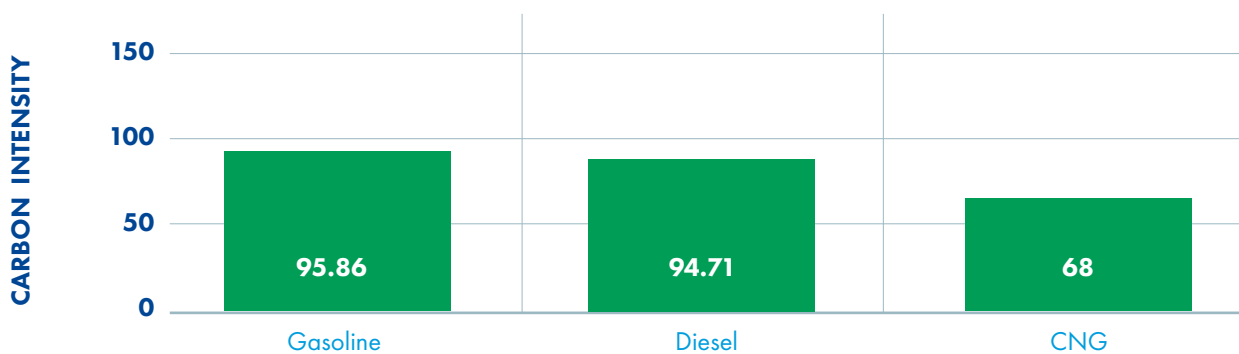
**ANNAS IBRAHIM EID**  
CHIEF OPERATION OFFICER

## Cleaner Fuel - CNG

In line with Qatar National Vision 2030, WOQOD and its subsidiaries are committed to reducing the nation's carbon footprint. In collaboration with QatarEnergy, both entities work to meet the growing demand for CNG. The transition from diesel and gasoline to cleaner fuels is a key step toward sustainability.

Currently, WOQOD operates three CNG stations in the New Industrial Area, Ras Laffan, and Mesaieed, supplying fuel to public buses, taxis, government staff buses, and project vehicles. As demand for CNG-powered vehicles increases, WOQOD is actively working on offering CNG conversion services for fuel-powered vehicles, reinforcing its commitment to environmental sustainability.

### Carbon Intensity of Fuels (Grams CO<sub>2</sub>-eq) / MJ



Compressed Natural Gas (CNG) is recognized as one of the cleanest alternative fuels available, significantly reducing vehicular emissions. Compared to gasoline and diesel, CNG-powered vehicles emit approximately 28–30% fewer greenhouse gases (GHGs), contributing to lower overall carbon footprints. Additionally, CNG usage can lead to a substantial reduction in nitrogen oxide (NO<sub>x</sub>) and reactive hydrocarbon emissions, both of which are key precursors to ground-level ozone formation and air pollution.

## Water Management

WOQOD recognizes the critical importance of natural resources and the environmental impact of its operations. As a downstream petroleum distributor, the company strives to reduce water consumption across its activities, particularly within the oil and gas sector. This is achieved through the implementation of water-efficient technologies, including the recycling of water used in fleet auto-washes. To further enhance water conservation, WOQOD's newly established petrol stations with car wash facilities incorporate advanced water recycling systems that treat and reuse wash water. These systems are expected to achieve a 90% reduction in freshwater consumption, significantly improving resource efficiency and minimizing the environmental impact, in alignment with GRI sustainability standards.

# Waste Management

WOQOD adheres to the principles of responsible waste management by classifying waste into non-hazardous and hazardous categories, in compliance with both internal company standards and the Ministry of Environment and Climate Change (MoECC) regulations. The handling, storage, and disposal of waste are managed in accordance with best practices to minimize environmental impact.

WOQOD is dedicated to increasing waste reuse and recycling rates, focusing on reducing the volume of waste sent to landfills. This commitment aligns with our sustainability objectives to minimize our environmental footprint while preserving valuable resources through conscientious waste management.

## Waste Recycle

In 2024, WOQOD sent recyclable materials, including paper, plastic, batteries, and used oil, to MoECC-approved recycling facilities.

Waste Recycle				
Sr.No.	RECYCLABLE WASTE	2023 QTY.	2024 QTY.	UNIT
1	Used Oil	1,025,500	814,800	Liters
2	Paper	369.8	372.52	Tons
3	Batteries	323.61	284.88	Tons
4	Plastic	32.18	65.19	Tons

In fostering a culture of sustainability, WOQOD actively implements on-site waste segregation measures and provides operational support to enhance the separation of recyclable waste. These efforts contribute to WOQOD's continuous pursuit of innovative solutions aimed at reducing resource consumption, minimizing emissions, and mitigating waste, thus reinforcing our commitment to environmental sustainability.



