

QEWC 2022 Sustainability Report

BUILDING A FOUNDATION FOR SUSTAINABLE GROWTH



شركة الكهرباء والماء القطرية ش.م.ق

QATAR ELECTRICITY & WATER CO. Q.P.S.C.

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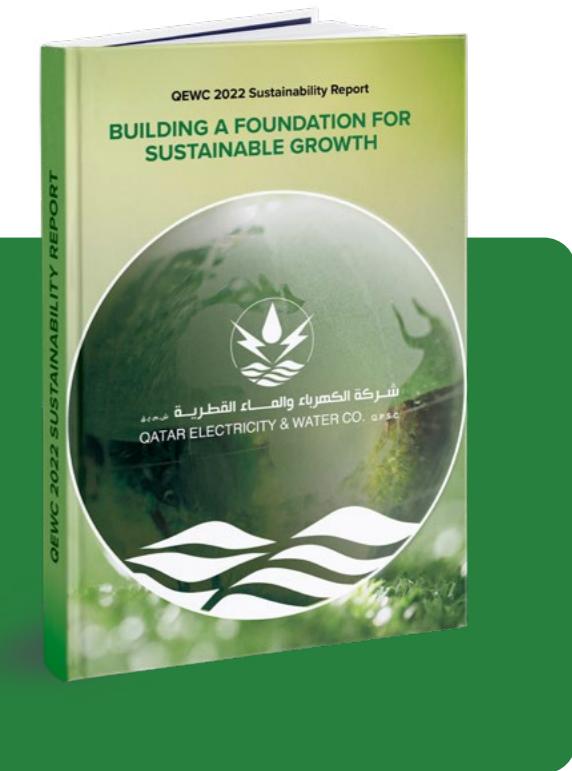
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ABOUT THE REPORT

Our report adheres to the disclosure standards and responsible business principles established by the Qatar Stock Exchange (QSE). Furthermore, it integrates our efforts towards advancing the United Nations' Sustainable Development Goals (SDGs) and the Qatar National Vision 2030 (QNV 2030). In the spirit of transparency, we have included both our accomplishments and areas for improvement.

The report covers the 2022 calendar year (ending on 31st December), unless explicitly stated otherwise.

The data presented pertains to Qatar Electricity and Water Company's (QEWC) fully owned assets, while excluding any information related to joint ventures, external contractors, suppliers, and clients, unless explicitly stated otherwise. All financial data is expressed in Qatari Riyals (QAR).



We welcome any feedback regarding this report:



Sustainability.feedback@qewc.com



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Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the ways in which QEWC intends to conduct its activities. Forward-looking statements could be identified using terminology such as "plans," "aims," "assumes," "continues," "believes," or any variations of such words that certain actions, events, or results "may," "could," "should," "might," "will," or "would" be taken or be achieved.

QEWC has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond QEWC's control and therefore do not represent a guarantee that the events implied in these forward-looking statements will occur.

MESSAGE FROM OUR CHAIRMAN



H.E. SAAD BIN SHERIDA AL-KAABI
MINISTER OF STATE FOR ENERGY AFFAIRS
CHAIRMAN OF THE BOARD

I am pleased to present QEWC's inaugural Sustainability Report, which showcases our unwavering dedication to shaping a sustainable future.

Sustainability lies at the heart of our operations as an organization in the fields of power generation and water desalination. We recognize the importance of environmental responsibility and social well-being, ensuring equitable access to essential services. We strive to meet stakeholder expectations and contribute to Qatar National Vision (QNV) 2030 and the United Nations Sustainability Development Goals.

Our utmost objective is to drive prosperity for the State of Qatar, aligning our operations with the Qatar National Vision 2030, launched and guided by His Highness the Amir, Sheikh Tamim Bin Hamad Al Thani. This vision emphasizes the development of our nationals and society as a whole, promoting knowledge, culture, and a healthier environment for the people of Qatar.

As we navigate the dynamic landscape of sustainable development and aspire to be the leading power and water generation entity in the Middle East, we have developed a comprehensive sustainability framework. This framework revolves around three pillars: Conducting responsible business, Conserving the ecosystem, and Enriching our talents.

