



SUSTAINABILITY REPORT 2021

TABLE OF CONTENT

03	Chairman's Foreword
05	Managing Director & CEO's Foreword
07	About The Report
07	Our Vision
08	Our Mission
08	WOQOD's Brand Values
09	Corporate Profile
09	Introduction
10	WOQOD Business
11	WOQOD Supply Chain
12	Sustainability Reporting
12	Identifying Material Aspects And Boundries
15	Stakeholder Mapping
20	Governanace
20	Governanace Structure
22	Pillar 1 Operational Excellence & Economic Performanace
23	Economic Performanace
23	Material Issues
28	Pillar 2 Social Development & Community Investnment
29	Social Development & Community Investnment
29	Material Issues
29	Qatarization
30	Recruitment Initiatives
31	Employment By Gender
32	Training
32	Training Breakdown
34	Supplier Screening & Procurement
34	Local Procurement
35	WOQOD CSR Activities 2021
36	Social Contribution

37	Pillar 3 Safeguarding The Environment
38	Safeguarding The Environment
38	Material Issues
38	WOQOD Environmental Sustainability
38	Environmental Compliance
39	Energy Management
40	Energy Management Initiatives – Renewable Energy
42	Emission Management
45	Water Management
46	Waste Management
48	Pillar 4 Health & Safety
49	Health & Safety
49	Material Issues
49	WOQOD Integrated Management System
49	Policy
50	HSE Performance Improvement Programs
51	Emergency Response Preparedness
52	Occupational Health Program
53	Covid-19 Pandemic Management Highlight
53	Occupational Safety Awareness
54	Integration Of International Safety Management (ISM) With Integrated Management System (IMS)
54	HSE Initiatives Of The Year – 2021
55	HSE Awareness Statistics - 2021
55	Lost Time Incidents (LTI) And Total Recordable Cases (TRC)
58	Appendix 1: Main Strategic Areas
59	Appendix 2: Stakeholder Groups
64	Appendix 3: Topic Specific Disclosure

CHAIRMAN'S FOREWORD



It is with great pleasure that I present the 9th WOQOD Sustainability Report 2021. The sustainability report demonstrates how the ESG principles are adopted and Implemented across the organization.

As a leading fuel distribution and marketing services company, we build a better future for our customers, communities and employees in an environment which we operate.

Despite the disruptions of the pandemic, we continue to deliver exceptional financial results in 2021 and we continued strengthening our retail operations, logistics and distribution infrastructure to deliver vital energy products across the country.

We accelerated efforts to lead our organization to fulfill environmental, social, and governance (ESG) standard requirements and we are committed to the United Nations Global Compact and the Sustainable Development Goals (SDGs).

We are committed to ongoing operational improvements that enhance efficiency and reduce our environmental impact. WOQOD environmental objectives are in alignment with the Qatar National Vision 2030.

We are committed and making efforts to reduce operation related greenhouse gas emissions and indirect energy consumption.

As part of WOQOD corporate social responsibility, we collaborate with other governmental organizations and local stakeholders to invest in programs that promote local economic as well as social growth.

We strive to provide our people with a healthier and safer workplace by reducing total recordable injury rate and achieving the targets. In 2021, the Health, Safety and Environment (HSE) team worked tirelessly to ensure the safety of our employees during the pandemic and we implemented safety protocols for office based and operational areas which are aligned with Qatar Energy and Ministry of Public Health.

We greatly appreciate our Board and our stakeholders for their continued support. And we continue to reinforce our commitment to next year with strong sustainability action plan 2022.

Mr. Ahmad Saif Al-Sulaiti

Chairman of the Board of Directors

MANAGING DIRECTOR & CEO'S FOREWORD



I'm pleased to present the 9th edition of WOQOD's sustainability report, 2021. WOQOD has strengthened its commitment to sustainability through various initiatives, including our engagement with our business partners, customers, employees and communities.

The year 2021 has continued to be a challenging year with the COVID-19 still heavily impacting global economies and people around the world. Despite the ongoing uncertainty surrounding the pandemic, our company has continued to progress our ESG agenda with a strong focus on our four sustainability pillars: economic performance, social development, environment and health & safety.

In 2021, We achieved an impressive operational and financial turnaround. We remain financially strong with a stable position in Qatar.

The company has opened 4 new petrol stations in 2021, bringing the total number of stations operated by the company to 111. We plan to build & operate an additional 11 petrol stations before the Football World Cup 2022 kick-off to reach a total of 122 stations. As a result of the increase in petrol stations, WOQOD's market share has reached 85% in the retailing of fuel products and this is expected to grow in the upcoming years.

We are continuing to serve our customers with additional safety protocols aimed at keeping employees and customers safe. Health and safety of our employees at work is of paramount importance and we are committed to providing our employees with a safe and healthy working environment in all our operational areas. WOQOD has issued and applied a suitable, flexible and effective business plan to ensure the continuity of its activities on a regular basis and in line with the health, safety, security and as per the industry standards and best practice. In 2021, we have achieved an improved Loss Time Incident Frequency (LTIF) and reduction in Total Recordable Cases frequency (TRCF) rate as compared to last year. This sets the record of a continually improving annual trend since 2016.

We continued to measure our operational impact on the environment and made progress in developing our strategy to reduce our environmental footprint. WOQOD continues to identify and implement alternative solutions that reduce our emissions with regards to energy consumption.

In terms of alternative energy, WOQOD plans to install Photovoltaic (PV) systems in three (3) petrol stations in addition to 37 electric charging modules in 23 stations for electric vehicles.

WOQOD always strives to promote various social activities to support communities. We support local brands and Qatari companies into our operational value chain through the TAWTEEN program. As part of our Qatarization program with Qatar National Vision 2030, we recruited fourteen (14) young people in the year 2021. WOQOD is also offering internship and scholarship programs for the development of our Qatari workforce.

WOQOD will continue to work together with our stakeholders to do business responsibly and to ensure a sustainable future.

Mr. Saad Rashid Al-Muhannadi
Managing Director & 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. The Materiality Disclosure Service Badge can be found on page 61.

The information presented in this report is based on historical performance data as well as data for 2021. 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 2021 to 31 December 2021, unless otherwise stated. The report also includes information on key strategic decisions and initiatives that commenced in 2021.

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

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 accountability for all our activities
- To achieve our Vision and Mission, we will train and develop competencies across the organization to enable us to demonstrate that we are the best in what we do in the region
- To work to achieve the required Qatarization percentage
- To introduce new and advanced technologies to minimize our impact on the environment



WOQOD'S BRAND VALUES

- **PROFESSIONAL** - Everything WOQOD does, internally and externally, is by way of using a truly professional approach
- **INNOVATIVE** - WOQOD leads the market in innovative products, service and process
- **SOLID** - WOQOD as a company is built on a solid foundation financially by its shareholders
- **FRIENDLY** - WOQOD is a friendly company to deal with and always approaches its customer in a friendly manner
- **ACCOUNTABLE** - WOQOD is truly accountable for all its business activities and their impact



CORPORATE PROFILE

Introduction

Qatar Fuel (WOQOD) is the leading fuel distribution and marketing services company in the State of Qatar. WOQOD's Initial Public Offering was completed in 2003 and its shares are listed on Qatar Stock Exchange. The company has sole concession for distribution and marketing of fuels to commercial, industrial and government customers throughout the country, including Natural and Liquefied Gas; and Jet A1 refueling and related services at all airports in Qatar. The company is considered a pioneer in the GCC region to convert to fully unleaded gasoline and diesel fuel with lowest sulfur content.

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

WOQOD provides fuel retail services through its network of state-of-the-art fuel stations and holds a dominant market share in Qatar. In addition, we provide complete auto-care and maintenance services at our petrol stations including car wash, repairs, oil and tire change services. WOQOD Lubricants have a complete range of automotive and industrial lubricants developed to suit all types of vehicles and industrial requirements

WOQOD BUSINESS



**Fuel Storage
Facility Depot**



WOQOD Marine



Bitumen Plant



LPG Bottling Plant



**CNG Fueling
Station**



Petrol Stations



FAHES



QJET

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.



02 DOHA DEPOT

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



03 PETROL STATIONS

WOQOD Petrol stations receives fuel products via Road Tankers and stored in the underground storage tanks



04 CUSTOMERS

WOQOD supplies Light Gas Oil (LGO) and gasoline to customers from WOQOD branded petrol stations



04 JET A-1

Jet A1 fuel is transported via pipeline from QatarEnergy refinery to QJET storage facilities



05 WOQOD AVIATION OPERATIONS / QJET

QJet owns a fleet of fuel supply equipment for supplying Jet A1 fuel to customers.



06 CUSTOMERS

Aircrafts of all types and sizes receives Jet A1 fuel.



07 VLSFO

Very Low Sulphur Fuel Oil (VLSFO) transported via pipeline from QatarEnergy refinery to Ras Laffan Bunkering facility.



08 WOQOD BUNKERING

WOQOD supplies VLSFO 24/ 7 shore to ship and ship to ship bunkering



09 CUSTOMERS

Marine vessel receives VLSFO from shore to ship via pipeline and Ship to ship bunkering via WOQOD marine vessel.

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. SHAFAR cylinders and bulk tanks filled in the plant and distributed to points of sale.



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 STATION

Natural Gas (NG) compressed in station and supplies CNG to customers.