PILLAR

4

HEALTH &  
SAFETY



# HEALTH & SAFETY

## Material Issues

- Occupational Health & Safety
- Process Safety

WOQOD recognizes that our employees are our most valuable asset, ensuring a safe working environment is our top priority.

The health and safety of our employees is of the utmost concern and begins with working environment. WOQOD is committed to providing facilities, machinery, and equipment of the highest quality and has established corporate policies addressing the controls and procedures essential to maintain employee health and safety.

## WOQOD Integrated Management System

WOQOD & Subsidiaries successfully completed the ISO Re-Certification Audit to the five standards last 15-26 October 2023. The ISO Certificates were awarded by the new Certification Body.

These ISO Certification provides assurance that WOQOD Group's structured framework for the Integrated Management System (IMS) meets global standards for businesses and guarantees credibility and trust within customers and stakeholders.

The WOQOD Group IMS focuses on quality and customer satisfaction (ISO 9001:2015), environmental performance (ISO 14001:2015), occupational safety & health (ISO 45001:2018), information security (ISO/ IEC 27001: 2013) and business continuity (ISO 22301:2019).

Conforming to a common structure and common set of IMS terms and definition across WOQOD Group, increasing the number of ISO Certifications is done efficiently making it easier for WOQOD businesses to integrate different management systems and ensure that these are aligned with each other.

The scope of IMS includes all business and processes including WOQOD Marine. This year, WOQOD Marine has successfully integrated with WOQOD Group IMS all of its mandatory policies and procedures which are in conformance with ISO Standards as well as with marine-industry specific standards which includes International Safety Management Code (ISM), International Ship and Port Facility Security Code (ISPS) and Maritime Labour Convention (MLC). These certifications are fully complied with by WOQOD Marine's seven (7) vessels.

## HSE Performance Improvement Programs

The Health, Safety, and Environment (HSE) Performance Improvement Program is implemented in a structured and systematic manner across all operational sites of WOQOD. This comprehensive program extends to all facilities and services, ensuring that every aspect of operations aligns with established HSE standards. It applies to employees at all levels, as well as contractors and third parties engaged with or acting on behalf of WOQOD, reinforcing a unified approach to safety, environmental responsibility, and operational excellence. Through this initiative, WOQOD aims to foster a culture of continuous improvement, risk mitigation, and regulatory compliance, thereby enhancing overall HSE performance across the organization.

**Identify  
improvements  
based on previous  
Annual HSE  
Performance**

**Identify what  
needs to be done  
to further improve  
HSE Performance**

**Identify the  
timeline for  
improvement  
action**

The WOQOD HSE team plays a pivotal role in contractor management by ensuring full compliance with HSE requirements at every stage of work execution across WOQOD facilities and petrol stations. Through rigorous oversight, proactive risk management, and continuous engagement with contractors, the team upholds the highest occupational safety standards. As a result, construction and modification projects at petrol stations, along with the refurbishment project at the Industrial Area FAHES station, were successfully completed with zero Lost Time Injuries (LTI) or Recordable Cases. These accomplishments highlight the collective commitment of WOQOD and its contractors to a safe working environment. They also reflect a deeply embedded safety culture driven by vigilance, collaboration, and the unwavering dedication of all stakeholders, including Operations, Technical, and QHSSE teams.

## Commitment to Safety Culture:

These accomplishments underscore the unwavering commitment to safety practices by both WOQOD and its contractors. The success is attributed to a robust work culture characterized by diligence and commitment from all stakeholders, including Operations, Maintenance, Operations Engineering, and the Quality, Health, Safety, Security, and Environment (QHSSE) team. This commitment remained steadfast despite challenges such as the COVID-19 pandemic and the complexities of project execution while ensuring uninterrupted operations.

## Management Safety Commitment and Leadership

WOQOD, under the leadership of the COO and CTO, conducted Management Site Tours across various locations, including Doha Depot, LPG Plant, Warehouse, QJET, RALF Depot/HFO/DW Bunkering, WOQOD Tower, and Petrol Stations. The tours involved senior and line management representatives from LDO, GO, Technical, QJET, QHSSE, and other supporting departments.