As a responsible operator, we ensure clean, reliable, and affordable power and water for Qatar's population. In 2022, our water plants achieved an impressive level of uninterrupted service to fulfil our commitment in meeting the Qatar grid requirement. We consistently maintained a high level of availability, ensuring reliable operations and minimal downtime. Similarly, our power plants demonstrated remarkable performance in terms of availability and reliability, confirming their dependability in meeting the energy demands of the region. Furthermore, our unwavering dedication to the well-being of our local community is evident in the positive impact we make through targeted community investments. This year, we allocated over 1 million QAR to initiatives that directly benefit the community, reflecting our commitment to prioritize their needs and address their feedback.

In our efforts to preserve the ecosystem, we have intensified our focus on reducing greenhouse gas emissions by embracing eco-friendly solutions. Additionally, we actively promote sustainable water practices, including minimizing water withdrawal and safeguarding seawater quality by reducing water discharge.

As an ambitious organization, we are dedicated to attracting and retaining top-tier talent. We prioritize the growth of our workforce by providing a safe and healthy work environment along with ample professional development opportunities. We adhere to Qatarisation requirements and strive to be the preferred employer for Qatari nationals, placing their recruitment and career advancement at the forefront of our priorities.

We express our sincere gratitude to our valued stakeholders for their continuous support throughout our sustainability journey. We acknowledge that sustainability is an ongoing and perpetual commitment, and we remain dedicated to consistently creating value for our society. With ambitious goals for the future, we eagerly anticipate advancing together on this shared path towards a more sustainable and prosperous future.



As we navigate the dynamic landscape of sustainable development and aspire to be the leading power and water generation entity in the Middle East, we have developed a comprehensive sustainability framework.

MESSAGE FROM OUR MANAGING DIRECTOR AND GENERAL MANAGER



MOHAMMED NASSER AL-HAJRI
MANAGING DIRECTOR & GENERAL MANAGER

I am pleased to present our inaugural Sustainability Report, which reflects our commitment to building a more sustainable future. Our progress over the last few years towards developing a sustainability-oriented mindset and framework has been significant. We have taken all necessary action including but not limited to appointing an ESG specialised consultant to ensure we are on the right track, and we are preparing to certify our operations in accordance with internationally recognised schemes such as ISO 14001 and ISO 45001. This approach will minimise our environmental impact and maximise the safety of our people.

Our Sustainability Framework, developed in 2022, forms the basis of our sustainability efforts. It identifies the key areas that require attention, while reflecting our commitment to providing clean, reliable, and cost-effective power and water to the people of Qatar. Our framework is based on three pillars: Conducting responsible business, Conserving the ecosystem, and Enriching our talents.

We are proud to have achieved significant results in these areas. During the World Cup 2022 in Qatar, the availability of our power and water plants were respectively over 98% and almost 100%, we have made considerable reductions in GHG emissions and water consumption, and we have the lowest ever voluntary turnover rate. These accomplishments reflect our dedication to being an environmentally friendly organization and safeguarding the health and wellbeing of our people.

We are grateful for the continued support of our people, customers, business partners, and all QEWC's stakeholders. Without their support, we would not be able to achieve our sustainability goals. As we move forward, we are excited to see what we can achieve together in the coming year.

Looking ahead, we will continue to prioritise our sustainability efforts and set more ambitious goals. We are committed to taking the necessary steps to reduce our environmental impact, promote a sustainable future, and ensure that our operations are safe and efficient.

Finally, we would like to thank our readers for taking the time to read our Sustainability Report. We hope you find it informative and insightful, and we welcome any feedback you may have.



Looking ahead, we will continue to prioritise our sustainability efforts and set more ambitious goals. We are committed to taking the necessary steps to reduce our environmental impact, promote a sustainable future, and ensure that our operations are safe and efficient.

2022 ESG HIGHLIGHTS

Throughout the year, we have made significant strides in advancing our ESG priorities. Our achievements demonstrate a commitment to sustainability and social responsibility, which are essential for building trust with stakeholders, including investors, customers, and employees. Overall, we are proud of contributing to a more sustainable and equitable future for all through our ESG accomplishments.