15 CUSTOMERS

KARWA buses(public transport) receives CNG from WOQOD CNG stations.

BITUMEN PRODUCTS



16 BITUMEN

Bitumen is imported from overseas via marine vessels.



17 BITUMEN PLANT

Bitumen processed at WOQOD Bitumen plant, Mesaieed Industrial city



18 CUSTOMERS

Bitumen products delivered to the customers via road tankers.

SUSTAINABILITY REPORTING

This is WOQOD's 9th Sustainability Report with all our commitments, governance, policies, performance and targets in respect of managing the environmental and social impacts of the Group during the financial year ended 31 December 2021.

It has been prepared in line with the Global Reporting Initiative (GRI) – G4 Guidelines along with Oil & Gas supplements. In determining the scope of this Report, we considered the level of business activities and specific sustainability concerns for the entities under WOQOD. Considering the views of the stakeholders, WOQOD's overall business risks, relevant sustainability trends together with the industry's best practices. We identified the material factors that are of most concern to our business and stakeholders.

IDENTIFYING MATERIAL ASPECTS AND BOUNDRIES

STEP 1 Identification

The process of defining the specific content for the report is undertaken by discerning the level of impact our operations have on aspects outlined by the Global Reporting Initiative (GRI). The aspects deemed as material to WOQOD's activities are then cross referenced against the G4 guidelines outlined by GRI. Applying these standards ensures accurate reporting and transparency.

Initially WOQOD, through its Quality Health Safety Security Environment (QHSSE) department, shall consider a broad list of topics to report on and thusly narrow down the topics to the most relevant in relation to our operations impacts. "Relevant" topics are those that may reasonably be considered important for reflecting the organization's relevant economic, environmental and social impacts; or influencing the assessments and decisions of stakeholders.

STEP 2 Prioritization

After considering a list of relevant topics to 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

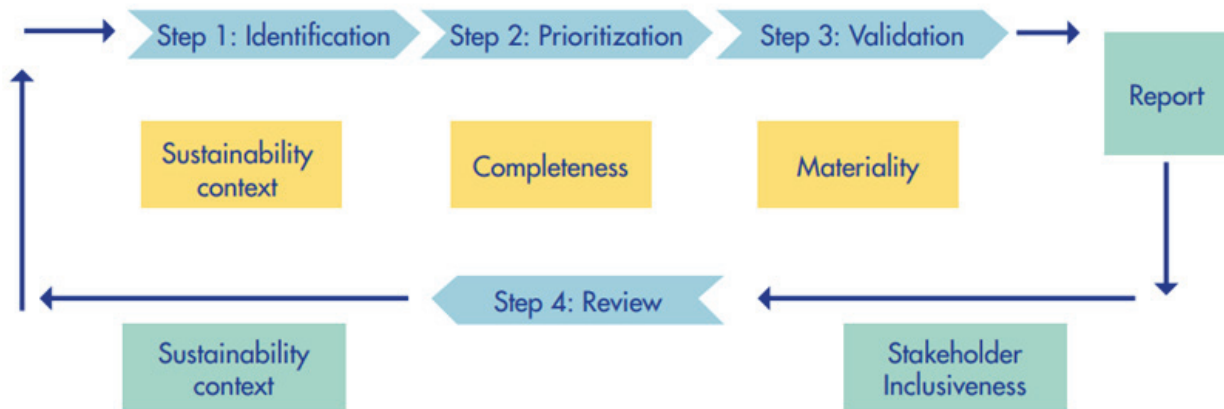
1. Scope - The breadth of aspects covered in the report
2. Aspect Boundaries - The description of the impacts of each aspect occur
3. Time - The completeness of the information with respect to the reporting period

The aim of this process is to ensure that the report provides a reasonable and balanced representation of the organization's sustainability performance. This step is carried out by QHSSE Department with consultation with Strategy Department.

STEP 4 Review

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

They serve as checks with regards to the presentation and evaluation of the report as well as the reporting process.



Four (4) step approach

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

- Stakeholder inclusiveness
- Sustainability context
- Materiality
- Completeness



STAKEHOLDER MAPPING

At WOQOD, we build long-lasting, value-creating partnerships with our stakeholders, who include our customers, suppliers, business partners, employees and the communities in which we operate.

Stakeholder engagements show their view on their significant Economic, Environmental & Social aspects.

Engage regularly with our stakeholders and this process helps us to understand, prioritize and manage our sustainability impacts as an organization as well as to improve the services we provide to our customers.

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

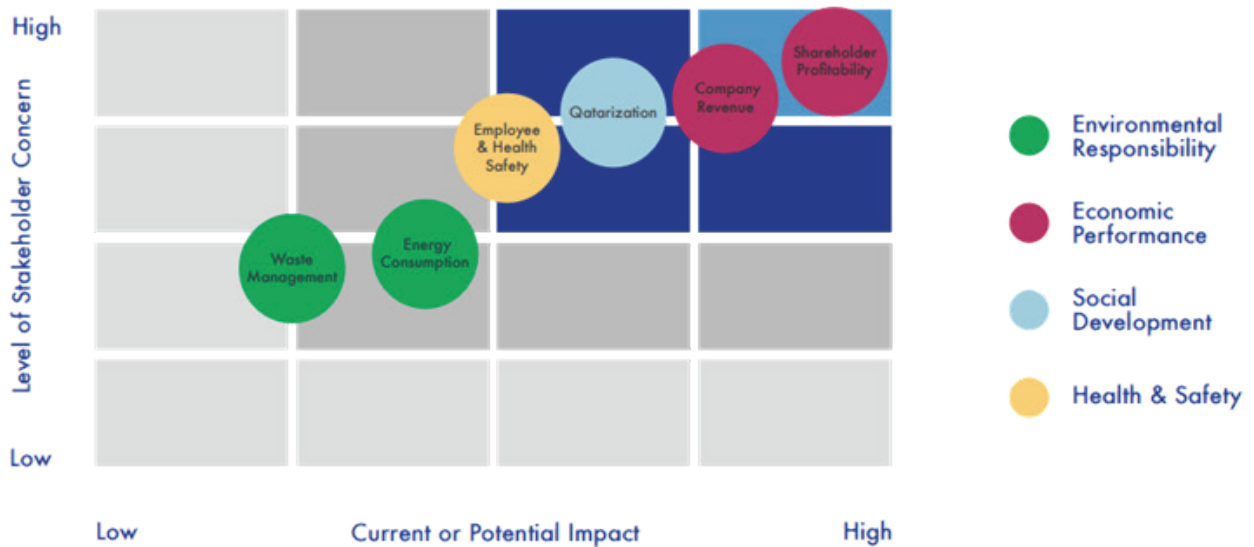
The stakeholder engagement and materiality determination process start by identifying the key stakeholders. The key stakeholders are essentially identified internally in consultation with Business and Marketing Units.





WOQOD QHSSE department organized customer townhall meeting on 10-Nov- 2021

MATERIALITY MATRIX



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

Identifying Issue:

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

Assessing Business Impact:

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



QUALITY ASSURANCE

Customer Satisfaction

WOQOD values its customers greatly, listens to their feedback and responds accordingly. We have developed an index for measuring customer satisfaction and monitor it regularly through customers' surveys.

WOQOD's engaging support departments, establishing quality assurance plans for operations interfacing with customers, 100% online and web-based surveys including SMS link to customers, Online Complaint Management System with corrective action and close out cycle.

Customer Satisfaction Index (CSI) for the year 2021

- Average External Customer Satisfaction Index (CSI) value of 4.21 out of 5.00 for 24 business segments
- 100% Digitalization of customer communication
- Completed 912 training hours for customer service excellence for key departments

Quality Day, 2021

WOQOD inspired by this year's Quality theme "**Role of Quality in Sustainability: Improving our Products, People and Planet**", a special collaboration with Al Attiyah Foundation has been arranged by QHSSE Department.



