



WOQOD SUSTAINABILITY REPORT 2015

MOVING FORWARD... GROWING TOGETHER

His Highness
Sheikh Tamim Bin Hamad Al Thani
Emir of the State of Qatar



His Highness
Sheikh Hamad Bin Khalifa Al Thani
Father Emir



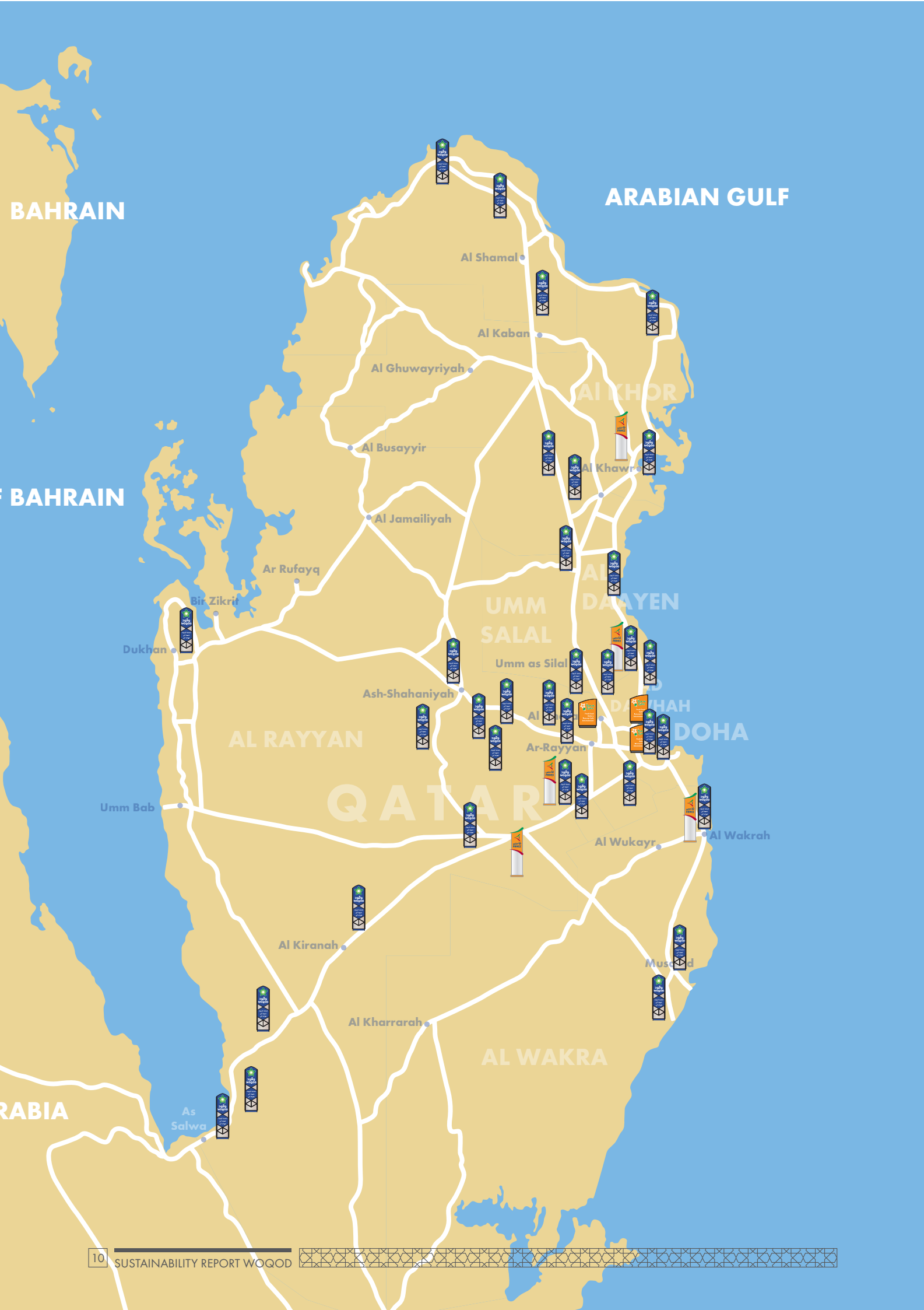


WOQOD'S VISION

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

WOQOD'S MISSION

- 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 train and develop competencies across the organization to enable us to demonstrate that we are the best in what we do in the region.
- We will achieve 50% Qatarization by the end of 2018.
- Minimize our impact on the environment will be achieved through the introduction of new technologies not yet seen in the region



WOQOD LOCATIONS

Sidra Stores



WOQOD Stations



Fahes





WOQOD SUBSIDIARIES



Fahes

Woqod's vehicle inspection (Fahes) is the sole company that is licensed to conduct inspection of light vehicles, heavy vehicles and heavy equipment in Qatar. It was acquired by Qatar Fuel (Woqod) in 2009, which it was then known as Qatar Technical Inspection Company and renamed as Fahes. Fahes offers a highly methodological oriented inspection of vehicles in accordance with approved standard of traffic safety and pollution control. The company conducts technical inspection of vehicles in accordance with standards stipulated by the Traffic dept. under the Ministry of interior and the General Committee of Standardization and Meteorology.



Woqod Marine

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



QJet

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

Al-Khaleej Estate

Established in 2012, wholly owned by Woqod. It acts as Woqod's real estate management and investment arm.

SUSTAINABILITY REPORTING

The QHSSE department currently conducts the Sustainability reporting initiative at Woqod. This report is the third annual report and the first to be conducted in-house. This is a crucial component to our overall Sustainability policy, as we believe that stakeholder engagement is paramount in mitigating the impact externalities have on the organization as well as for the purpose of gauging the impact of our organization both negative and positive.

Identifying Material Issues and Prioritizing Areas of Focus

Through stakeholder engagement as well as trend analysis Woqod has identified the five focus areas to be deemed as Material to the Sustainability policy. Additionally Woqod has taken into consideration the priorities of the Qatar National Vision (2030), the Qatar National Development Strategy as well as the Qatar Energy and Industry Sector Sustainability Programme (QEISS) headed by Qatar Petroleum. Using this as the foundation of our framework we believe that we will continually improve Woqod’s sustainability in all facets of the organization. The five focus areas are:

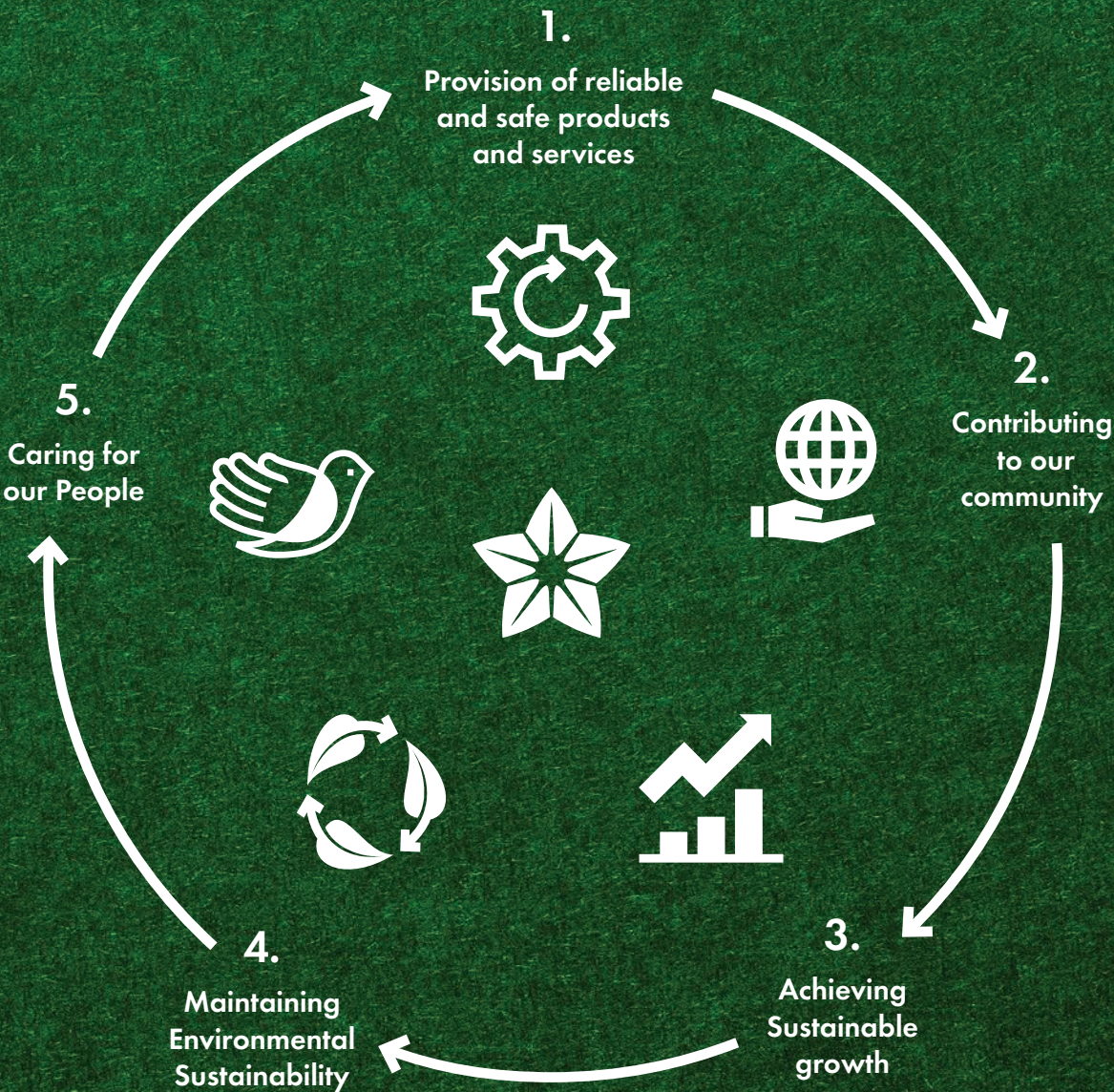


TABLE OF CONTENTS

WOQOD'S VISION	2
WOQOD'S MISSION	2
WOQOD LOCATIONS	3
WOQOD SUBSIDIARIES	4
FAHES	4
WOQOD MARINE	4
QJET	4
AL-KHALEEJ ESTATE	4
SUSTAINABILITY REPORTING	5
IDENTIFYING MATERIAL ISSUES AND PRIORITIZING AREAS OF FOCUS	5
MESSAGE FROM HIS EXCELLENCY THE CHAIRMAN (DRAFT)	8
MESSAGE FROM THE CHEF EXECUTIVE OFFICER (DRAFT)	9
1 PROVISION OF RELIABLE AND SAFE PRODUCTS AND SERVICES	10
HIGH QUALITY AND RELIABLE PRODUCTS AND SERVICES	10
WOQOD'S QHSSE DEPARTMENT	15
2 CONTRIBUTING TO OUR COMMUNITY	16
CONTRIBUTING TO OUR COMMUNITY	17
ALIGNMENT WITH NATIONAL VISION AND PLANS	17
JOB CREATION	18
PROCUREMENT PRACTICES	20

SUPPLIERS SCREENING	21
COMMUNITY INVESTMENTS	21
3 ACHIEVING SUSTAINABLE GROWTH	23
GROWTH AS A CATALYST FOR PROFITABILITY	24
WOQOD'S FINANCIAL REPORTS	24
REVENUE FROM RETAIL ACTIVITIES	25
STRATEGIC EXPANSION	27
BOARD GOVERNANCE	28
INTEGRATED MANAGEMENT POLICY	29
ENHANCING MANAGEMENT SYSTEMS	30
INFORMATION TECHNOLOGY (IT) DEPARTMENT DEVELOPMENTS	31
4 MAINTAINING ENVIRONMENTAL SUSTAINABILITY	32
KHADAR	33
ENVIRONMENTAL COMPONENT OF IMS	33
NATURAL RESOURCES AND WATER CONSUMPTION	35
WASTE MANAGEMENT	36
5 CARING FOR OUR PEOPLE	37
CARING FOR OUR PEOPLE	38
HEALTH AND SAFETY	41



MESSAGE FROM HIS EXCELLENCY THE CHAIRMAN

On behalf of my fellow board members, I am pleased to present Woqod's third annual Sustainability Report. This report highlights our performance against Key economic, social, environmental and social indicators as well as notable achievements within the realm of sustainable development for the year 2015. In accordance with our vision we are committed to the efficient, responsible use of our resources as well as the provision of our products and services in the safe and environmentally sound manner.

Despite Macroeconomic conditions of the international energy markets, Woqod has still maintained its growth, which reflects our organizations resilience in an uncertain climate. This is largely due to the strength of our local economy and its solid foundations; we can confidently state that we were able to achieve positive growth in 2015. Furthermore our overall strategy at Woqod is geared towards achieving the goals outlined by the Qatar national vision 2030, which can be characterized as meeting the

needs of the current generation without compromising the needs of future generations.

At Woqod we envisage ourselves as being a crucial part of Qatar's strong economic and social fabrics. Through our strategic priorities both in the long-term as well as the short-term we will continue to strive to provide reliable and safe products, whilst mitigating the negative impacts on the environment, contributing to our community, and investing in our people, whilst supporting Qatarization as we have done so far in 2015. By focusing on these priorities we can achieve sustainable value.

Our intentions are to continually focus our efforts on enhancing our overall sustainable performance. We hope that this report serves as a point of engagement for all stakeholders and we invite you to be a part of this journey.

His Excellency Sheikh Saoud Bin Abdulrahman Al Thani

Chairman of Board of Directors
Qatar Fuel (WOQOD)



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

It is with immense pleasure and salutations that share with you our third annual Sustainability Report. We hope that this report reflects our commitment to embedding sustainable development as a core function in all facets of our company. Our reporting process allows us to convey our achievements, our caveats and maintain transparency and above all engage our stakeholders on their most material issues.