Conducting Responsible Business



Maximum availability & reliability during World Cup 2022



87% procurement spending on local suppliers



1.34 mQAR in community investment



Zero incidents for **corruption** since inception



Conserving the Ecosystem



Consent to Operate released by MoECC for 3 years



-6% Energy & GHG Intensities over the past two years



-12% Water Intensity over the past two years



-26% turnover rate in two years



Enriching Our Talents



2nd RoSPA
Gold Award consecutively



13,348 hours of training



0.47 median male to female compensation

ABOUT QEWC

QEWC ranks one of the largest companies in the Middle East region in the fields of power generation and water desalination and is a main supplier of electricity and water in the State of Qatar, with a market share of 55% of electricity and 73% of water.



QEWC is a Qatari Public Shareholding Company established in accordance with Qatari Commercial Companies Law in 1990. The company's primary business is to own, operate and sell electricity and water.



The Company currently owns and operates three Power Generation stations and six Water Desalination stations¹. QEWC also holds a 40% to 80% stake in all Fuel Gas fired Power Generation and Water Desalination stations in Qatar.

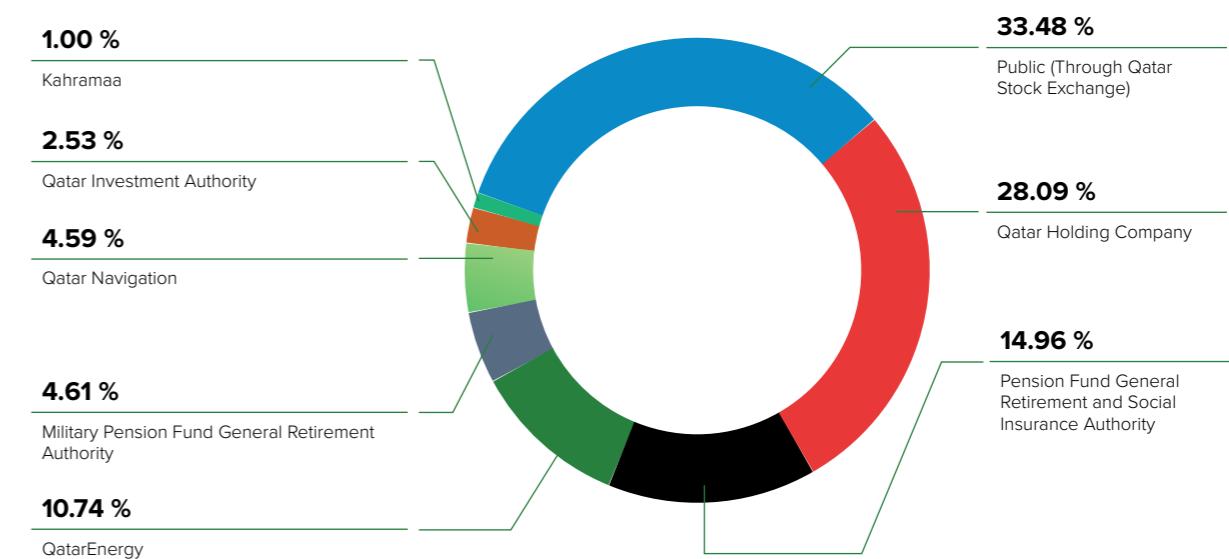
Furthermore, QEWC owns 60% of the shares directly and 40% of the shares indirectly through its fully owned subsidiary, Ras Laffan Operating Company, in Nebras Power Company. Since its inception in early 2014, Nebras Power has built a diversified power portfolio of over 1.8 GW of quality assets (gas, coal, solar, wind, hydro) distributed over

The fuel for all the power and water stations in Qatar is natural gas and all Power and Water Purchase Agreements (PWPA) are backed by Fuel Supply Agreements (FSA) with QatarEnergy, the sole gas supplier in Qatar.

different countries (Oman, Jordan, Indonesia, Brazil, Netherlands, Ukraine, Bangladesh, Australia etc.) and aims at expanding its business to be more than 5 GW within the next few years.

The equity-adjusted current power assets of QEWC in Qatar amount to 6,264 Mega Watt (MW), while the equity-adjusted current water assets are at 394 million Imperial Gallons per Day (MIGD).

QEWC's ownership in 2022² was as follows:



¹Dukhan water plant was owned and operated till the 31st of December 2022 and was then shut down. As from 1st January 2023, therefore, the company fully owns and operates five water plants.