QHSE Department organized Quality Day event on 11th Nov 2021



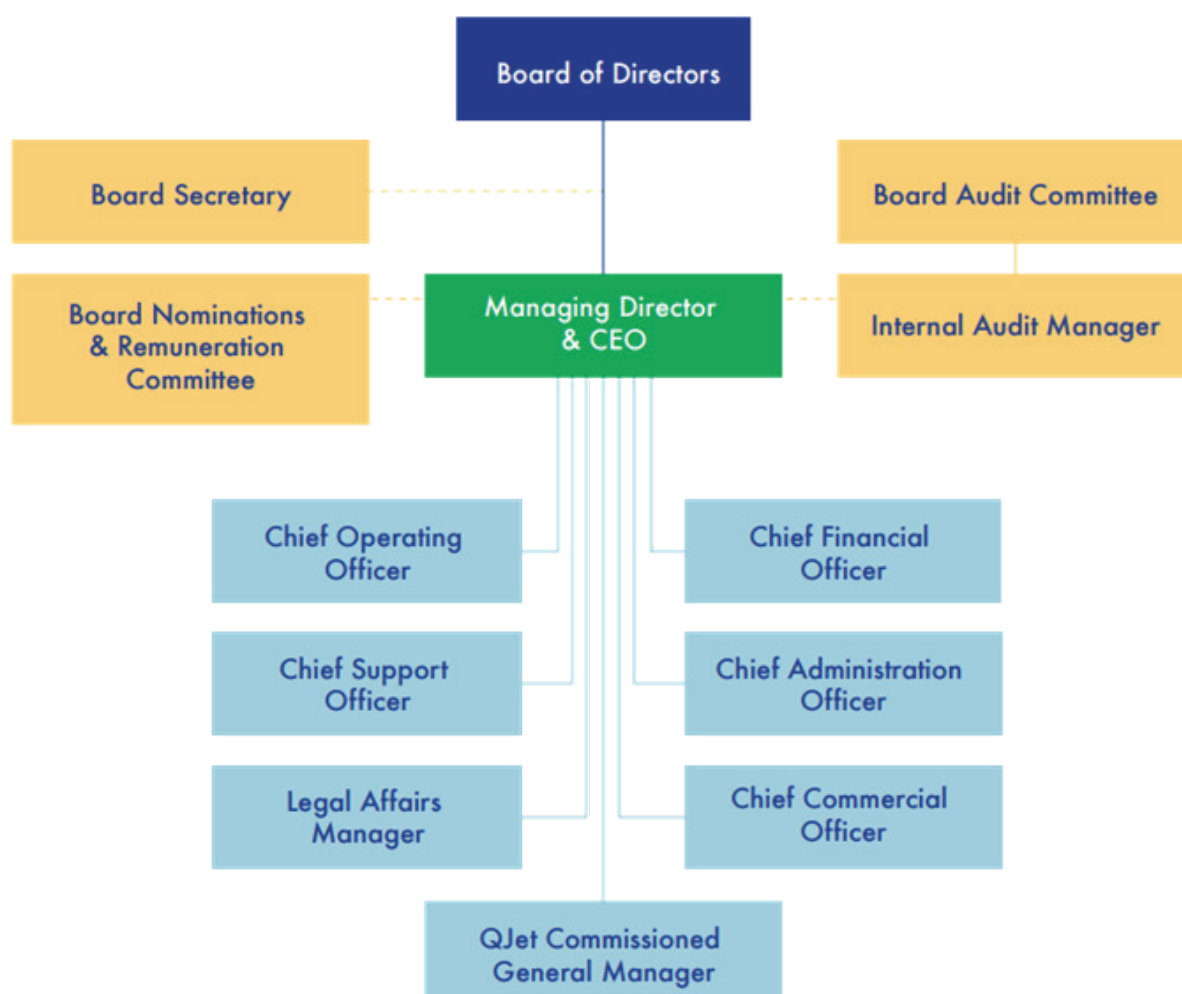
The Keynote Speech titled "Quality in Sustainability: The Foundation for Long-Term Excellence" was delivered by Harry Sealy, a nominated speaker from the Al Attiyah Foundation and the Founding Chairperson of the Institute of Environmental Management and Assessment (IEMA.)

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

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

BOARD AUDIT COMMITTEE

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

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

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

PILLAR 1

OPERATIONAL EXCELLANCE & ECONOMIC PERFORMANCE



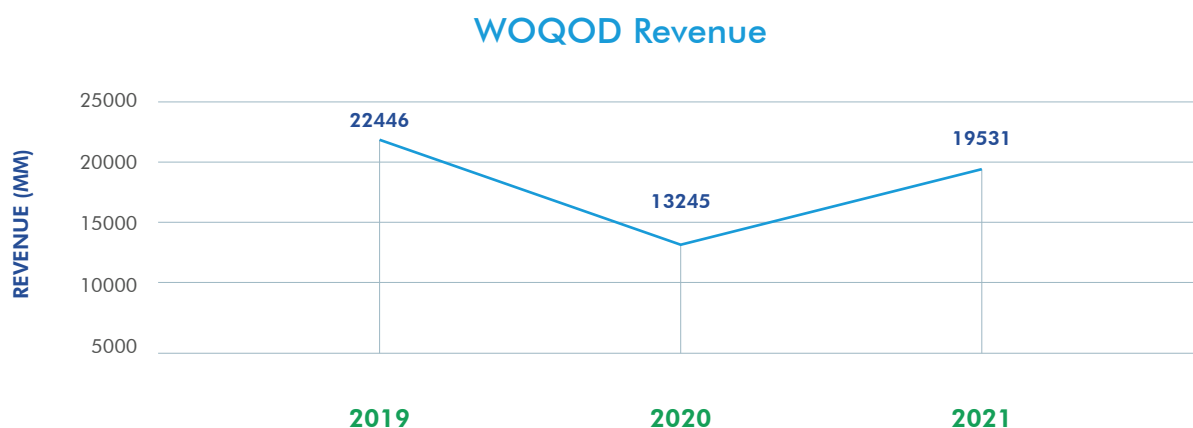
ECONOMIC PERFORMANCE

MATERIAL ISSUES:

- Economic Performance
- Anti-Corruption

DIRECT VALUE GENERATED & DISTRIBUTED (QAR) "FIGURES IN MM"

	2019	2020	2021
Revenue	22,446	13,245	19,531
G&A	323	287	284
NET PROFIT <i>(net of minority interest)</i>	1,216	707	974



WOQOD's revenue for the 2021 was QAR 19.5 billion an increase of 47% compared to 2020. Consolidated net profit for the year 2021 amounted to QAR 974 MM, an increase of 38 % compared to 2020 due to increase in sales volume and better pricing.



“ WOQOD had an amazing year 2021 as our business recovered from COVID-19 pandemic impact in 2020. Our determined response to the pandemic crisis and focused strategy has given us reasons for optimism that we did not have a year ago.

Our fuel business has seen double digit growth and overall sales volume increased by 10% in 2021 as compared to 2020 driven by higher market demand. WOQOD’s network of fuel stations and convenience stores continued to expand, and we opened 3 new petrol stations and 9 new Convenience Stores in 2021 to provide better customer satisfaction and to meet the growing fuel demands in the State of Qatar. The company’s net profit attributable to shareholders increased by 38% to QAR 974 million as compared to QAR 707 million in 2020.

Our priority continues to improve non-fuel business and focusing on new growth opportunities like electric vehicles charging point (EVCP) and maintenance services at our stations. WOQOD is partnering with Kahramaa to install EVCP at 37 stations in the first stage and expand further as the market demand grows in the coming years

WQOQD’s performance has also been applauded externally. In 2021, the company was ranked 53rd by Forbes among the top 100 listed companies in the Middle East. Whereas, it was among the top 10 Qatar Stock Exchange companies on ESG compliance index. The fundamentals of our company continue to remain strong and we are well positioned to take benefit of improving market conditions in the near future.

Going forward, we are expecting our bulk business to grow steadily in the next 5 years driven by North Field expansion and QNV 2030. We will continue to enhance our bulk storage and supply capabilities, and further grow our nonfuel business through delivering superior customer experience, introduction of new products and services ”.

Mr. Pradeep Kumar
Chief Financial Officer

RETAIL DEPARTMENT – NET PROFIT FY 2021 “FIGURES IN MM”			
	2019	2020	2021
Revenue	5404	4262	6077
Cash Operating Expenses	243	242	269
NET PROFIT	59	90	81

The revenue from the non-fuel business increased by 30% as compared to 2020.

BUTANE GAS SALES PER SECTOR (TONNES)			
	2019	2020	2021
Total	69,070	65,478	73,050

LPG SALES VOLUME (MT)			
	2019	2020	2021
LPG Cylinders	111,817	109,996	104,154

FUEL SALES VOLUME (MM LITERS)			
PRODUCT		2020	2021
Super R95		1153	1,285
Premium		1237	1,309
Diesel		2346	2,444

NATURAL GAS PER MILLION BRITISH THERMAL UNITS (MMBTU)			
	2019	2020	2021
Industrial	1,199,503	1,408,307	1,567,898
CNG	99,108	54,207	78,649
TOTAL	1,298,611	1,462,514	1,646,547

BITUMEN SALES (METRIC TONNES)			
	2019	2020	2021
Total	251,970	104,325	111,696



“ We at WOQOD have adapted to the latest trends in Fuel retailing business and have a phased approach to the fuel retail evolution. Our focus is to retain our supremacy as the mobility retail destination with our bouquet of offerings such as Fuel, Auto Care services, EV Charging, Fleet management, Drive thru restaurants, ATMs, Convenience stores, Postal and community essential services. WOQOD has signed MOU with Siraj Energy Q.P.S.C with an intention to integrate Solar power generation facilities into the identified retail petrol stations which is line with Qatar’s vision to produce clean and renewable energy.

WOQOD retail expanded the network of its non-fuel services by adding 9 Sidra Convenience Stores and 4 Auto care centers in the year 2021. We have significant growth in the number of Drive thru restaurants with strategic partners like McDonalds, KFC, Starbucks, Tim Hortons as 12 of them commenced operations last year. As part of our initiative to offer quality and affordable products under our own label, we recently Introduced Sidra mineral water available at all our Sidra Convenience stores in various pack sizes. To proliferate Auto care services, WOQOD has initiated Customer Vehicle service program at attractive prices for employees of Government companies and their subsidiaries. WOQOD has started proactive free vehicle health check campaigns to promote road safety awareness among customers.

Securing the wellbeing, health and safety of our Front line retail staff have remained our key priority during the pandemic while we continue to excel in our retail operations. We implemented comprehensive hygiene standards across all our locations and provided our staff with clear guidance including the preventive measures they should take.