For the annual management site tour, the scope was expanded to include additional sites such as the Central Warehouse, WOQOD Tower, and Petrol Stations. The primary objectives were to ensure management presence on site, showcase leadership commitment, address and resolve issues efficiently, and closely monitor ongoing developments.



*Management conducted a site tour of the LPG Plant on February 20, 2024*

## Continuous Improvement and Future Objectives:

WOQOD is committed to continuously enhancing its safety performance by reducing Lost Time Injuries (LTI), Total Recordable Cases (TRC), and associated frequency rates. The organization's Key Performance Indicators (KPIs) serve as a vital tool in identifying safety concerns, enabling proactive measures & informed decision-making to drive continuous improvement in occupational safety standards.

## Waste Recycle

YEAR	MAN-HOURS (WOQOD + Contractor)	LTI	TRC	FAR	LTIF	TRCF
2020	16,988,886	6	16	0.00	0.353	0.942
2021	15,035,875	4	14	0.00	0.266	0.931
2022	17,510,250	4	23	0.00	0.228	1.314
2023	21,156,067	4	9	0.00	0.189	0.425
2024	21,745,334	2	15	0.00	0.092	0.690

## Emergency Response Preparedness

In alignment with WOQOD's commitment to emergency preparedness and operational readiness, an unannounced fire evacuation drill was conducted at the WOQOD Tower. This initiative aimed to evaluate employee response capabilities and assess the functionality of existing emergency systems. The exercise involved all tower occupants, including personnel from WOQOD, ORYX GTL, ASTAD, and associated contractors. A total of over 512 individuals across the building's 30 floors participated in the drill.

The exercise was supported by the active involvement of Qatar Civil Defense (QCD) and the Hamad Medical Corporation (HMC) ambulance services. In addition, the Security, Fire, and Facilities (SFF) team successfully executed all scheduled emergency preparedness drills for WOQOD and its subsidiaries, in accordance with the approved Emergency Response Plan (ERP) testing schedule.

As part of the WATAN national exercise series, WOQOD's QHSSE department organized a comprehensive joint mutual aid exercise at the QJET Western Fuel Farm in collaboration with Hamad International Airport (HIA) and other key stakeholders. Furthermore, WOQOD actively participated in a joint Tier 3 exercise alongside Qatar Energy and Gulf Warehousing Company, simulating a Road Traffic Accident (RTA) scenario at Ras Laffan Industrial City (RLIC).



Fire drill conducted at WOQOD, Doha Depot on February 12, 2024

## Occupational Health Program

### Periodic Medical Examination

As part of WOQOD's ongoing Occupational Wellbeing initiatives, a strategic collaboration was established with the Primary Health Care Corporation (PHCC) to implement a series of year-round health awareness campaigns throughout 2024. These campaigns are designed to promote greater awareness among employees regarding both occupational and personal health concerns, while reinforcing the importance of proactive health management.



The scheduled health awareness topics for 2024 include:

- **Colon Cancer Awareness – First Quarter**
- **Smoking Cessation – Second Quarter**
- **Hypertension Awareness – Fourth Quarter**
- **Diabetes Mellitus (High Blood Sugar) – Fourth Quarter**

## Heat Stress Management Program

In alignment with regulatory requirements and WOQOD's commitment to ensuring the health and safety of its workforce, the Heat Stress Management Program (HSMP) was successfully implemented to prevent heat-related illnesses and injuries among employees and contractors. The HSE Team, in coordination with the Operations and Maintenance Departments, effectively oversaw the program's execution across all WOQOD operational sites. This included continuous monitoring of the heat index, clear and timely communication, targeted audits, and responsive interventions. The scope of the HSMP was also expanded to include all FAHES stations. As a result of these proactive measures, no incidents of heat stress or related health conditions were reported during the year.