²The percentages were revised in March 2023, so at the moment of the publication of this report, QEWC's ownership is slightly different.

JOINT VENTURES

In order to expand its portfolio, QEWC has invested in acquiring shares in all of the national utility companies and now partially owns (but does not operate) the following³:

Ras Laffan Power	
Location	Ras Laffan, Qatar
Ownership:	80%
Power Capacity:	756 MW
Water Capacity:	40 MIGD


RLPC
Safe, Clean And Reliable
Power & Water

Qatar Power	
Location	Ras Laffan, Qatar
Ownership:	55%
Power Capacity:	1025 MW
Water Capacity:	60 MIGD


Qatar Power

Messaieed Power	
Location	Messaieed, Qatar
Ownership:	40%
Power Capacity:	2007 MW
Water Capacity:	N/A


M POWER

Ras Girtas Power	
Location	Ras Laffan, Qatar
Ownership:	45%
Power Capacity:	2730 MW
Water Capacity:	63 MIGD


RAS GIRTAS POWER

Nebras Power	
Location	West Bay, Qatar
Ownership:	100%


نبراس لطاقة
Nebras Power

Umm Al Houl Power	
Location	Umm Al Houl, Qata
Ownership:	60%
Power Capacity:	2520 MW
Water Capacity:	198 MIGD


أم الدبى للطاقة
UMM AL HOUl POWER

Siraj Energy	
Location	Al Kharsaah, Qatar
Ownership:	49%
Power Capacity:	800 MW


سراج لطاقة
SIRAJ ENERGY

OUR VISION, MISSION AND VALUES



Vision

To be the leading power generation and water desalination company in the Middle East.



Mission

Our mission is to Motivate our employee to work congenially towards positive growth. Partnering with our customers to ensure success. Operate in a clean and safe environment. Create wealth for our shareholders.



Values

Social responsibility, integrity, innovation, teamwork.

³Please note that as from 2023 QatarEnergy took over QEWC's shares in Siraj Energy

Click here to find out more or visit <https://www.qewc.com>

QEWC'S 2023-2028 BUSINESS PLAN

In 2022, we developed a five-year business plan aimed at achieving a strong financial standing both in the short and long term. The plan identifies sources of revenue and expenditures for the coming years and enables our management to analyse the details of the organization's current and future activities, resources, and objectives. The business plan prioritises four dimensions:

Maintaining proactive health, safety, and environmental performance

Optimizing commercial operations performance

Achieving optimal financial performance

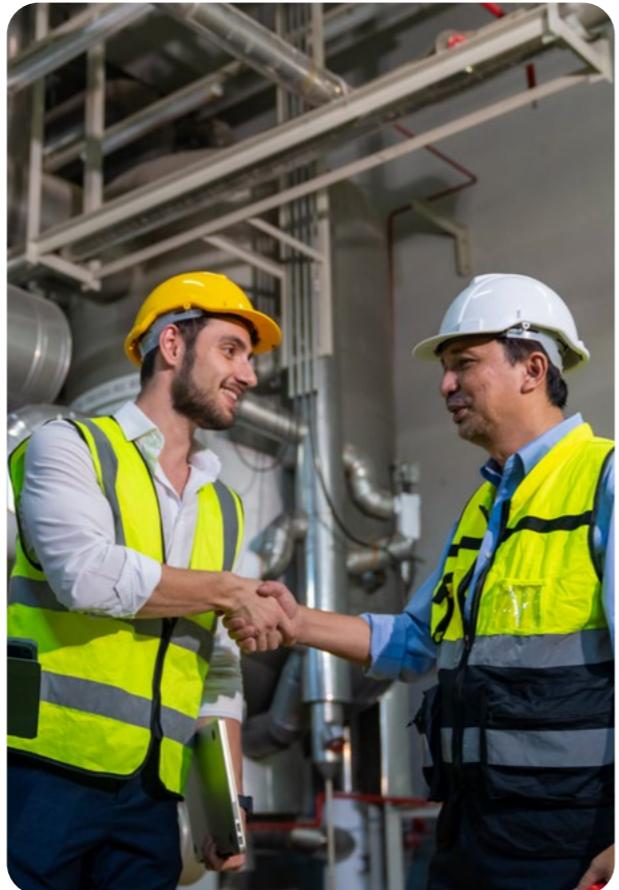
Promoting people development

The organization has acknowledged the importance of increasing its efforts to ensure environmental compliance and management, particularly in regard to greenhouse gas (GHG) emissions and waste management.