WOQOD branded OTO Lubricants made from Qatari GTL base oil have received major OEM approvals from VOLVO, Renault and MACK that will boost the brand image and technical specifications of the products to the customers. We also managed to obtain approvals and registrations from Services to Association and Industry in Lubricants (SAIL), ATIEL, EELQMS and ACEA Europe for WOQOD OTO Lubricants. Furthermore, we have signed Call Off Agreements with multiple suppliers for AdBlue and Ancillaries in order to cater to the growing requirements for environmentally sustainable additive as well as other ancillary grades for the Qatari market and as for marine bunker fuel business we successfully achieved QAR 1.4 billion sales revenue during 2021.

WOQOD Vehicles Inspection (FAHES) strives to provide services that cater to seasonal and fluctuating customer requirements, which was demonstrated by reopening Industrial area operations for light vehicles and extending its work timings at Mesaimeer and Wadi Al Banat from 12 hours to 18 hours in 2021 without investing in fix stations thus rationalizing the expenditure verses rendered service ”.

Mr. Fahad Al-Subaiey
Chief Commercial Officer

RETAIL DEPARTMENT – NET PROFIT FY 2021 “FIGURES IN MM”			
Business Unit	2019	2020	2021
Sidra	209	256	252
Automatic Carwash	9	9	12
Manual Carwash	54	57	61
Lube Change	48	57	59
Tire & Repair	104	101	84
TOTAL	425	470	468

In 2021, overall fuel sales increased by 10 % as compared to 2020. Diesel sales increased by 4 % driven by market demand. Gasoline super increased by 12 % and Gasoline premium by 6% respectively driven by easing of COVID-19 restrictions.

Jet A1 fuel sales increased by 15 % driven by easing travel restrictions and fuel bunkering volume increased by 28 % in 2021. Bitumen sales increased 10 % in 2021 as compared to 2020 driven by macro economic factors.

Increase in petroleum products sales volume and non-fuel revenue was due to a noticeable improvement in the performance of most of the Group's activities and revenues in conjunction with the economic recovery from the COVID-19 pandemic, coupled with the efforts exerted towards implementing the approved optimization policy in the Group's business.

PILLAR 2

SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT



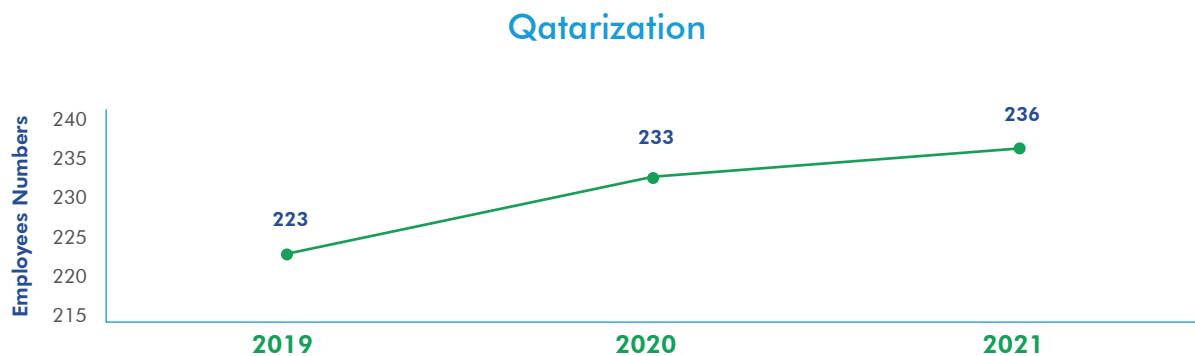
SOCIAL DEVELOPMENT & COMMUNITY INVESTMENT

Material Issues:

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

Qatarization

YEAR	Qatarization %	No. Of Qatar Employees
2019	14.00	223
2020	15.40	233
2021	15.03	236



Recruitment Initiatives

YEAR	Number Of New Recurits
2019	170
2020	52
2021	95

In WOQOD, Human capital and Learning & Development have always been one of the top priorities for us. Our hiring process and human resource initiatives has been designed to attract Qatari nationals. This has resulted in approximately 15.03 % Qatarization in mid-level positions when excluding field positions.

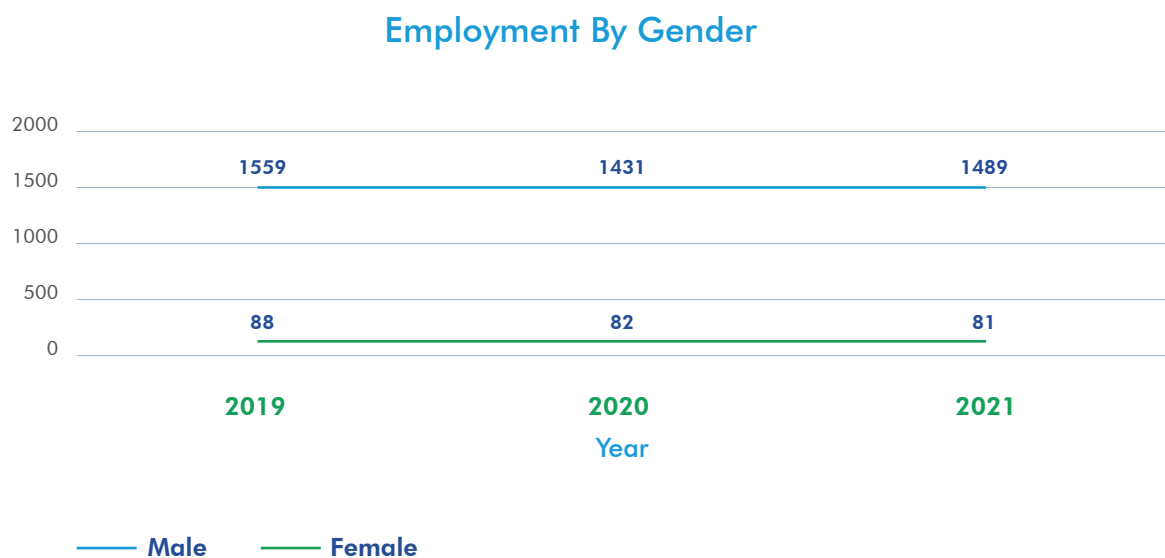


Photos of – Developpee / trainee staffs / townhall meeting new employees

Employment by Gender

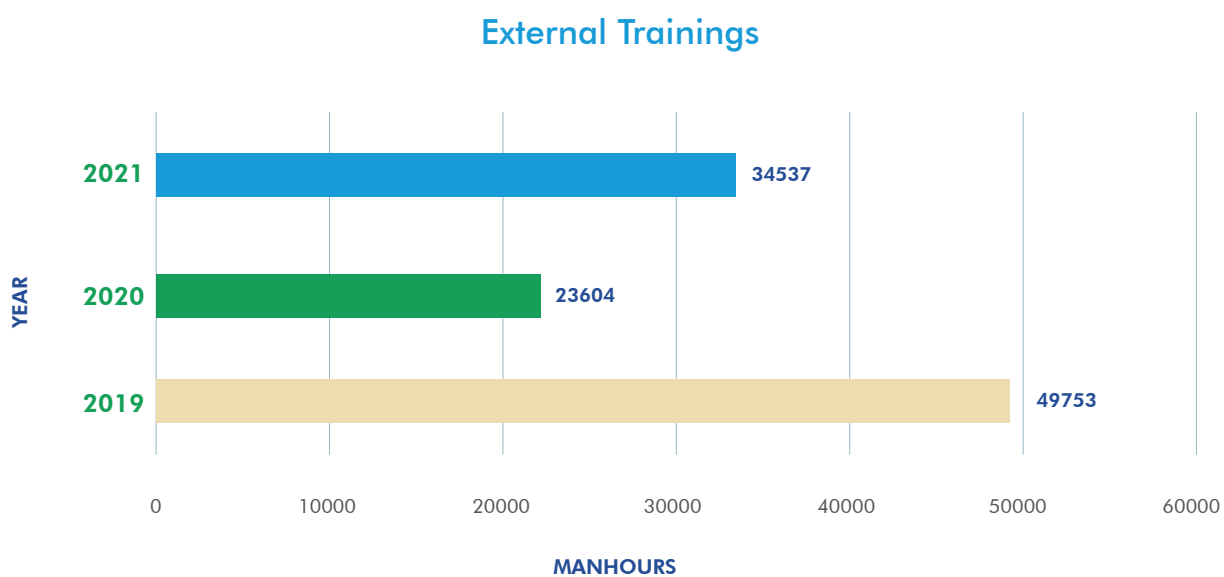
WOQOD committed to gender parity in employment, training and career development opportunities for women.

YEAR	Male	Female
2019	1559	88
2020	1431	82
2021	1489	81



Training

YEAR	Training Man-hours
2019	49753
2020	23604
2021	34537



Training Breakdown

	Total Trained Staff	Total Group Man Hours
Corporate	1,014	9,597
Retail	4,382	21,206
Qjet	238	2,014
Fahes	309	1,720
Total	5,943	34,537



“ The main scheme of Administration is to achieve long -lasting values to WOQOD, increasing productivity, efficiency and confidentiality via the constructive interactions with all inner and outer collaborators.

Our HC department has been committed towards the continuous business process improvement by recruiting more than one thousand employees during the year 2021 and have successfully implemented the applicant tracking system (ZOHO). Furthermore, we have successfully implemented HR services Helpdesk to support employees in all Human Capital related issues and concerns and to provide improvement on employees' communication level.