In the beginning of 2015 we began the year on a positive note by better aligning ourselves with Qatar's National Development goals. In this regard Woqod has undergone considerable organizational restructuring to improve synergies and improve efficiencies. Most notably the inauguration of Woqod's Quality, Health, Safety, Security and Environment (QHSSE) department, which was mandated to streamline our management performance on health, safety, social and environmental issues.

Woqod has also achieved noteworthy financial success in 2015, with a 9.5% increase from 2014's numbers. Moreover with regards to social contributions we are expanding our local procurement practices indicated by the percentage of our locally sourced procurements of 89%, additionally we have contributed over QAR 32 million to local community activities and social investments. These achievements are indicative of the progress made by Woqod. However we realize that sustainable development is an ongoing process and that positioning ourselves as a leader in spearheading sustainable practices requires continuous efforts. We are committed in this endeavor as we make progress in our future sustainability goals.

I would like to this opportunity to thank our Board of directors and stakeholders for their contributions to our ongoing success. I would also like to thank our senior management for their instrumental role in helping our company excel.

Engineer Ibrahim Jaham Al-Kuwari

Chief Executive Officer

Chairman of Board of Directors
Qatar Fuel (WOQOD)

1.

PROVISION OF RELIABLE AND SAFE PRODUCTS AND SERVICES



High Quality and Reliable Products and Services

Woqod's consumer base is unique within the fuel industry in that its consumer base is composed of most segments and facets of the Qatari community. As a result of this Woqod's products and services fuel the energy needs of both individuals and industries. In order to continually meet this expanding business scope, a strategy consisting of two components has been developed: aim to continually improve the quality of products and services as well as to provide a reliable and continuous supply of fuel for Qatar's growing needs.

Material issues include:

- Quality & performance
- Customer Health & safety
- Marketing communication

Integrated Management System (IMS)



Quality Services

In order to continually meet our target of providing quality products and services to our customers, we have developed Woqod’s integrated management system (IMS).This system encompasses all previous independent management systems such as the Environmental management system and Quality management system into one management system for the purpose of synergizing processes and optimizing operations. This systems effort has been maintained through the continuous reviewing and updating of existing policies, rules and regulations. These systems are not only in alignment with but also certified by the most accredited international standards such as our ISO 9001:2008 certifications and our 14001:2004 as well as our close alignment with the OHSAS 18001.

The Quality component in the management system we have at Woqod is integral to the overall management system. The Quality assurance of products/services is maintained through the implementation and certification of the ISO 9001:2008. Examples of activities that are geared towards maintaining these standards include:

- Effective feedback mechanisms to understand & meet requirements of partners
- Compliment with applicable laws & regulations
- Regularly review quality policies to ensure continued suitability
- Product and Services Reliability

The continuous and reliable supply of our products, mainly fuels and LPG, is vital to the present and the future of Qatar. Thus, we are committed to continually investing in our facilities and infrastructure to sustain the highest level of product reliability.

In order to ensure a constant supply of fuel for the growing needs of our customers, we conduct and convey to our suppliers, Mainly QP as well as Qatar Gas and bitumen from overseas, detailed forecasts of anticipated increases in demand for our products. This forecasting is accompanied by our internal investment in maximizing efficiencies whilst mitigating the impact

that is intrinsic in the field of oil and gas storage/distribution. The reduction in our fleet numbers has been a result of increased renting of diesel tankers and diesel tanks by 23% and 22% respectively. Our fleet consists of 232 vehicles and 7 vessels used for our ship-to-ship bunkering.

Woqod Distribution Fleet

	2013	2014	2015
Distribution Doha Depot Fleet- fuel Distribution	325	550	177
LPG Distribution Fleet	41	40	55



Customer Satisfaction

In order to continually improve the provision of products and services, it is highly crucial to measure customer satisfaction, which is instrumental in gauging the effectiveness of our processes..

Customer Satisfaction

	2013	2014	2015
Fahes	86.20%	86.14%	91.41%
Shafaf POS	81%	N/A	63%
Petrol stations	N/A	N/A	84.6%
Q-Jet (score out of 5)	4.44	4.47	4.48
LPG Retailer drivers	N/A	N/A	41%

The scope of the survey covered 97% of Shafaf points of sales, 92% of petrol stations and 61% of retail drivers. The purpose of this survey was to gauge the effectiveness of the of customer’s satisfaction at the respective venues. The respondents of the survey conducted on the retail drivers has received the highest dissatisfaction rate (65%), which was largely due to the way

complaints were being dealt with. In order to effectively respond to these complaints Woqod has set up a centralized mechanism in the form of a call centre to receive feedback across all business units.

Product Stewardship

Safeguarding customers during the use of our products is paramount to Woqod’s organizational ethos. This is demonstrated by the introduction of Shafaf cylinders 2010 with the intention of a complete phase out of the steel LPG cylinders. Furthermore we constantly work to adopt and implement product stewardship activities in the form of product risk assessments. Our efforts to increase product safety are extended to all business lines. In order to demonstrate the safety of Shafaf over their steel counterparts, an experiment was conducted in collaboration with the Civil Defense Department. The experiment involved subjecting both Shafaf and steel cylinders to 7 minutes of intense heat and direct flames. The results have shown that both cylinders when exposed to the same conditions react differently. The steel cylinder exploded, sending shrapnel over a large area, whereas the Shafaf cylinder did not explode and gradually melted. This concludes the increased safety and soundness of Shafaf cylinders.

Shafaf –LPG Cylinders for

Shafaf cylinders were introduced in 2010 as the most advanced LPG cylinder on the market. The Shafaf cylinder is manufactured from a fiber glass and plastic composite weighing 5kg, lighter by over half than the previous steel cylinders. More of the benefits of Shafaf cylinders are characterized by the following:

- Visibility if gas level: This transparency feature makes the gas level visible to the user through the wall of the tank, dramatically reducing the risk of unforeseeably running out of gas during use.
- Lightweight: Due to its lightweight the Shafaf cylinder is considerably easier to handle than its steel predecessor.
- Non-corrosive: This material composite of the cylinder does not corrode, thus will not rust.
- Safety: Tests that have been carried out extensively by independent bodies and authorities have shown that the cylinder will not explode rather it will react with a controlled burnout.
- UV-protection: Additives are contained within the chemicals to prevent time degradation due to weather conditions.

Ensuring Safe Use of our Products

Woqod has developed strict procedures for managing LPG customers, including the establishment of a detailed procedure for site inspection prior to LPG tank installation as per the NFPA 58 and UK LPG codes of Practice. Moreover we have chosen five highly qualified contractors to carry out regular maintenance of bulk LPG connections and equipment at customer sites. This is conducted through our Annual Preventative Maintenance procedure.



Communicating Safety to Customers

As part of Woqod’s commitment to the safety of our customers, we have strived to ensure expansive and timely communication of all safety practices. These include application of safety stickers, displaying detailed information on safe cylinder usage. Woqod adheres to all applicable Qatari marketing laws and has had no incidents concerning noncompliance to date. Furthermore an example of how Woqod conveys the message of safety to our customers is through the wide spread distribution of our Natural Gas flyers. These flyers outline the process involved in procuring natural gas as well as information on the properties of natural gas and above all safety measures to be taken when handling natural gas products such as cylinders. These flyers are distributed to customers and retailers at our points of sale and petrol stations.