Among our core principles is the safety of our personnel and therefore we have identified specific initiatives to prioritise safety, such as developing a safety culture, providing safety training to employees, and implementing a certified management system.

To evaluate our performance regularly and thoroughly against established targets and objectives, we have established Key Performance Indicators (KPIs) for each strategic priority.

At QEWC, we firmly believe that the new business plan, which emphasises responsible growth, will enhance stakeholder engagement throughout our value chain leading, in turn, to improved financial value creation.



2 ESG strategic priorities:



Maintaining proactive health, safety, and environmental performance



People development

OUR SUSTAINABILITY APPROACH

At the core of our operations is a dedication to utilizing eco-friendly technologies to achieve reliable and efficient power and water generation, with an unwavering focus on safety and quality.

Collaborating closely with our customer is a fundamental aspect of our approach, enabling us to create value for our stakeholders while positioning ourselves as the foremost industry leader in power and water generation throughout the Middle East.



SUSTAINABILITY GOVERNANCE

At QEWC, our senior management is fully committed to the implementation of Sustainable Development practices. As part of the current organizational structure, the Chief Executive Officer (CEO) is responsible for leading the company's sustainability reporting and is directly accountable to the Managing Director and General Manager (MD/GM). Additionally, several other departments in the organization provide support for sustainability initiatives and reporting. Furthermore, various committees support the Sustainability Management function, as described on pages 25 and 26. While not all the topics discussed in these committees are related to sustainability, several areas related to sustainability are consistently addressed. Going forward, the company plans to include devoted sustainability issues as standard agenda items in these meetings.

The CEO has also a dedicated Senior Advisor with the primary responsibility of ensuring the plants' sustainable operations. The Advisor's team, comprising focal points from the relevant

departments such as operations, environment, procurement, and health and safety, collaborates with the Advisor to achieve the organization's continuous progress towards a more sustainable business model. In addition, an ESG specialised consultant was hired to ensure that we are on the right track meeting the ESG requirements of Qatar Stock Exchange and Qatar National Vision 2030.



At QEWC, our senior management is fully committed to the implementation of Sustainable Development practices.



SUSTAINABILITY FRAMEWORK

At QEWC, we generate electricity and water using environmentally friendly technologies. Our core values guide our strategies and operational decisions, we prioritise safety in all that we do and are committed to clean and sustainable energy generation and water production.

We strive to make the environment and communities around us better places to live, and we uphold the highest ethical standards in all our operations.

Our passion for excellence and personal accountability drives us to treat everyone with respect, value diverse talents and experiences, and achieve a high proportion of local employees for the maximum benefit of our company and the State of Qatar.

With these priorities in mind, and through a comprehensive review of our organization, our peers, and international standards, we have identified the sustainability issues that are of the highest relevance for our organization, which have guided us in the development of our first Sustainability Framework. The Framework is based on three ESG pillars and eleven focus areas. This framework serves as a continuous guide for our operations and emphasises our intention to grow as a sustainable organization. In 2022, we mapped the issues to 10 out of the 17 UN SDGs.

SUSTAINABILITY PERFORMANCE



CONDUCTING RESPONSIBLE BUSINESS

QEWC is dedicated to providing clean, reliable, and cost-effective power and water to the people of Qatar. At QEWC, we strongly believe in conducting business with robust governance and respect for business ethics and human rights.

At the core of our risk management strategy, we prioritise the need to ensure business continuity and reliable services. Our organization places a high priority on infrastructure efficiency and availability, ensuring growth not only for the company and its shareholders, but for the entire country as well.

In addition to our core services and products, we also engage in activities that promote livelihoods and well-being, supporting the community in which we operate.

CONSERVING THE ECOSYSTEM

To maintain compliance with national and international regulations and improve performance, during 2022 we developed an environmental management system which culminated in a gap analysis carried out last December to assess the alignment of the system to ISO 14001 requirements. This system focuses on monitoring greenhouse gas emissions, particularly those from the combustion of natural gas.