As for Learning and Development activities and as part of our business continuity plan despite the COVID-19 ,we continued virtualizing trainings for mandatory courses and ensured the availability of scholarship programmes to National students by benchmarking our practices with QatarEnergy.

In the ICT department, we embraced a digital transformation journey to sustain the reliability of our infrastructure services while extending the capabilities to improve upon customer satisfaction.

We automated many digital services and programmes such as the new fuel management stations process, e-receipts, customer billing data, dynamic discount processing, dispatch for Bulk Fuels and LPG, Gas Operations and Distribution. Additionally, We initiated the end-to-end Retail business operations transformation including mobility, payments and integrations to establishing a unified window to communicate, address and fulfil all customer needs.

On the cyber security level, we are fully aligned with all regulatory requirements of MOI and the security supreme committee to ensure the uninterrupted services during the 2022 FIFA World Cup event at Qatar.”

Assuring you our continued commitment to your satisfaction for 2022 and beyond

Mr. Saeed Rashid Al-Kaabi
Chief Administration Officer

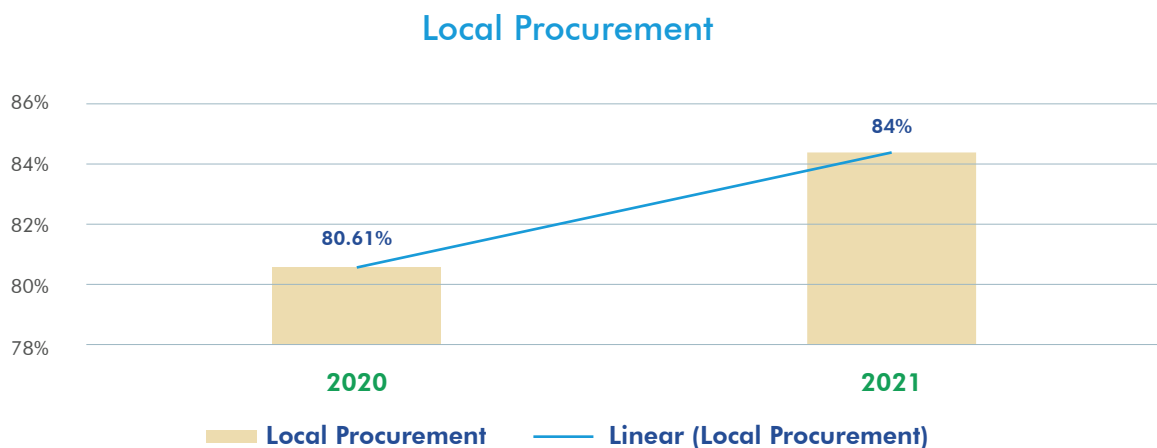
Supplier Screening & Procurement

WOQOD has devised a policy geared towards stimulating the domestic economy by providing opportunity to the local suppliers in the business.

WOQOD maintains consistent efforts to ensure that all suppliers adhere to the applicable local and international standards. WOQOD has a high regard for ethical conduct. Thus, every supplier is to sign an agreement that, all parties must comply with laws, policies and regulations in Qatar as well as adherence to the rules of business ethics, Conflicts of interest. The methodology of evaluating contractor's acceptability employs environmental, health and safety indicators.

Local Procurement

WOQOD provides opportunities for local suppliers and service providers by utilizing public tendering process to fulfil procurement and contract requirements. We acknowledge our local procurement Strategy in line with QatarEnergy TAWTEEN Initiative.



In 2021, 84.31% of our total procurement spending was awarded to locally based contractors and suppliers, a 3.52 % increase compared to 2020.

WOQOD CSR Activities 2021

WOQOD is committed to corporate social responsibility and supporting the environment and local community. Our Corporate Social Responsibility (CSR) framework, focuses on community, health, education and environment

WOQOD community initiatives 2021 listed below

QND support

WOQOD has continued to support and sponsor national events in 2021 by donating one (1) million Riyals for the QND 2021 celebration as a show of its realization of Qatar National Vision and a promotion of loyalty, solidarity, unity and pride in the Qatari national identity.

Social Contribution

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

YEAR (Figures in QAR)	2019	2020	2021
Social & Sport Activities	30,409,548	17,685,629.60	24,350,656
Donations	1,420,000	1,020,000	1,000,000
Total	31,829,548	18,705,629.60	25,350,656

PILLAR 3

SAFEGUARDING THE ENVIRONMENT



SAFEGUARDING THE ENVIRONMENT

MATERIAL ISSUES:

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

WOQOD Environmental Sustainability

We understand our responsibility to preserve and protect the environment. Our sustainability goals are aligned with Qatar National Vision 2030 for the future. We continuously identify and evaluate where environmental impact arises in our operations and how we can work to reduce having a negative environmental impact.

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

Environmental compliance

WOQOD continues to comply with all relevant Environmental regulations implemented by Ministry of Environment and climate change (MoECC) and applicable International regulations and requirements.

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

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

2020-2021, no form of non-monetary sanction or penalty was levied against the WOQOD and its subsidiaries for any noncompliance with laws and regulations regarding environmental matters.

Managing Climate Change

We realize that the energy sector is the largest source of greenhouse gas emissions and we understand how important it is to maintain environmental initiatives with business activities, and strive to reduce emissions through new technology development, clean energy use and other possible measures.

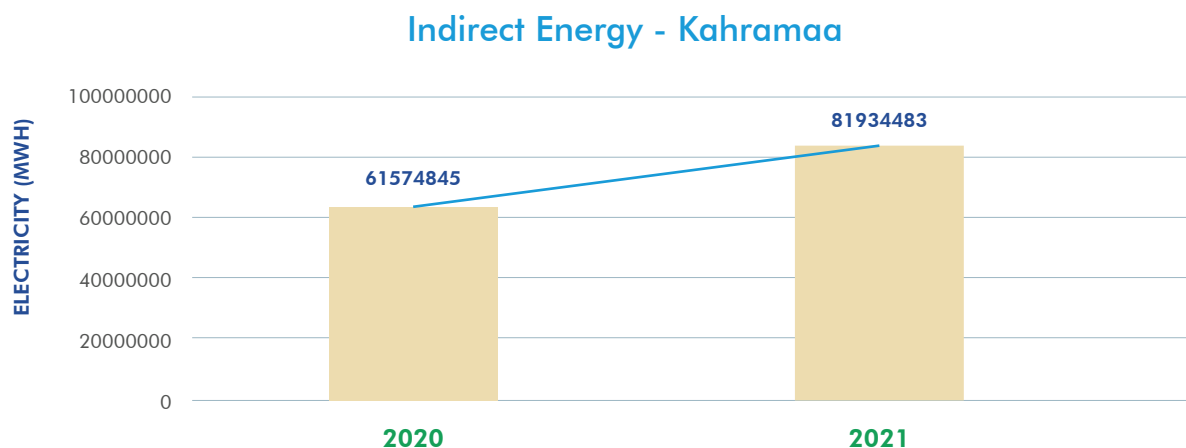
We consider climate change to be an issue that goes to the foundation of our business, we identify trends in climate-related risks and business opportunities and adopt strategies accordingly. In Qatar, Qatar Energy is the active player in this transformative journey by displacing high greenhouse gas-emitting fossil fuel energy with cleaner gas. WOQOD will play a major role in the clean energy initiatives to reduce carbon emissions.

Energy Management

At WOQOD, we recognize that an industry-wide reduction of carbon emissions is crucial to global environmental sustainability. In our operations, we drive environmental programs to manage and consistently reduce our greenhouse gas emissions, including alternative energy usage and helping to combat climate change and to build a better, healthier future.

In 2021, we continued to track our energy use derived from electricity purchased from the Qatar National Utility Company (Kahramaa) and from the transportation fleet used for delivery of our products to customers.

INDIRECT ENERGY		
	2020	2021
ELECTRICITY (KWh)	61574845	81934483
ENERGY (GJ)	213985	294962



Energy Management Initiatives – Renewable Energy

Photovoltaic (PV) system provides a way for petrol stations to reliably reduce their electricity costs, and this PV system will reduce carbon emissions from our retail operations.

WOQOD signed MoU with Siraj Energy build and operate Photovoltaic (PV) system in two petrol stations with electric charging units for light vehicles, these two new stations are expected to start operating in the middle of the third quarter of 2022 and WOQOD plans to add more Solarized petrol stations in coming years.