Woqod Retail Employees Training for Quality Services

	Total Number of staff trained	No. of sessions
Retail Foundation Refresher Course (Induction Program)	62	25
Refresher Course on the Procedure & Customer Service (for APC Auto care Foreman)	17	2
Refresher Course on the Procedure & Customer Service (for Sidra Staff)	53	2
Basic Fire Fighting	93	4
Basic Life support & first Aid	152	
Defensive Driving	64	16
Basic Food Hygiene	45	2
Technical Training (for APC Auto care Foreman & Tyre bay operators)	40	1
Refresher Course on the customer services for vacuum bay staff	23	3
Practical Training on Food Handling & Preparation	34	3

Woqod’s QHSSE Department

The Quality Health, Safety, Security and Environment department was recently established in early 2015 with the aim of ensuring the safety and quality of the processes and services across Woqod and all its subsidiaries based on internationally applied criteria. Moreover the department serves to ensure the adherence to the all-applicable laws whether public or private as well as directives pertaining to this regard. In 2015 the department had several achievements such as:

1. Regular inspection tours of all company locations and affiliates in all matters relating to health, safety and protection of the environment.
2. Constant revision of quality, environment and safety systems and updating them to conform to international standards.
3. The integration of safety requirements and environmental protection in all facets of the organization
4. Commencement of the hazardous and e-waste management system, as well as promotion of recycling and reuse
5. Holding training sessions and awareness programs related to public safety, environmental protection and occupational health according to international standards
6. Reviewing and enhancing security plans at Woqod and its subsidiaries
7. Forming a network of warning systems and fire alarms encompassing all the company’s facilities (specifically Doha storage depot), petrol stations and other Woqod facilities.

Furthermore the function of sustainability reporting has been absorbed into the QHSSE department as well as all Sustainability initiatives of the Organization.



2. CONTRIBUTING TO OUR COMMUNITY



Contributing To Our Community

Material Aspects:

- Procurement Practices
- Local Procurement
- Contribution to Community (Financial & In-Kind)

Woqod’s pledge to supporting the economy of Qatar is defined as follows:

- Woqod’s strong development of its portfolio is anticipated to further enhance Qatar’s economic, industrial, and knowledgebase. This contributes well to the long-term support of Qatar’s growth agenda and Woqod’s ambition to become crucial player in the regional downstream sector.
- Aligning our activities with Qatar’s national vision of 2030.
- Job creation for both Qataris and Non-Qataris.
- Enhancement of our procurement practices to ensure that more opportunities are given to local procurement.
- Contribution to community events and activities

Alignment with National Vision and Plans

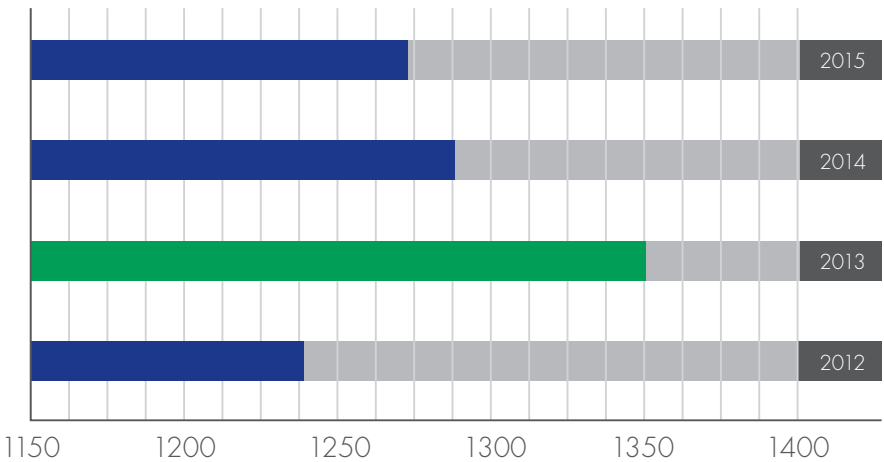
Woqod’s vision is in alignment with the Qatar national vision of 2030 as well as National Development Strategy. Furthermore we work closely with the Ministry of Environment and Municipality of on issues relating to the mitigation of our impact on the environment. These commitments have been embedded in our organizational ethos and have become an integral part of our mission and vision. Moreover in support of the economic pillars of the Qatar National Vision 2030 we at Woqod are committed to supporting local ancillary businesses in all segments throughout the value chain, namely through our procurement practices for contracting services.

Job creation

Woqod has over 1200 full time employees; this direct impact on the creation of jobs has a significant bearing on Qatar’s economic growth. Moreover our procurement activities support jobs indirectly in auxiliary businesses.

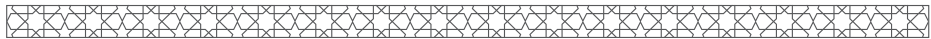
Qatarization is a high priority at Woqod and this is demonstrated through our Qatarization department to develop our approach to hiring and developing the skill sets of our current Qatari employees as well as future Qatari candidates. Our total workforce in 2015 was 1274.

Our Workforce



Woqod Corporate Social Responsibility Activities 2015

Qatar National Sports Day	With the hopes of promoting healthy living and lifestyles, Woqod organized a variety of exciting activities for its employees on Qatar's National Sports Day. Over 100 employees and their families participated in a 9km cycling tour.
Middle East International Special Needs Education Conference 2015	Woqod proudly participated in this three-day event that plays a vital role in empowering those with special needs and making their high school experience meaningful. It also aims at improving the learning process by equipping special educators with the best teaching techniques as well as promoting innovative research-based strategies
Woqod Ramadan Suhoor	Woqod hosted its annual Suhoor for all our employees
Garangao Box Giveaways	Woqod organized a series of activities targeted at young audiences and distributed boxes filled with snacks
Woqod Activities During Holy Month of Ramadan	During Ramadan Woqod sponsored a group of Qatari girls who have come together to launch a campaign to called "Gratitude for Gas station attendants" aimed at employees of petrol stations across Qatar. The initiative distributes gift bags to all employees at petrol stations during the whole month of Ramadan.
Qatar Charity Tent	Woqod supported the Qatar charity tent initiative in Al Khor and Al Wakra, which served iftar meals to all members of the community.
Ramadan lectures	Woqod hosted prominent scholars Shaikh Aa'ish Al Khatani and Shaikh Al Hawas for a two day lecture series during Ramadan
Qatar Fuel and QMIC sign MoU	Woqod signed a memorandum of understanding with the Qatar Qatar Centre for Technological innovations, which provides iTraffic systems, giving route information to users in real time.
Blood Donation Campaign at Woqod Tower	In collaboration with Oryx GTL and Hamad Medical Corporation a blood donation campaign was organized.
Ramadan Iftar Box distribution	Woqod distributed 4000 packs containing food and beverages.
Qatar Fuel and Qatar Development Bank sign MoU	In joint efforts between both organizations, Woqod has showcased products developed by individuals/companies supported by QDB in Sidra Stores



Procurement Practices

At Woqod we acknowledge that engaging local suppliers has a huge bearing on stimulating economic growth. Furthermore we at Woqod do not restrict the procurement of goods and services to any specific geographical area. All competent suppliers are invited to partake in the tendering process. Having said that Woqod has a policy to support local suppliers, as this would greatly impact Qatar's local economy. Said policy entails a 15% price difference in favor of local suppliers.