In addition to reducing our emissions, we are committed to implementing sustainable water practices that will benefit the water-scarce region in which we operate. Furthermore, we have defined a comprehensive plan for the safe management of waste, which includes measures to reduce, reuse, recycle, and appropriately store or dispose of it.

ENRICHING OUR TALENTS

At our company, we place a high priority on safety, developing safe systems, and promoting safety awareness among our employees and contractors. We manage all work-related hazards to reduce associated risks to a practical minimum.

In addition to our focus on safety, we implement an Human Resource (HR) strategy that emphasises recruiting, developing, managing, and rewarding talented staff with the core competencies required to meet Qatarisation requirements and the company's strategic plan. This includes emphasizing performance management, offering a planned career path, investing in staff retention through appropriate remuneration and benefits, and implementing succession planning. We strive to offer an inclusive and fair work environment to all employees.

We have mapped out our contributions towards the SDGs to better comprehend which areas we can make the greatest impact in. We have also identified specific Key Performance Indicators (KPIs) for each pillar of the framework. These KPIs help us track our performance, and ensure that we are on the right path towards achieving our goals, and allows to identify where we need to concentrate our greatest efforts:

FOCUS AREA	UN SDGs		KPIs	
Conducting Responsible Business	Power and water reliability	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	<ul style="list-style-type: none"> Average availability of plants (%) Average reliability of plants (%)
	Corporate governance and business ethics	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 		<ul style="list-style-type: none"> Independent directors on the Board (%) Female directors on the Board (%)
	Enhancing community livelihoods	8 DECENT WORK AND ECONOMIC GROWTH 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Conserving the Ecosystem	Environmental stewardship	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 		<ul style="list-style-type: none"> Non-conformities recorded during third party audits for ISO 14001 certification⁴ Number of financial and non-financial sanctions
	Climate action	13 CLIMATE ACTION 		<ul style="list-style-type: none"> Total amount of energy used (GJ) Energy Intensity (TJ consumed/TJ produced) Renewable energy consumption (GJ) Total GHG emissions (tonnes of CO₂eq) GHG emissions intensity (tonnes of CO₂eq / TJ energy produced)
	Sustainable water practices	14 LIFE BELOW WATER 		<ul style="list-style-type: none"> Total water use (m³) Water recycled (%)
	Waste management	14 LIFE BELOW WATER 	15 LIFE ON LAND 	<ul style="list-style-type: none"> Total waste produced (kg) Waste recycled (%)
Enriching Our Talents	Health, safety and wellbeing	8 DECENT WORK AND ECONOMIC GROWTH 		<ul style="list-style-type: none"> Number of fatalities among employees and contractors Number of injuries among employees and contractors
	Talent acquisition and management	3 GOOD HEALTH AND WELL-BEING 	8 DECENT WORK AND ECONOMIC GROWTH 	<ul style="list-style-type: none"> Number of employees Hours of training per employee (h/employee) Employee turnover rate (%) Employee wages and benefits (mQAR)
	Qatarisation	8 DECENT WORK AND ECONOMIC GROWTH 		<ul style="list-style-type: none"> Qatarisation at all levels (%)
	Inclusiveness and diversity in the workplace	5 GENDER EQUALITY 		<ul style="list-style-type: none"> Percentage of women employees (%) Median male salary to median female salary

⁴We will report on this KPI later when the certified ISO 14001 EMS will be in place.

CONDUCTING RESPONSIBLE BUSINESS

At QEWC we prioritise providing clean, reliable, and affordable power and water to the people of Qatar. The company conducts business with strong governance and respect for human rights, prioritizing business continuity by focusing on infrastructure efficiency and availability.

We engage in activities that promote livelihoods and well-being, supporting the local community.