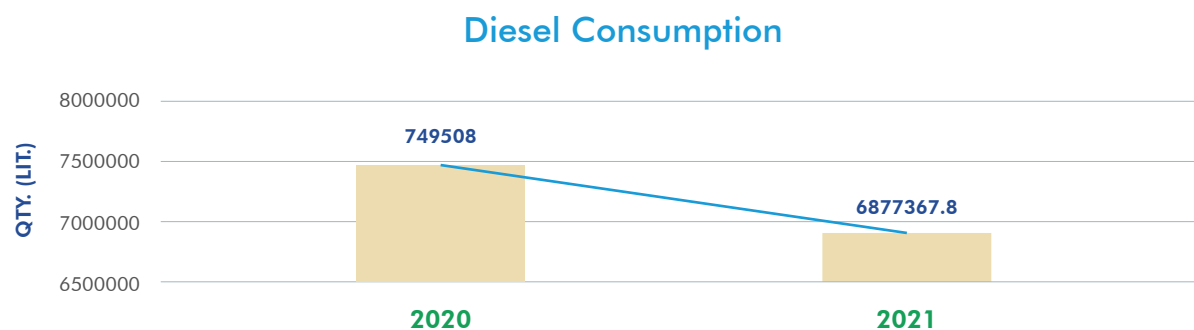
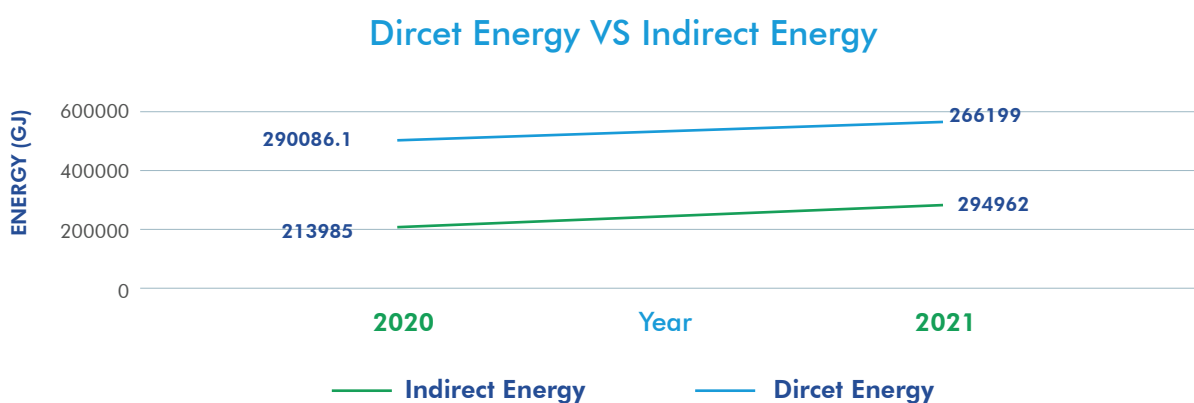


The MoU was signed by Mr. Mohammed Yousef Al Harami, Siraj Energy CEO, and Mr. Saad Rashid Al Muhannadi, WOQOD CEO.

In 2021, WOQOD signed MoU with Kahramaa for the installation and operation of electric charging units in petrol stations. Initially the charging station will be installed in sixteen (16) petrol stations and will be extended to other stations in future.

WOQOD is committed to using and purchasing energy (Kahramaa) in the most efficient, cost effective and environmental responsible manner possible.

DIRECT ENERGY		
	2020	2021
DIESEL (LITERS)	7494508	6877368
ENERGY (GJ)	290087	266199



In 2021, 8.5 % reduction in the direct energy consumption due to reduction in the distribution fleet sector.

Emission Management

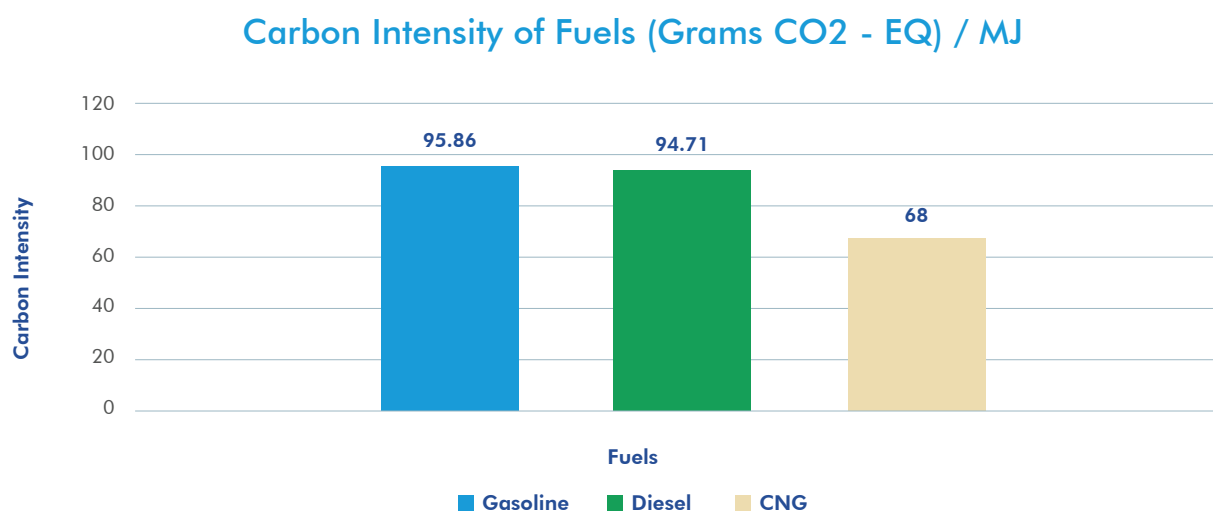
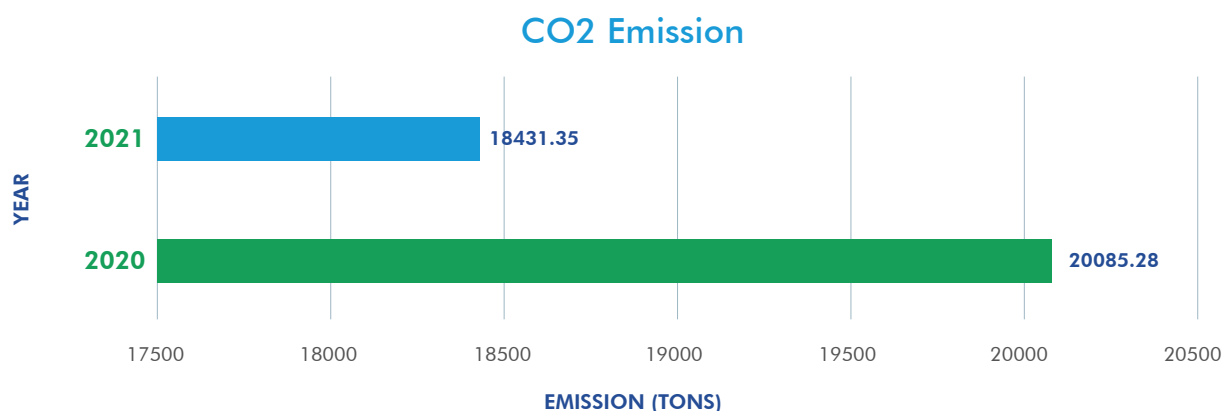
WOQOD and its subsidiaries GHG emissions is in the form of electricity purchased from third parties and use of transportation fuels such as gasoline and diesel

The company actively works to reduce our environmental impact, on the operational front, WOQOD is working on identifying emission sources and implementing emission control initiatives. We are also striving to improve our environmental performance using sustainability initiatives and implementing industrial best practices and technologies in our operations.

GHG Emission Management and control Initiatives

- Vapor Recovery Unit (VRU): In 2021, WOQOD maintenance team successfully completed activated carbon replacement in Doha Depot.
- The Ship energy efficiency management plan (SEEMP) : SEEMP is an operational measure that establishes a mechanism to improve energy efficiency of a ship as well as reduction in CO₂
- Stage – I, Vapor Recovery System: WOQOD installed Stage – 1 vapor recovery system in the truck loading bays. Gasoline vapors are collected over an absorption / adsorption system. Collected vapors are trapped in liquid form and mixed with fresh gasoline product. The system will provide cleaner and safe work environment.
- Stage – II, Vapor Recovery System in Petrol stations: The system used to capture the gasoline vapors at the vehicle fill pipe. The captured vapors are returned to the empty space in the underground storage tank at the petrol station. Stage II VRS will reduce volatile organic compound (VOC) emissions.
- Low Sulfur Fuel: Sulfur content in fuel leads to increased air pollution through emissions of harmful sulfur compounds such as sulphates, and by inhibiting the effectiveness of modern emission control devices. WOQOD distributing Low Sulfur fuels (ULSD & VLSFO) to the market.
- ULSD Fuel: Qatar Energy (QE) Refinery LGO supply has been converted successfully into Ultra Low Sulfur Diesel (ULSD) grade in Oct 2020 to a single unified grade of ULSD being supplied in Qatar

EMISSION LOAD		
	2020	2021
DIESEL FUEL (LIT.)	7494508	6877367.8
CO2 EMISSION (KG)	20085281.2	18431346
CO2 EMISSION (TONS)	20085.28	18431.35



WOQOD and subsidiaries are working in line with Qatar National Vision 2030 policy of reducing the country's carbon footprint.

WOQOD and QE are working towards expanding the CNG network in the near future, in order to meet the growing demand on CNG, as local authorities and public transport companies are looking to substitute diesel and gasoline for more environmentally friendly fuels.

In 2021, WOQOD inaugurated two (2) new CNG stations at Ras Laffan and Mesaieed. These two stations will provide the service of providing public transport buses with CNG (Maximum 960 buses per day) and overall compressor card amounting to 24,000 Sm³/hr.



“ Despite the onset of COVID-19 being a challenge, we have managed to ensure regular fuel deliveries across the country without interruption and in a timely manner. In WOQOD, we take extra care to ensure that our employees in the operational areas, distribution network, RTO's and front liners all adhere to health and safe work practices.