## Occupational Safety Awareness

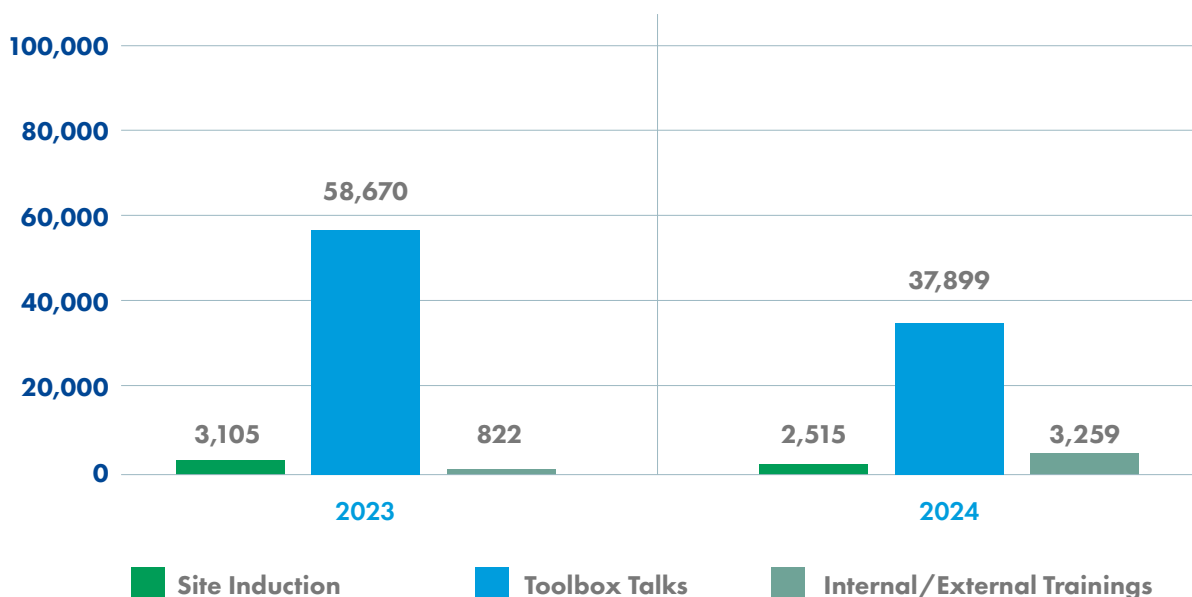
In a collaborative initiative, the QHSSE department, in coordination with stakeholders from Learning & Development, Operations, Maintenance, and WOQOD contractors, has successfully organized and completed both internal and external awareness and training sessions. These efforts have resulted in significant participation from WOQOD employees and contractor personnel.

Key engagement statistics include:

- **Toolbox Talks:** 37,899 participants
- **Site Induction:** 2,515 participants
- **Internal/External HSE Training:** 3,259 participants

The comprehensive awareness and training sessions covered a wide range of critical topics, including Safe Forklift Operations, RTO Technical and Safety, Road Safety, Life-Saving Rules, Hand and Finger Safety, the Permit to Work System, Confined Space Entry, Authorized Gas Testing, Basic Firefighting and First Aid, and Process Safety Management

### HSE Awareness





In 2024, FAHES inspections saw a 6% increase, driven by the natural influx of newly registered vehicles requiring inspection after three years from initial registration. Additionally, we finalized and signed a contract with the Ministry of Interior to extend the FAHES program for an additional five years.

In terms of operational reliability, we continue to implement a proactive maintenance strategy for our assets and equipment, ensuring periodic checks to maintain the highest safety and operational standards. This approach has resulted in uninterrupted operations, with no shutdowns or accidents throughout the year.

Our commitment to global safety standards is reinforced through our participation in the Royal Society for the Prevention of Accidents (RoSPA) Awards. As the UK's leading safety organization, RoSPA focuses on reducing serious accidental injuries. We are proud to have received the Gold RoSPA Occupational Health & Safety; Safety Achievement Award and the Silver RoSPA Fleet Safety Award, underscoring our robust systems for managing occupational health, safety, and road risks.

Additionally, we continue to promote sustainability by reducing paper usage and encouraging digital communication, while actively monitoring and reducing printer usage. Through these initiatives, WOQOD remains dedicated to driving sustainable progress, enhancing operational efficiency, and upholding the highest standards of health, safety, and environmental responsibility.

**MUBARAK ALI AL-BRIKI**  
CHIEF TECHNICAL OFFICER

# Health, Safety and Environment Campaign - 2024

WOQOD, reinforcing its commitment to a strong safety culture, successfully conducted five major HSE campaigns and hosted the WOQOD Safety Day and Awarding Event on May 2, 2024, aligning with the World Day for Safety and Health at Work. Attended by executives, managers, employees, and contractors, the event recognized leadership commitment, safety milestones, and campaign achievements.



*Contractor safety day event at WOQOD Tower on May 02, 2024*

During the ceremony, three companies received the Contractor Safety Management Award for exemplary safety compliance: Al Muftah (1st place), Amwaj (2nd place), and Al Able (3rd place).