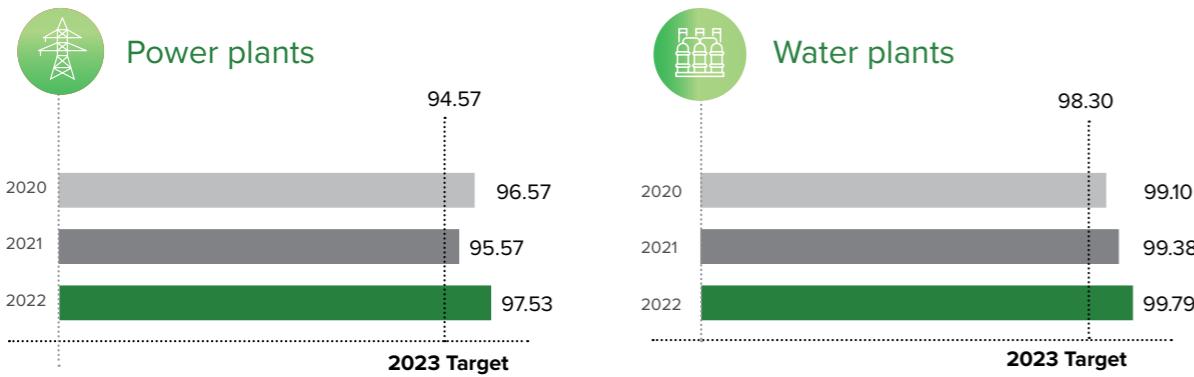
Focus Area	KPI	2022 Performance
Power and water availability	Average availability of plants	Power: 97.53 % Water: 99.79%
Power and water reliability	Average reliability of plants	Power: 99.77 % Water: 99.92%
Corporate governance and business ethics	Independent directors on the Board	55 %
	Female directors on the Board	0%
Enhancing community livelihoods	Community Investments	1.34 mQAR
	Pre-tax profits invested in the community	0.077 %
	Spending on local suppliers	87 %

POWER AND WATER AVAILABILITY AND RELIABILITY

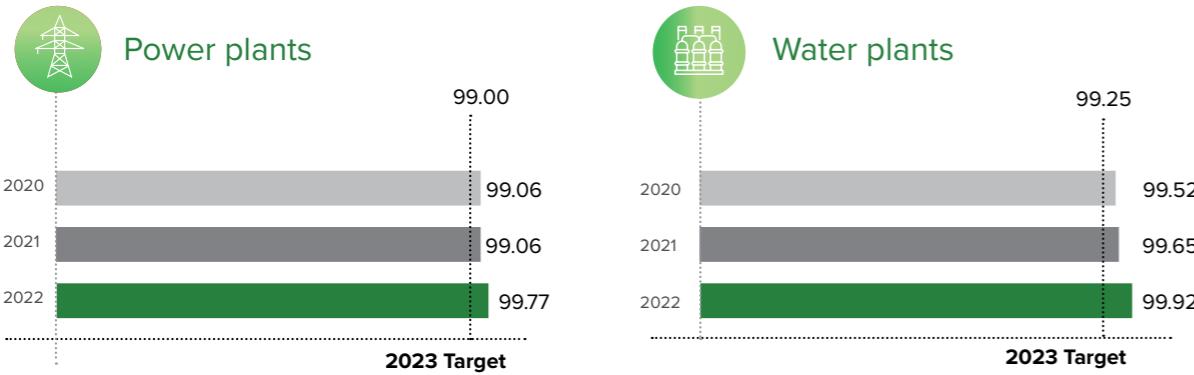
Availability of clean water and electricity is a crucial factor for industrial development, social welfare, and healthcare. It is a fundamental infrastructural need for the development of any country to secure a reliable supply of these utilities. As the largest Power and Desalination company in Qatar, QEWC plays a significant role in supporting the country's rapid economic growth.

In 2022, we conducted a comprehensive assessment of the risks affecting the business, in line with the Risk Management Committee Charter.

Average availability⁵ (%)



Average reliability⁵ (%)



⁵Please note that availability refers to the accessibility of machines to Kahramaa. It can be calculated using the formula: Availability = 100 - (planned outage + forced outage). The higher the availability of machines, the more dependable they are for Kahramaa. The availability factor directly impacts the overall reliability of the system. Reliability is instead a measure of how often machines experience forced outages. It is calculated as: Reliability = 100 - forced outages. Planned shutdowns or maintenance outages, being controlled maintenance activities, do not contribute to the reduction in reliability. Therefore, reliability solely focuses on forced outages, which are unforeseen occurrences.