We implemented environmental initiatives in projects, especially focusing on resource conservation, renewable energy, emission mitigation, technology upgradation in our operation facilities. We started using a paperless delivery system in fuel distribution by introducing eDRs system with RTO handheld tablets.

In order meet the local demand, we increased the gasoline storage capacity (95R) and four (4) additional loading points in Doha Depot.

Through our VLSFO discharge pipeline modification at Ras Laffan, we were able to reduce vessel stay duration and increase bunkering volume.

We integrated QJET with WOQOD operations bringing the required synergies and consolidated operational strength. In 2021, QJET Completed refueling 79784 flights, representing 19% increase in terms of no. of flights compared to 2020. We ensured stock availability of 3.7-day sale and this will be enhanced to 10.4-day storage after completing and handing over the new facilities being constructed by HIA-MATAR. As part of the Westfield project an additional pipe between FRS and Q-Jet tank farm will be added, which will eliminate the risk of single pipe supply.

WOQOD fleet; liquid fuels and Gas, has been increased with new state of the art trucks to cope with the increase in demand as well as maintain the efficiency of the fleet by displacing long service trucks. Our aviation operations increased the refueling fleet for FIFA WC2022, by purchasing 35 additional units of Refuellers and Hydrant dispensers while we will be using new technology fueling equipment, Hydrant Cart in this year.

Our WOQOD operational team committed to stronger, ongoing efforts focused on sustainable initiatives, through its activities to contribute to achieving WOQOD sustainability goals ”.

Mr. Mubarak Ali M A AlBriki
Chief Operation officer & QJET
Commissioned General Manager

Compressed Natural Gas (CNG) Facts:

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

Water Management

WOQOD recognizes the value of natural capital and the impact of its operations on the environment.

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

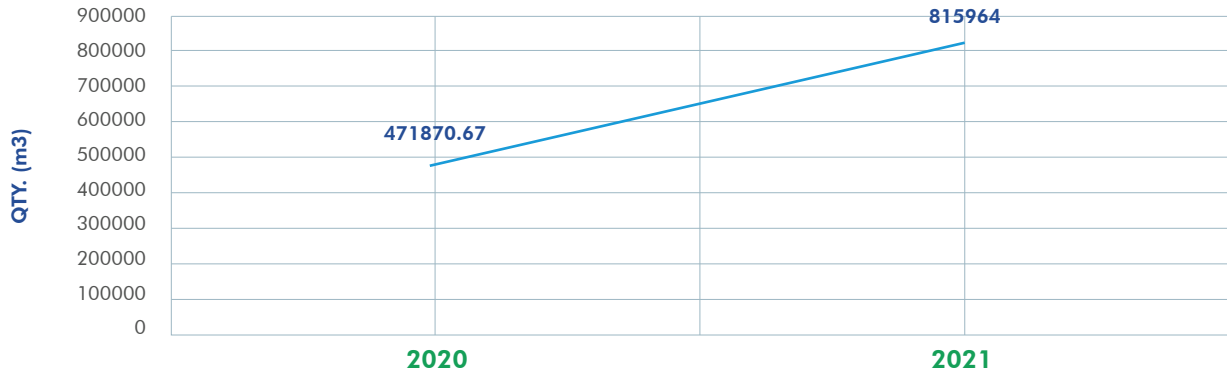
WOQOD has taken initiatives to optimize water consumption at petrol stations, i.e., for reusing/recycling of water wherever possible. Logistics and Distribution department installed water recycling system in the Doha Depot in order to recycle fleet auto-wash water.

Water conservation efforts and recycling/ reuse and adopting technological improvements in the identified locations such as car wash areas.

WATER CONSUMPTION		
	2020	2021
WATER (M ³)	471870.67	815964

We continued to track our water use, after experiencing the decline in water consumption due to pandemic, our demand returns modestly from 2020, mainly due to business recovery and new petrol stations.

Fresh Water Consumption



All new petrol stations with APC are equipped with wash water recycling system to treat and reuse water from wash bays. The treatment system dramatically reduces water consumption. By using this advanced system, we aim to save 90% fresh water and minimize our impact on environment.

Waste Management

WOQOD focused on waste reuse and waste recycling, the objective is to improve recycling rate and reduce waste to landfill facility in order to reduce environmental footprint and conserve valuable resource.

We developed a five-tiered waste management hierarchy to guide our operational team in waste management decision-making. WOQOD adopts the key principles of pollution prevention or waste elimination as a first step, followed by waste minimization and practice of responsible waste management through the application of source reduction, reuse, recycling, recovery, treatment and disposal.

In 2021, we have sent recyclable papers, plastic, batteries and used oil to the MoECC authorized recycling facility.

Sr.No.	Waste Recycled in the year 2021	Quantity	
		Qty.	Unit
1	Used Oil	778870	Liters
2	Paper	136	Tons
3	Batteries	338	Tons
4	Plastic	19	Tons

The Company promotes and implements on-site waste segregation and provides adequate support to the operational facilities to improve recyclable waste segregation.

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



New CNG stations (RLIC & MIC)

PILLAR 4

HEALTH & SAFETY





HEALTH & SAFETY

MATERIAL ISSUES:

- Occupational Health & Safety
- Process Safety

WOQOD understands that our people are our most important resource, ensuring a safe working environment is our priority.

The health and safety of our employees is of paramount importance and begins with the working environment. WOQOD committed to providing the highest standard facilities, machinery and equipment and has published corporate guidelines regarding the controls and procedures necessary to ensure the health and safety of employees.

WOQOD Integrated Management System

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

WOQOD and subsidiaries are currently certified as below

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

Policy

The IMS policies establish a direction for activities involving

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




ISO certificates awarding ceremony at Attiyah Auditorium, WOQOD Tower on 25th March 2021
Leadership team received ISO certificates from the external certification body.

HSE Performance Improvement Programs

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

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

This program is applied to all WOQOD facilities, services, employees and contractors working for or on behalf of WOQOD to its operated sites. This program is the best summarized as a three-step approach. Any identified HSE improvement categories can be aligned to elements of the IMS.



Identify areas for improvement are based on previous annual HSE performance

Identify what needs to be done to further improve HSE performance

Identify the timeline for improvement action

Emergency Response Preparedness

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

Our HSE & Fire Team conducted various mock drills periodically at all operational areas to ensure better preparedness.

QHSSE department reviews the Emergency, Response and Preparedness Plan for our all operational areas and identify gaps in emergency preparedness and involve respective owners for taking necessary mitigation methods.

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

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



Occupational Health Program

Periodic Medical Examination:

WOQOD Periodic medical examination (PME) program aims to detect susceptible workers for whom corrective actions are required before they develop overt occupational diseases. In 2021, Periodic Medical Examination (PME) completed for identified SEG's like LDO-RTO's, GO RTO's, Shafaf Pick Up Operators, Forecourt Attendants and AID Maintenance Technicians.

Heat Stress Management Program implementation

In line with regulatory regulation, WOQOD developed dedicated Heat stress management to help organization to protect our employees from health-related illness and Injuries resulting from exposure to heat.

HSE team effectively managed and implemented a Heat Stress Program in all WOQOD operational areas. There are no health-related illness and Injuries in the year 2021.

COVID19- Pandemic Management Highlight

As part COVID -19 protocol, WOQOD HSE has continued to undertake its essential role of enhancing HSE awareness, particularly in relation to prevention of the novel coronavirus (COVID-19) infection

- Health specialist referred identified staffs for Fitness to Work evaluations at Qatar Energy clinic prior to join duty.
- Swab testing referrals for COVID 19 close contacts and suspected symptomatic WOQOD staff/outsourced individuals/contractors.
- Fitness to return to work certification program thru phone consultation with Qatar Energy MC.
- HSE team arranging COVID-19 vaccine through Qatar Energy Vaccination program

Occupational Safety Awareness

To ensure health, safety and environment various capacity building sessions and discussions were held in the form of training, toolbox talks and awareness session etc.

Throughout the year, in order to ensure a healthy, productive and energized workforce and gather information on the feasibility of current practices, HSE team conducted XX awareness sessions in the operational areas and proactively interacted with employees as a sharing and learning exercise.

Integration of International Safety Management (ISM) with Integrated Management System (IMS)

WOQOD marine along with QHSSE department plans to develop and maintain an Integrated Management System across its entire operations. WOQOD marine also follows the principles of the ISO 31000:2018 Risk Management standards which are incorporated into the IMS.

The IMS developed is to be certified to the following Liberian and International Standards:

- ISO 9001:2015 Quality Management System
- OHAS 45001:2015 Occupational Health and Safety Management System
- ISO 14001:2015 Environmental Management Systems
- ISO / IEC 27001:2013 Information Security Management System

The plan is to enhance the existing ISM system with inclusion of all the above four standards under one system. The gap analysis will be jointly performed by WOQOD Marine and QHSSE. Based on the outcome of the gap analysis, the feasibility for the WOQOD marine IMS certification will be evaluated.