Effectively managing our supply chain is crucial in the sustainability of our business. Working with both upstream and downstream requires diligent management. Our suppliers upstream undergo stringent screenings to ensure provision of the highest quality products, which underpin our commitment to quality assurance. Additionally our downstream suppliers and contractors employ screening for health, safety and quality.

Percentage of Local Suppliers

	2013	2014	2015
% of suppliers that are based locally	55.0%	79.0%	89.1%
No of locally based suppliers	N/A	460	3431
Spending on local suppliers (000 QAR)		110,587	97,761

Suppliers screening

With regards to Woqod's third party agreements we stipulate that all that they must abide by all laws and regulations in Qatar as well as adhering to our code of business ethics and conflict of interest. Woqod's method of evaluating contractors applies environmental and health and safety indicators. Contractors and suppliers must submit documentation stating that they have attained certification of ISO 19001, ISO 14001 and OHSAH 18001 prior to the selection process.

Suppliers Screening

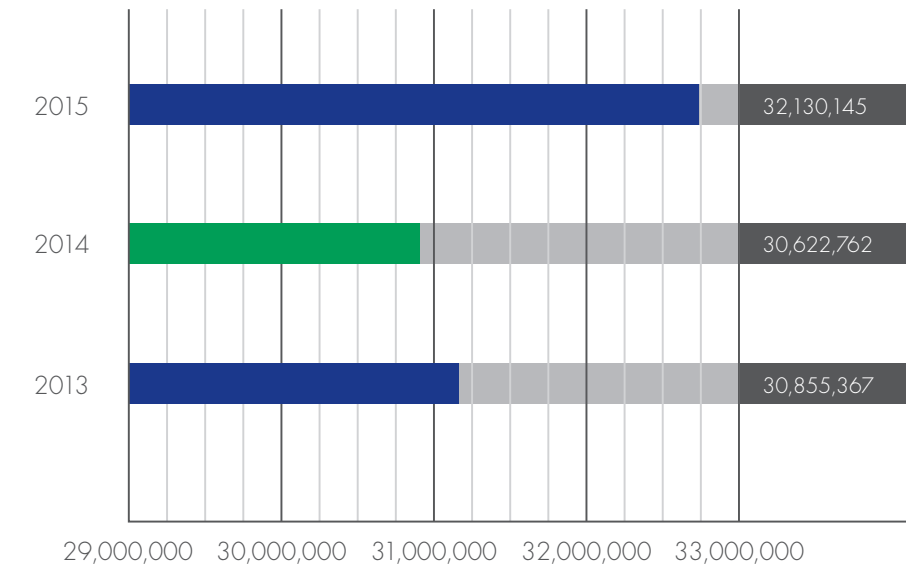
2013	2014	2015
55	173	N/A

Community Investments

Woqod is a public company and as such donates 2.5% of its annual net profit to the public Companies Fund established through the Emiri decree (8) in 2011. Woqod also makes contributions to other organizations. Contributions of this nature are focused on the following elements:

- Environmental initiatives & projects.
- Healthcare initiatives, such as mental health and care for special needs workers.
- Sports events.

Community Investments QAR



Woqod's community investments of the year 2015 amounted to 32.1 million, an increase from all previous years. At Woqod we recognize and value the good will gestures of our employee's in giving back to their community. Thus we have we compensate employees for all hours spent in community volunteering activities through an initiative formalized in 2013.

3.

ACHIEVING SUSTAINABLE GROWTH



Growth as a catalyst for profitability

We firmly pursue growth of our business activities by increasing our market presence in Qatar new prospects in regional markets. Woqod has maintained its profitable status since the company’s inception becoming the first company to pay dividends in its first financial year.

- Material Issues:
- Economic Performance
 - Anti-Corruption

Woqod’s financial reports

Direct Value Added & Distributed (Million QAR)

	2013	2014	2015
Revenue	12,769	14,489	13,228
Operating cost	776	818	893
Net profit (attributable to equity holders)	1,122	1,132	1,253

The company’s overall profitability has experienced exponential as displayed above by the direct value added and distributed.

Revenue from Retail activities

Retail sales (Million QAR)

	2013	2014	2015
Sidra Stores	118	160	152
Workshop & Tires	16.8	23.6	28.6
Oil & lubricants	20.8	24.1	27.2
Manual carwash	19.8	22.2	26.2
Automatic carwash	10.1	11.8	12.8

The overall economic performance of collective retail activities has acted as a driver for expansion of Woqod’s business activities. In 2015 Woqod experienced growth in the total revenue of retail services offered at Woqod petrol stations or Sidra centres, where revenue has grown by 4.8% equating to QR296.5 million, in spite of a 4.8% drop of Sidra centre revenues. This decrease in Sidra centre revenues was largely due to work carried out by ASHGAL at the entrances to major stations such as Al Hilal, Al Rayan and Industrial area prompting customers to go to other stations. Furthermore another contributing factor was the ban on tobacco products at Woqod facilities. The highest contributors to the rise in revenue were the repair shops and tire sales, which exceeded 20% for the year, followed by the manual car wash service with a growth of 18.3%.

Butane Gas Sales per Sector (Tonnes)

	2013	2014	2015
Domestic Sector	732	792	-
Commercial Sector	25,032	25,207	27,592
Industrial Sector	12,490	7,538	6,832
Total	38,254	33,537	36,790

The sharp decline in butane sales is a direct result of tighter safety and security measures in response to an incident that occurred at the “Istanbul restaurant” to reduce the amount of bulk sales at petrol stations. Moreover it ca be seen in the figure above that sales in the industrial sector experienced a decrease by 9.4% largely due to a shift by some projects from Butane to natural gas.

Butane gas in cylinder sales (000’s cylinder)

	2013	2014	2015
12kg metal cylinder sales	4,796	5,134	5,149
6kg Shafaf cylinder sales	31	39	45
12kg Shafaf Cylinder sales	908	1,394	1,992

Despite intense efforts made by Woqod to replace metal gas cylinders with Shafaf, the former did not record a significant drop during the 2015, with their sales at 5.15 million cylinders increasing from 5.12 million in 2014. Thus Woqod has devised a plan to replace them with Shafaf cylinders. This strategy will be rolled out in a gradual manner with flexibility so as to not confuse the local market. This plan will entail incentivizing the swap from metal to Shafaf in the by way of increasing compensation from 50 riyals to 100 riyals for swapping to Shafaf.

Natural Gas Sales per Million British Thermal Units (MMBTU)

	2013	2014	2015
Industrial	75,450	253,056	482,612
CNG	7,729	64,684	51,789
Total	83,179	317,740	534,401

The sales of Natural gas rose by 68% in the year 2015 as displayed in the figure above. Woqod plans to drive the expansion of compressed gas use through the establishment of new stations in the coming periods.