Key partners HMC-PHCC and Al Dallah Safety Academy were acknowledged for their support in Occupational Health & Wellbeing; Wellbeing and Road Safety initiatives. Employees were also recognized for their contributions to contractor management and safety engagement.

A Contractor Exhibit further promoted collaboration, involving key HSE contractors, fostering a proactive safety culture among employees, end users, and contractors. The seamless integration of Safety Day and the exhibit underscored WOQOD's dedication to strengthening safety partnerships and workplace safety excellence.



*Contractor safety management campaign awarding ceremony, Al-Attiyah Auditorium, WOQOD Tower on May 02, 2024*

## Contractor HSE Management:

WOQOD ensures rigorous contractor compliance with established safety standards throughout the entire contract lifecycle. In alignment with this objective, the Contractor Safety Management campaign was conducted from February to March 2024.

- A total of 24 principal contractors were selected for participation, based on their scope of services, including Construction and Installation, Manpower Supply, and Maintenance Services.
- Contractor compliance with HSE requirements was systematically assessed through site inspections, compliance audits, and accommodation audits to verify adherence to safety protocols.

### Key performance indicators include:

- 1,393 personnel participated in the HSE awareness sessions.
- 292 participants completed the survey, with 92% achieving scores ranging from 75% to 100%, indicating a high level of understanding and compliance with the safety standards.

## Road Safety:

In collaboration with Dallah Driving Academy, the HSE department conducted a Road Safety awareness campaign across various WOQOD operational sites, including LPG, QJET, and Doha Depot, in February 2024. The campaign aimed to promote defensive driving techniques, raise awareness about the dangers of poor driving practices, emphasize the importance of seat belt use, discourage mobile phone usage while driving, and highlight the risks of over speeding.

Participants gained practical experience using advanced training tools such as a Driving Simulator, Rollover Simulator, and Alcohol Impairment Simulation Goggles, providing them with a hands-on understanding of road safety hazards. A total of 457 participants from different departments took part in the campaign.





*Road Safety awareness campaign at various WOQOD operations locations in February 2024.*

## HSE System and Performance Enhancement

In alignment with WOQOD's commitment to developing an effective global health and safety strategy that meets international standards, the QHSSE department actively participated in international safety recognition programs, including the Royal Society for the Prevention of Accidents (RoSPA) awards. RoSPA, the UK's oldest and most reputable safety organization, is dedicated to sharing life-enhancing skills and knowledge aimed at reducing serious accidental injuries.

WOQOD was honored with the Gold RoSPA Occupational Health & Safety Achievement Award and the Silver RoSPA Fleet Safety Award. These awards, which are non-competitive, recognize organizations for their comprehensive systems in managing occupational health and safety, as well as road risk management.



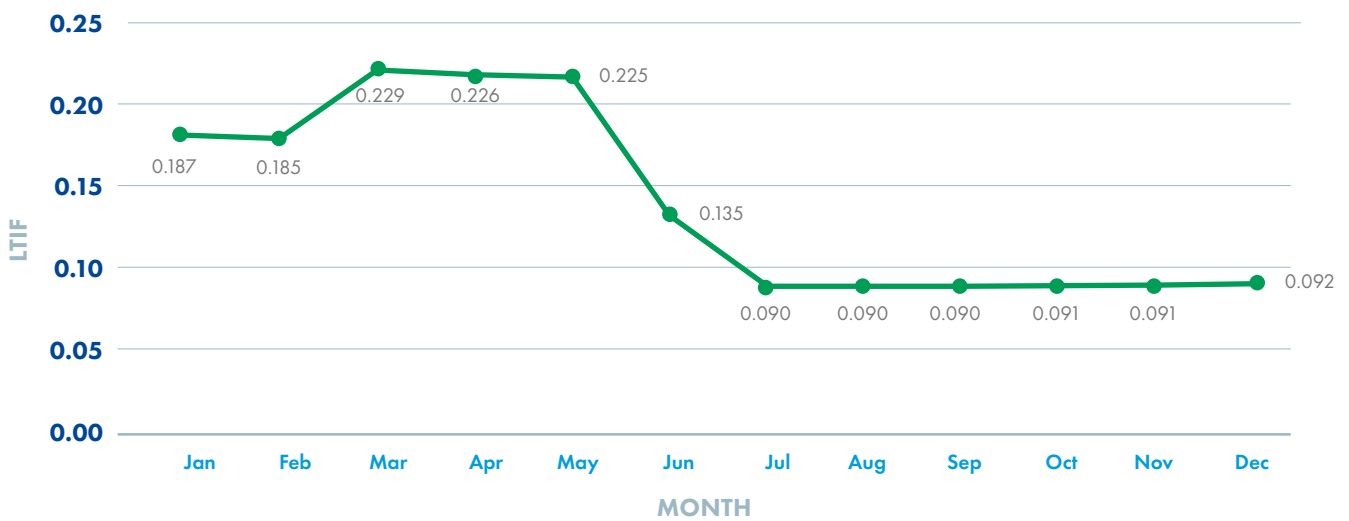
WOQOD achieved the Gold RoSPA Occupational Health & Safety Achievement Award and Silver RoSPA Fleet Safety Award.