HSE Initiatives of the year – 2021

- HAZID/ HAZOP study revalidation & implementation for WOQOD facilities study

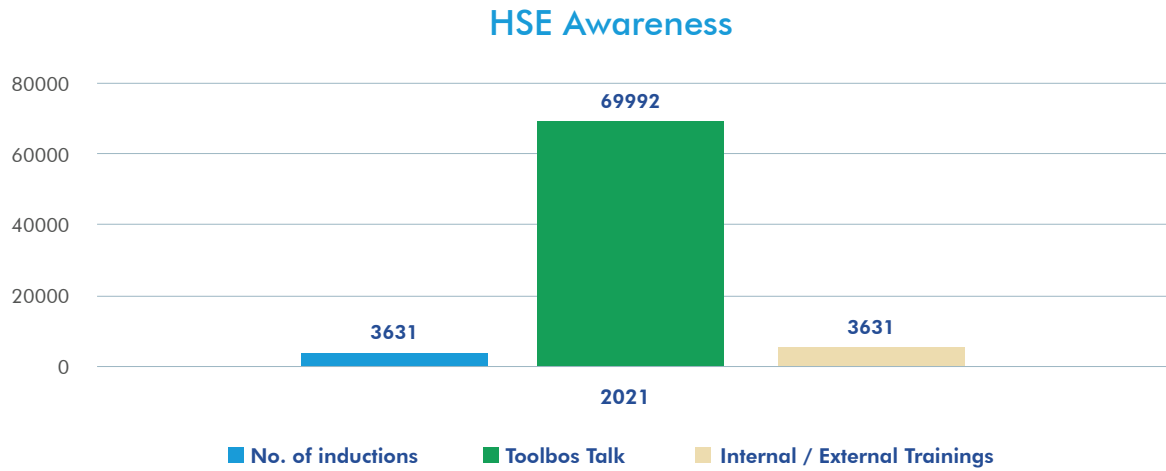
WOQOD appointed third party consultant to conduct Hazard Identification (HAZID) and Hazard and Operability (HAZOP) study review sessions for six WOQOD facilities. Among the six facilities, HAZID & HAZOP study was newly done for HFO, QJET and FRS.

- Development and Implementation of Personal Protective Equipment (PPE) internal request portal: PPE request portal that centralizes a company's PPE inventory data, automates routine tasks, simplifies tasks and reduces the time and effort required by the workforce.
- HSE training material conversion to be compatible with WOQOD e-Learning Management System (e-LMS)

WOQOD e-learning system to have more interactive content, in order to increase employee's engagement in the training / awareness session and retention of key information.

- WOQOD projects without LTI and TRC: WOQOD successfully completed tank conversion project and closed drain network project without LTI and TRC.

HSE Awareness Statistics - 2021



HSE awareness is one of the key factors to reduce incident rate. We as a team aspire to continuing to boost HSE awareness, not only within the company, but also to our external stakeholders and the industry at large.

In 2021, there has been an increased number of awareness sessions such as Toolbox talk and training when compared to 2020. All the internal and external trainings were conducted with COVID protocol. Incident rates reduced in the reporting year, HSE awareness is of the key factors to reduce incident rates.

Lost Time Incidents(LTI) & Total Recordable Cases(TRC)

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



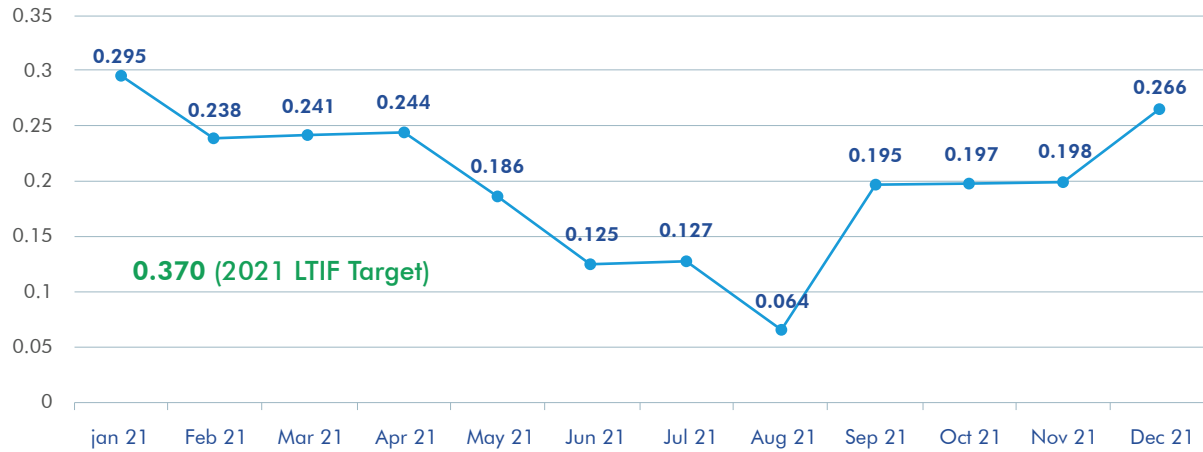
“ Despite the many complexities of the global COVID-19 pandemic, we continued to deliver on our sustainability commitment. WOQOD group Crisis Management Committee established COVID-19 management guidelines and protocols inline with the Ministry of Public Health (MOPH) and QatarEnergy to ensure that employees have a system that they use to prevent exposure in the workplace.

WOQOD successfully completed major projects without Lost Time Injury (LTI) and Total Recordable Case (TRC). Our safety performance has continually improved to achieve lower LTIF and TRC frequency rates.

We provide opportunities for local suppliers and contractors by an open tendering process, where in spending with local suppliers and contracts accounted for 84.31%.”

Mr. Ahmed Ali Merza Johar
Chief Support Services Officer

LTIF Monthly Monitoring 2021



TRCF Monthly Monitoring 2021



WOQOD achieved LTIF - 2021 target i.e. 0.353 against the Target of 0.370 and Total Recordable Injury Rate (TRIR) target is 0.899 but actual is 0.931.

Appendix 1: Main Strategic Areas

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

Appendix 2: Stakeholder Groups

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

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

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>

Appendix 2: Stakeholder Groups

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 G-4DMA G-4EC1 G-4EC4	22-30	Not Assured E&Y Assured E&Y assured
Material Aspect: Market Presence G-4DMA G-4EC6	7, 22-30	Not Assured
Material Aspect: Procurement Practices	17,19	Not Assured

Category: Environment

Material Aspect: Materials G-4DMA G-4EN1	17,19	Not Assured
Material Aspect: Energy G-4DMA G-4EN3	32,34	Not Assured
Material Aspect: Water G-4DMA G-4EN8 G-4EN9 G-4EN10	32,34	Not Assured
Material Aspect: Effluent & Waste G-4DMA G-4EN22 G-4EN23 G-4EN24	34,35	Not Assured
Material Aspect: Compliance G-4DMA G-4EN29	7	Not Assured
Material Aspect: Overall G-4DMA G-4EN31	7,43	Not Assured
Material Aspect: Employment G-4DMA G-4LA1	17	Not Assured

Category: Environment

Material Aspect: Labor Management relations G-4DMA G-4LA4	17,37	Not Assured
Material Aspect: Occupational Health & Safety G-4DMA G-4LA5 G-4LA6	40	Not Assured
Material Aspect: Training & development G-4DMA G-4LA9 G-4LA10	14,37-39	Not Assured
Material Aspect: Diversity & Equal Opportunity G-4DMA G-4LA12	37-39	Not Assured
Material Aspect: Labor Practices & Grievances Mechanism G-4DMA G-4LA16	37-40	Not Assured
Material Aspect: Non-Discrimination G-4DMA G-4HR3	36-40	Not Assured
Material Aspect: Forced of Compulsory Labor G-4DMA G-4HR6	36-40	Not Assured
Material Aspect: Anti-Corruption G-4DMA G-4SO4	27-29	Not Assured
Material Aspect: Customer Health & Safety G-4DMA G-4PR1	40	Not Assured
Material Aspect: Marketing Communication G-4DMA G-4PR7	20,37	Not Assured

Appendix 3: Topic Specific Disclosure

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

GRI Disclosure code	Topic Specific Disclosure	Reference Page
Economic Performance		
201-1:	Direct economic value generated and distribute	24
Employment		
413-1:	Operations with local community engagement, impact assessments, and development programs	29 & 30
401-1:	New employee hires and employee turnover	30 & 31
405-1:	Diversity of governance bodies and employees	32
404-1:	Average hours of training per year per employee	34,35 & 36
405-1:	Diversity of governance bodies and employees	37
Procurement		
308-1:	New suppliers that were screened using environmental criteria	38
Employee Benefits		
404-3:	Percentage of employees receiving regular performance and career development reviews	40
201-3:	Defined benefit plan obligations and other retirement plans	40

GRI Disclosure code	Topic Specific Disclosure	Reference Page
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Environment		
307-1:	Non-compliance with environmental laws and regulations	43
302-1:	Energy consumption within the organization	44
302-3:	Energy intensity	44
302-4:	Reduction of energy consumption	46
305-1:	Direct (Scope 1) GHG emissions	45
305-2:	Energy indirect (Scope 2) GHG emission	45
305-4:	GHG emissions intensity	46
306-2:	Waste by type and disposal method	47
303-1:	Interactions with water as a shared resource	48 & 49
303-3:	Water withdrawal	48
303-4:	Water discharge	47
303-5:	Water consumption	48
306-2:	Waste by type and disposal method	47

Health & Safety		
403-1:	Occupational health and safety management system	53
403-2:	Hazard identification, risk assessment, and incident investigation	
403-3:	Occupational health services	
403-4:	Worker participation, consultation, and communication on occupational health and safety	57 & 59
403-5:	Worker training on occupational health and safety	59

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