Bitumen Sales (Metric Tonnes)

	2013	2014	2015
Bitumen 60/70	69,783	67,628	59,916
Polymer PMB	4,516	9,117	8,543
Total	74,229	76,745	68,549

With regards to the sales performance of bitumen, both normal and improved quality fell by 10.2% in 2015 compared to 2014, from 76,745 metric tons to 68,927 tons.



Strategic Expansion

Petrol Stations and Sidra Centres

Woqod has outlined a 5-year plan to due to commence in 2016 through to 2020 to increase the number of petrol station from 31 stations in 2015 to 100. Currently there are 31 stations and the target by the end of 2016 is the construction and completion of 18 new petrol stations. The number of Sidra centres will also be increased in tandem with the new petrol stations.

Woqod’s Investment Properties

Woqod aims to diversify its revenue streams. In an effort to do so the company has endeavored in investing in property for both capital appreciation and rental yield. Examples of such investments in 2015 include two buildings that form part of a commercial complex in North Road for restaurants and retail units and a residential compound known as the Al-Sumaiysmah. Woqod aims to further explore opportunities in this segment.

Woqod Marine

With regards to Woqod’s Marine’s bunkering services, the company aims to expand its bunkering services. The fleet currently stands at 6 vessels and the company is aiming to expand through the purchase of a new vessel. This expansion is expected to be in effect by the second half of 2016. With this new vessel operational the operational capacity of the fleet will reach 62,000 metric tons collectively.

Fahes

In 2015 Fahes opened two new centres that use smart technology and operate on an efficient single window system. Woqod aims to open more centres that operate using this model. Furthermore Woqod has signed contracts with Qatar insurance company to provide insurance services at its Fahes centres.

Board Governance

Woqod’s structure of governance is led by the Board of directors (BoD), which is the highest governing body. Responsible of organizational oversight as well as corporate hierarchy, the BoD consists of seven highly qualified individuals, five of whom are elected by way of shareholders in a general assembly, which is held every three years. The BoD chairman and vice-chairman are appointed by Qatar Petroleum, Woqod’s golden shareholder.

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

Board of directors Remuneration (QAR)

2013	2014	2015
24,750,000	7,750,000	7,750,000

In order to ensure transparency and that there is no conflicts of interest in the Board’s decision making, Woqod subscribes to a strict code of business ethics requiring all members of the Bod to disclose all relevant information concerning these matters before joining. This information is included in Woqod’s annual corporate governance report submitted to the General Assembly.

Integrated Management Policy

Woqod has adopted an integrated management system in achieving and maintaining operational excellence. Specifically Woqod demonstrates this through commitment to the following:

- Strive for Zero harm to our personnel and neighbors
- Safeguard the environment in which we operate
- Maintain operational integrity and security of our assets
- Deliver high quality services and products to our customers
- Full compliance with Qatari laws, applicable regulations and regional/international protocols and agreements
- Contribute socially to the development of Qataris as a Corporate citizen

In order to fulfill the above commitments and achieve continual improvement in our QHSSE performance, we have developed an integrated management system based on international management system standards and guidelines relating to the following:

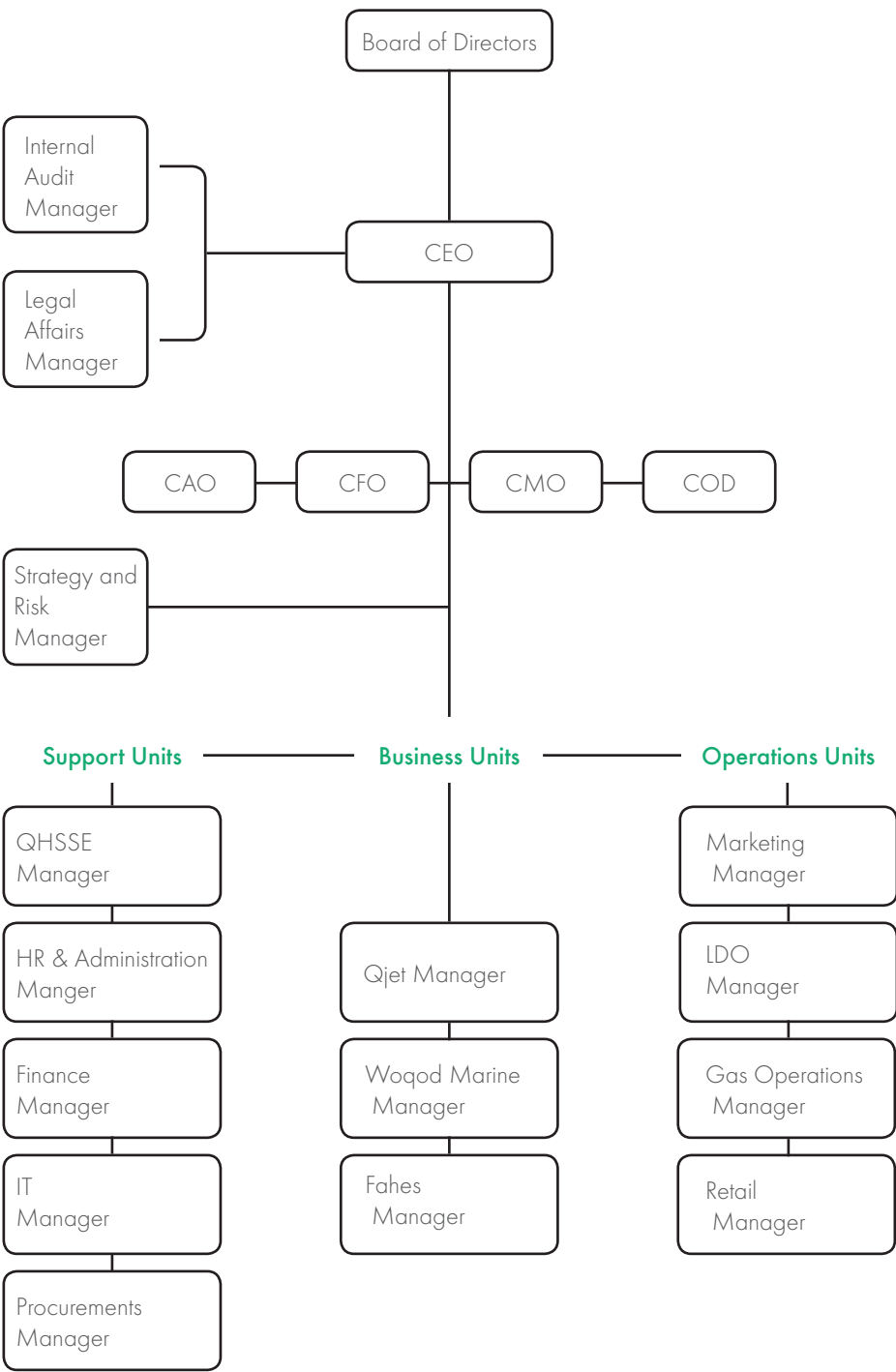
1. Quality
2. Occupational health and safety
3. Environment and sustainable development
4. Asset integrity and process safety and security

In consultation with our stakeholders of all interest levels, both internal and external, Woqod’s management shall set our QHSSE targets and objectives, provide the required resources effectively control the operations, promote a safe work culture, monitor our performance and periodically improve the management system for the purpose of gauging its continued suitability adequacy and effectiveness. This policy applies to all facets of Woqod including business units, employees, operations and facilities.