# HSE Objectives & Targets

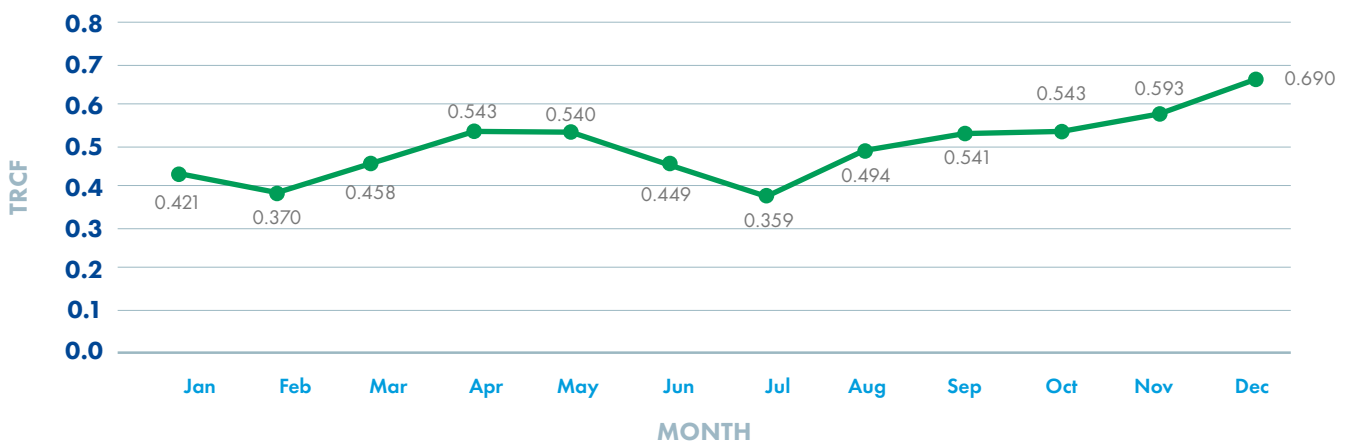
## Lost Time Incidents (LTI) and Total Recordable Cases (TRC)

YEAR	MAN-HOURS (WOQOD + CONTRACTOR)	LTI	TRC	FAR	LTIF	TRCF
2023	21,156,067	4	9	0.00	0.189	1.425
2024	21,745,334	2	15	0.00	0.092	0.690

## WOQOD LTIF & TRCF Performance 2024



## TRCF Monthly Monitoring 2024



WOQOD has successfully met its Lost Time Injury Frequency (LTIF) and Total Recordable Case Frequency (TRCF) targets for the year 2024. The achieved LTIF stands at 0.092, significantly outperforming the target of 0.223. Similarly, the TRCF for 2024 has been recorded at 0.690, surpassing the set target of 0.857.