“Across Woqod and all its divisions, we have a very strong emphasis on health and safety as it is of the utmost importance especially given the volatile nature of the materials we work with.”- Mr. Atteq Salem Al-Musallam, Qjet Manager

Enhancing Management Systems

Significant restructuring was undergone in Woqod during 2015 where the groundwork for said restructuring was laid out in 2014. Furthermore with the interest of improving synergies and increasing efficiencies certain departments were merged. As a result of this process new departments have emerged most notably the Quality Health Safety, Security and Environment Department (QHSSE) and the Strategy and Risk management Department. Below is a figure displaying our new organizational structure.



Information Technology (IT) Department Developments

The Information Technology department has made significant improvements in 2015 when it implemented several initiatives geared towards improving synergies and performance levels of other departments. IT management has devised a comprehensive 3-year plan covering the period 2016-2018. Significant achievements in the year 2015 include:

- Implementation of the electronic payment system (WOQODE) for the purposes of managing vehicle billing, Which relies on the smart chip to identify vehicles; and to monitor a vehicles monthly use and fuel consumption. This system ensures that once filling is over a receipt is issued. Furthermore this system will also help eliminate the possibility of any fraud being perpetrated by the personnel at the fuel stations.
- Commencement of the upgrading of the enterprise management system (Oracle ERP) for all company departments and its subsidiaries. These implementations are due to be completed by the end of 2016.
- Developing new website for Woqod and its subsidiaries through a renowned IT powerhouse, utilizing the latest in technology (Sharepoint).
- Implementation of Woqod’s smart system for all internal and external correspondence, as well as stopping the use of paper in all departments, contributing in minimizing the waste associated with paper use and becoming more environmentally friendly
- Inception of Woqod’s mobile phone facility to cater to a large segment of Woqod’s customers, a program which is expected to be fully implemented by the end of 2016.
- Development of electronic link systems with Q-Jet’ refueling of aircraft and linking it with Woqod’s mother company.
- Development of security systems for corporate servers for the whole organization.

All the above policies are tailored towards the overall strategy of the department which is to improve synergies between the various divisions of the organization as well as developing innovative solutions for the collection and storage of data. With regards to the latter Woqod is shifting from manual methods of data keeping towards a more digitalized and automated solution. The direct benefits of this would be increased efficiency as well as minimization of paper waste.

“The IT department has a major capability to facilitate sustainable initiatives across the whole enterprise, namely through improving efficiencies and this is what we are focusing on”

–Mr. Yusef Al-Sulaiti, IT Manager



4.

MAINTAINING ENVIRONMENTAL SUSTAINABILITY





Woqod initiative geared towards mitigating the negative impacts of our operating on the environment. The method in which this is achieved is twofold:

1. Optimizing and improving current operational systems and processes currently in place.
2. Concentrating on environmental responsibility whilst exploring new products and services we can provide to meet the needs of our customers.

Material Issues:

- Compliance
- Waste management
- Energy consumption
- Emissions
- Transportation
- Water

Environmental component of IMS

Woqod's approach to reducing negative impacts on the environment in which it operates can be characterized by the adoption of an internal policy that emphasizes efficiency, sustainability and adoption of best practice in the sector of downstream oil and gas. Woqod's policies are developed in accordance with the ISO 14001:2004 standards.

Furthermore an example of one Khadars pilot projects is the introduction of segregated recycling bins first to be rolled out at Woqod's headquarters with the goal of launching them at all of Woqod's operational facilities and retail venues. This project will aim to dispose of this waste using only certified contractors that can provide assurances that the waste will be recycled. The aim of this initiative is to minimize waste produced by Woqod, which further underpins our commitment to the National Vision of 2030 specifically the environmental component.

Direct Energy Consumption

	2013	2014	2015
Transportation fuel consumption Diesel (Liters)	6372385	6809411	1140260
Transportation fuel consumption Gasoline (Liters)			
Total Direct energy Consumption-Gigajoules	233484	249482	N/A

We track our energy consumption from our fleet as well as our energy use derived from energy purchased from the national utility company. We do this for the purpose of data tracking so that we can identify areas of improvement. There has been an increase in our direct energy consumption due to our expansion of business activities, however we are devising a clear action plan and measurable targets to reduce this figure.

Indirect energy Consumption

	2013	2014	2015
Electricity consumption	16757453	30819631	2995601
Total indirect Energy consumption-Gigajoules	60327	110951	10784.1636

Natural resources and water consumption

Woqod’s products are provided by an upstream supply chain, thus does not consume significant amount of natural resources, as we are primarily involved in the storage and distribution of these products. Our most significant impact in this regard is the use of paper and consumption of water at our operational sites and head office as well as at our carwash facilities at Woqod petrol stations of where 90% of the water used in the automatic carwash is recycled and reused.

Fresh Water Use (m3)

	2013	2014	2015
Total Fresh Water Use	922925	820365	1004220
Total Water Discharged to the Grid (m3)	747557	806483	275779.62
Total Water Recycled (m3)	51,829	52,002	52,175

Waste management

Woqod’s waste generated from our activities is categorized as such; non-hazardous domestic waste from our offices and hazardous and non-hazardous waste from our operations sites. Local municipalities’ dispose of domestic waste; while the Ministry of Municipality and Environment disposes of the waste we generate form our operations and services.

Waste generated by Woqod

	2013	2014	2015
Lubricants Used by Woqod Vehicles	1,836	32,740	864,000
Contaminated diesel	539,130	708,448	2035
Tires customers &Woqod vehicles	257,230	350,664	404,482
Batteries	20,325	29,052	73,860
Domestic	11,881	20,475	n/a



5.

CARING FOR OUR PEOPLE



Caring for our People

In order to uphold this commitment, we have adopted a people-oriented strategy, which promotes a diverse and engaged workforce, as well as investment in all employees.

Key Material Issues

- Nationalization
- Equal opportunity Labor practice
- Fair wages
- Training and education
- Occupational health and safety
- Process safety



Qatarization

	2013	2014	2015
Number of Qatari Employees	129	169	168
Total Qatarization at Woqod	9.56%	13.10%	13.19%

Our commitment to attracting Qataris is reflected in our hiring practices. Qatari candidates receive priority on all job vacancies. On example of our activities designed to attract Qatari nationals is through the Energy and Industry Career fair which is held annually. Furthermore we conduct career development activities for our existing Qatari employees.

Number of new hires

	2013	2014	2015
Number of new employee hires	98	94	97

Employment by Gender

	2013	2014	2015
Number of female employees	31	37	48
Number of male employees	1,319	1,253	1,226
% of female employees	2.3%	2.9%	3.7%

At Woqod we are dedicated in providing equal opportunities for all applicants and employees, which can be seen in our hiring procedures and performance management. Applicants are considered strictly on the basis of qualification and merit. Characteristics such as age, gender, religious belief, physical disability are not taken into consideration.

Percentage of Employees receiving performance review

	2013	2014	2015
Percentage of employees receiving performance review	100%	100%	100%

In order to ensure that we retain the best talent here at Woqod, we offer highly competitive benefits and compensation packages that are in alignment with international best practices and industry standards. All of our rewards and recognitions are based on a fair performance evaluation system.

Training

	2013	2014	2015
Training for total workforce (hours)	10,667	31,251	24,495
Average training per employee (hours)	8	24	19.23

At Woqod, we believe that knowledge and expertise of our employees is where our competitive advantage lies. Ergo it is among our top priorities among our internal goals. Using highly developed strategic training programs; we aim to ensure that our employee’s talents remain in a state of continuous development.

Annual employee turnover

	2013	2014	2015
Total number of employees leaving the organization	77	49	34

An organization’s turnover rate can often be used as a proxy measure of employee satisfaction. A low turnover rate can indicate overall employee happiness, thus a low turnover rate is beneficial with regards to workforce stability, higher productivity and lower hiring costs.

“At Woqod we work to ensure the highest employee satisfaction rates, which is one of our top priorities.”

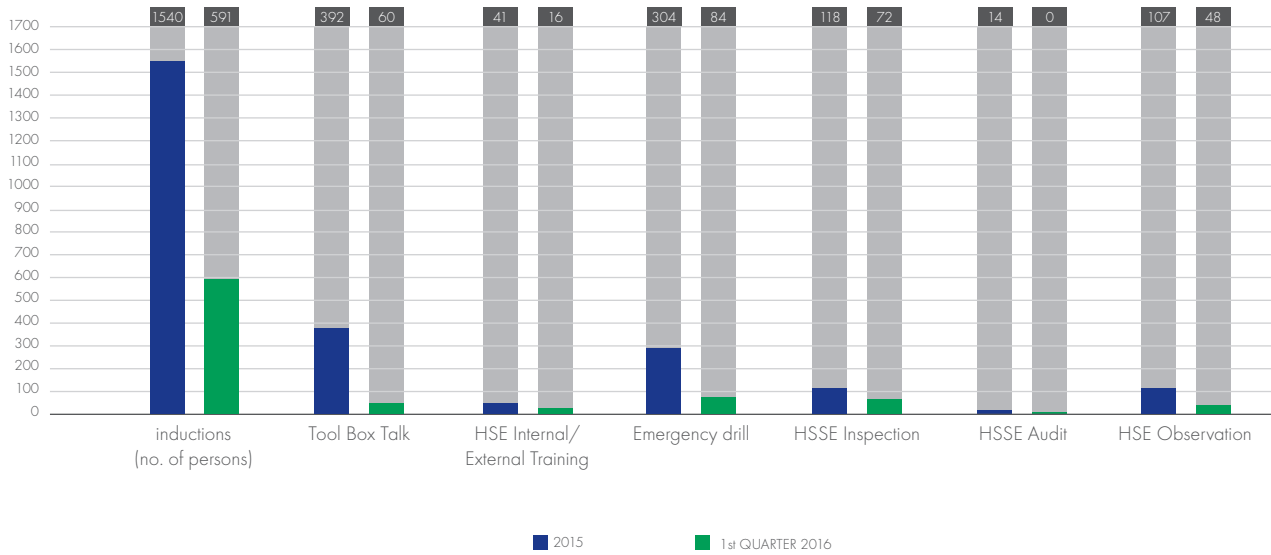
– Mr. Hejji Ghanim Al-Rumaihi, Retail Manager



Safety Indicators

	2013	2014	2015
Fatalities-Employees	0	0	0
Fatalities-Contractors	0	0	0
Employee Lost-Time Injuries	17	19	2
Contractor Lost-Time Injuries	0	0	0
Employee total Reportable Injuries	28	29	7
Contractor Total Reportable Injuries	4	1	4
RWC (Restricted Work Cases)	3	1	2
Heat Stress Events	0	0	0
Loss of Containment (LOC)/ Process safety	3	1	1
Emergency Response Drills	45	26	304

Year 2015 and Q1 - 2016 HSE Awareness Statistics



Waqod is constantly striving to improve technical and operational and operational integrity through the identification of risk areas as well as capacity building in health, safety and environment. The process safety procedures we have in place at Waqod have helped us to maintain a zero-fatality count among our employees and contractors over the past five years of reporting. We have established in 2014 a centralized Health and safety management system for all facilities and subsidiaries, using a standardized reporting system. Safety assurances are paramount therefore we acknowledge the importance of investing greater funds in building capacity for our employees and their awareness our safety measures.

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

Stakeholder Group(s)	Channel of Engagement	Stakeholder Priorities
Customers	<ul style="list-style-type: none"> Direct engagement through selling points Customer Satisfaction Survey Customer care center Online Ordering system Annual Reports Media center Relationship Mangers 	<ul style="list-style-type: none"> Reliable supply of products Safe products & services High-end quality products and services Continual innovation of products & services Easy & seamless processes
Employees	<ul style="list-style-type: none"> Performance reviews Direct Individual managers Annual employee satisfaction survey Training & seminars 	<ul style="list-style-type: none"> Equal Opportunity Engagement Competitive salary & benefits packages Clear and continuous career development path & planning Healthy & Safe working environment Performance based -evaluation
Suppliers & Contractors	<ul style="list-style-type: none"> Contractors Contractors’ & suppliers evaluation Normal business interactions Request for proposal Meetings, when needed Visits to suppliers 	<ul style="list-style-type: none"> On time Payments Fair evaluation Support for local suppliers Building long term business relationships
Shareholders	<ul style="list-style-type: none"> Annual general meetings Quarterly earnings releases, annual reports, investors presentations, governance annual reports Board of Directors meetings 	<ul style="list-style-type: none"> High & efficient performance Higher dividends as a result of increased profits & continuous growth Reduced business risks

Stakeholder Group(s)	Channel of Engagement	Stakeholder Priorities
Regulators & Government	<ul style="list-style-type: none"> Regular reporting requirements Official visits Audits Forums, trainings and workshops 	<ul style="list-style-type: none"> Building and safeguarding Woqod's reputation Qatarization Providing the fuel for economic growth Preserving economic & natural environment Compliance with laws & regulations Alignment with Qatar national vision 2030
Community	<ul style="list-style-type: none"> Community investments & contributions Contribution to Public Companies fund Collaboration with Civil society organizations Direct interaction with community through events 	<ul style="list-style-type: none"> Creation of more jobs Qatrization Strong culture & heritage Positive impact of operations Local sourcing Community Investments
Environment	<ul style="list-style-type: none"> Environment management Environmental laws & regulations 	<ul style="list-style-type: none"> Minimization of operations' impacts A healthy & sustainable environment Investing in new environmentally friendly Products & services



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

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

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