# APPENDICES

## Appendix 1: Main Strategic Areas

Main Strategic Areas	Material Aspects	Boundaries
<ul style="list-style-type: none"> <li>• <b>Delivering Reliable &amp; Safe Products &amp; Services to fuel Qatar</b></li> <li>• <b>Safety of our customers is our Main Priority</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Quality &amp; Performance</b></li> <li>• <b>Customer health &amp; safety</b></li> </ul>	<b>Our Company, Our Subsidiaries, Our Customers</b>
<ul style="list-style-type: none"> <li>• <b>Supporting a sound economic system</b></li> <li>• <b>Contributing socially</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Procurement practices &amp; local procurement</b></li> <li>• <b>Contribution to community (financial &amp; in-kind)</b></li> </ul>	<b>Our Company, Our Subsidiaries, Our Contractors</b> <b>Our Company, Our Subsidiaries, Our Community</b>
<ul style="list-style-type: none"> <li>• <b>Maximizing value and financial return</b></li> <li>• <b>Governance Excellence</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Economic performance</b></li> <li>• <b>Anti-corruption</b></li> </ul>	<b>Our Company, Our Subsidiaries</b>
<ul style="list-style-type: none"> <li>• <b>Environmental Management Approach &amp; expenditures</b></li> <li>• <b>Energy &amp; Climate Change</b></li> <li>• <b>Resource Management</b></li> <li>• <b>Waste Management</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Environment Spending,</b></li> <li>• <b>Compliance</b></li> <li>• <b>Energy, Emissions, Transport Impacts</b></li> <li>• <b>Materials, Water</b></li> <li>• <b>Waste Management</b></li> </ul>	<b>Our Company, Our Subsidiaries, The Environment</b>
<ul style="list-style-type: none"> <li>• <b>Qatarization</b></li> <li>• <b>Diverse &amp; Engaged Workforce</b></li> <li>• <b>Investing in every employee</b></li> <li>• <b>Safe &amp; healthy Working Environment</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Nationalization</b></li> <li>• <b>Employment, Diversity &amp; Equal opportunity</b></li> <li>• <b>Fair wages, Training &amp; education</b></li> <li>• <b>Occupational Health &amp; Safety</b></li> </ul>	<b>Our Company, Our Subsidiaries, Our people</b>

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

## Appendix 2: Stakeholder Groups

Stakeholder Group(s)	Channel of Engagement	Stakeholder Priorities
<b>Customers</b> <ul style="list-style-type: none"> <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>
<b>Employees</b>	<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>
<b>Suppliers &amp; Contractors</b>	<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>
<b>Shareholders</b>	<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>

## Appendix 2: Stakeholder Groups

Stakeholder Group(s)	Channel of Engagement	Stakeholder Priorities
<b>Regulators &amp; Government</b>	<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>
<b>Community</b>	<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>
<b>Environment</b>	<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

## Appendix 3: 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		
<b>Organization &amp; Analysis</b> <b>G4</b>	<b>1-9</b>	<b>Not Assured</b>
<b>Organizational Profile</b> <b>G4-3</b> <b>G4-4</b> <b>G4-5</b> <b>G4-6</b> <b>G4-7</b> <b>G4-8</b> <b>G4-9</b> <b>G4-10</b> <b>G4-11</b> <b>G4-12</b> <b>G4-13</b> <b>G4-14</b> <b>G4-15</b> <b>G4-16</b>	<b>10-14</b>	<b>Not Assured</b>
<b>Identified Material Aspects &amp; Boundaries</b> <b>G4-17</b> <b>G4-18</b> <b>G4-19</b> <b>G4-20</b> <b>G4-21</b> <b>G4-22</b> <b>G4-23</b>	<b>7,10,41,44,</b>	<b>Not Assured</b>

Indicator	Page reference (or direct response in case of omission)	External Assurance
<b>Stakeholder engagement</b> <b>G4-24</b> <b>G4-25</b> <b>G4-26</b> <b>G4-27</b>	<b>42,45</b>	<b>Not Assured</b>
<b>Report Profile</b> <b>G4-28</b> <b>G4-29</b> <b>G4-30</b> <b>G4-31</b> <b>G4-32</b> <b>G4-33</b>	<b>3,46</b> <b>This report was not checked by a third party</b>	<b>Not Assured</b>
<b>Governance</b> <b>G4-34</b>	<b>27,29</b>	<b>Not Assured</b>
<b>Ethics &amp; Integrity</b> <b>G4-56</b>	<b>17-21,37</b>	<b>Not Assured</b>
Specific Standard Disclosures Category: Economic		
<b>Material Aspect: Economic Performance</b> <b>G4-DMA</b> <b>G4-EC1</b> <b>G4-EC4</b>	<b>22-30</b>	<b>Not Assured</b> <b>E&amp;Y Assured</b> <b>E&amp;Y assured</b>
<b>Material Aspect: Market Presence</b> <b>G4-DMA</b> <b>G4-EC6</b>	<b>7, 22-30</b>	<b>Not Assured</b>
<b>Material Aspect: Procurement Practices</b>	<b>17,19</b>	<b>Not Assured</b>



Indicator	Page reference (or direct response in case External Assurance of omission)	
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

Indicator	Page reference (or direct response in case of omission)	External Assurance
<b>Material Aspect: Occupational Health &amp; Safety</b> <b>G4-DMA</b> <b>G4-LA5</b> <b>G4-LA6</b>	<b>40</b>	<b>Not Assured</b>
<b>Material Aspect: Training &amp; development</b> <b>G4-DMA</b> <b>G4-LA9</b> <b>G4-LA10</b>	<b>14,37-39</b>	<b>Not Assured</b>
<b>Material Aspect: Diversity &amp; Equal Opportunity</b> <b>G4-DMA</b> <b>G4-LA12</b>	<b>37-39</b>	<b>Not Assured</b>
<b>Material Aspect: Labor Practices &amp; Grievances Mechanism</b> <b>G4-DMA</b> <b>G4-LA16</b>	<b>37-40</b>	<b>Not Assured</b>
<b>Material Aspect: Non-Discrimination</b> <b>G4-DMA</b> <b>G4-HR3</b>	<b>36-40</b>	<b>Not Assured</b>
<b>Material Aspect: Forced of Compulsory Labor</b> <b>G4-DMA</b> <b>G4-HR6</b>	<b>36-40</b>	<b>Not Assured</b>
<b>Material Aspect: Anti-Corruption</b> <b>G4-DMA</b> <b>G4-SO4</b>	<b>27-29</b>	<b>Not Assured</b>
<b>Material Aspect: Customer Health &amp; Safety</b> <b>G4-DMA</b> <b>G4-PR1</b>	<b>40</b>	<b>Not Assured</b>

Indicator	Page reference (or direct response in case of omission)	External Assurance
<b>Material Aspect: Marketing Communication</b> <b>G4-DMA</b> <b>G4-PR7</b>	<b>20,37</b>	<b>Not Assured</b>

## Appendix 4: Topic Specific Disclosure

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

GRI Disclosure code	Topic Specific Disclosure	Reference Page
Employment		
<b>413-1:</b>	<b>Operations with local community engagement, impact assessments, and development programs</b>	<b>26 &amp; 27</b>
<b>401-1:</b>	<b>New employee hires and employee turnover</b>	<b>27 &amp; 28</b>
<b>405-1:</b>	<b>Diversity of governance bodies and employees</b>	<b>32</b>
<b>404-1:</b>	<b>Average hours of training per year per employee</b>	<b>29,34,35 &amp; 36</b>
<b>405-1:</b>	<b>Diversity of governance bodies and employees</b>	<b>27 &amp; 28</b>
Procurement		
<b>308-1:</b>	<b>New suppliers that were screened using environmental criteria</b>	<b>31</b>
Employee Benefits		
<b>404-3:</b>	<b>Percentage of employees receiving regular performance and career development reviews</b>	<b>29 &amp; 32</b>
<b>201-3:</b>	<b>Defined benefit plan obligations and other retirement plans</b>	<b>32</b>
Environment		
<b>307-1:</b>	<b>Non-compliance with environmental laws and regulations</b>	<b>36</b>
<b>302-1:</b>	<b>Energy consumption within the organization</b>	<b>38&amp;39</b>
<b>302-3:</b>	<b>Energy intensity</b>	<b>44</b>
<b>302-4:</b>	<b>Reduction of energy consumption</b>	<b>46</b>
<b>305-1:</b>	<b>Direct (Scope 1) GHG emissions</b>	<b>40</b>
<b>305-2:</b>	<b>Energy indirect (Scope 2) GHG emission</b>	<b>38 &amp; 39</b>
<b>305-4:</b>	<b>GHG emissions intensity</b>	<b>40</b>
<b>306-2:</b>	<b>Waste by type and disposal method</b>	<b>47</b>
<b>303-1:</b>	<b>Interactions with water as a shared resource</b>	<b>42</b> <b>48</b>
<b>303-3:</b>	<b>Water withdrawal</b>	<b>47</b>
<b>303-4:</b>	<b>Water discharge</b>	

40

GRI Disclosure code	Topic Specific Disclosure	Reference Page
<b>303-5:</b>	<b>Water consumption</b>	<b>48</b>
<b>306-2:</b>	<b>Waste by type and disposal method</b>	<b>43</b>
Health & Safety		
<b>403-1:</b>	<b>Occupational health and safety management system</b>	<b>53</b>
<b>403-2:</b>	<b>Hazard identification, risk assessment, and incident investigation</b>	
<b>403-3:</b>	<b>Occupational health services</b>	<b>57 &amp; 59</b>
<b>403-4:</b>	<b>Worker participation, consultation, and communication on occupational health and safety</b>	
<b>403-5:</b>	<b>Worker training on occupational health and safety</b>	<b>59</b>







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