Despite our already impressive achievements in terms of asset reliability and availability, measures have been implemented to enhance performance and security, including the establishment of a Cyber Security structure. We hired a dedicated Information Security Officer and implemented Cyber Security Policies and Procedures. QEWC is continually working for Cyber resilience to continuously deliver the intended outcome. Special budget has been allocated for Cyber Security Projects which includes planned security and Governance, Risk Management, and Compliance (GRC) assessments and follow a PDCA (Plan Do Check Act) cycle to

implement information and cyber security controls, in-line with Qatar regulatory framework.

To further enhance the availability of Office IT infrastructure, a Disaster Recovery Site for the Data Centre is being considered and budgeted for 2023.



Maximum availability and reliability during World Cup 2022



During the months of November and December 2022, QEWC encountered a significant challenge in meeting the peak demand for energy and water due to the World Cup. However, through the implementation of best maintenance practices and optimised operating regimes, the organization was able to maintain maximum plant availability and reliability. To achieve this, we addressed major and significant equipment defects well ahead of the World Cup event. We also ensured that all critical spare parts were readily available. Emergent outages were managed and completed prior to the World Cup, while other non-critical outages were postponed until after the event. This achievement was celebrated with a dinner hosted by the MD/GM of QEWC.

CORPORATE GOVERNANCE AND BUSINESS ETHICS

Integrity is upheld by QEWC in all of its operations. The company is committed to maintaining the highest ethical standards, striving to act with honesty and transparency in all aspects of its business.

In order to promote the dissemination of its values throughout the entire organization, QEWC publishes and adheres to an Ethics Code of Conduct (all company policies can be found [here](#) or visit <https://www.qewc.com/qewc/en/documents/>). This code outlines the principles and guidelines that employees are expected to follow to ensure

ethical behaviour and decision-making across all levels of the company. The policy is disseminated to all employees via the intranet-based Document Control System, and it is required that employees confirm their comprehension of the policy. In the event of any queries, employees are encouraged to reach out to the HR department for clarification. The HR department is actively informing current and new staff members to review and acknowledge the Code. QEWC expects all its employees to act in alignment with the Code and use it as a reference point when dealing with all stakeholders, such as entities, colleagues, customers, suppliers, and regulators.



BOARD OF DIRECTORS

The Board of Directors plays a crucial role in the overall management and success of QEWC by providing strategic guidance, oversight, and accountability, ensuring the organization operates in the best interests of its stakeholders and is

positioned for thriving in the long-term. QEWC's board is composed of 11 Members, which are all males, and 55% of which are independent:

Board Structure	2020	2021	2022
Number of independent directors on the Board of Directors	6	6	6
Independent directors on the Board (%)	55	55	55
Number of male members of the Board of Directors	11	11	11
Number of female members of the Board of Directors	0	0	0

As per the Articles of Association (AOA) the Board of Directors consists of eleven members, identified as follows:

1. State representatives:
 - a. The Minister of Energy as Chairman,
 - b. A member appointed by QatarEnergy as its representative,
 - c. Two members appointed by Qatar Investment Authority, representing Qatar Holding Company. One of them shall be the Vice Chairman of the Board.
 - d. A member appointed by the General Retirement and Social Insurance Authority (Civil Pensions Fund) as its representative.
2. Representatives of the Private Sector: six members are elected by the rest of the shareholders through the Ordinary General Assembly of the Company in accordance with a cumulative voting method.

While the whole company's management team is committed to sustainability, the CEO actively leads the company's sustainability reporting. The

CEO reports directly to the Managing Director and General Manager (MD/GM). The latter attends the board meetings as a member and can lead committees whenever assigned by the Board but is not allowed to act as chairman, as there is already a vice chairman designated in the board to act as chairman in his absence. The CEO is not part of the Board and is not allowed to act as chairman, however he can lead committees whenever assigned by the Board through the MD/GM.

To support the company's journey towards becoming a more sustainable business, the Management has nominated the following committees:

- **Health, Safety and Environment (HSE) Committee:** The mission of this Committee is to develop and promote a healthy and safe environment not only for employees and contractors, but also for visitors, the general public to our sites and all those who may have some interest in the areas affected by our activities. The HSE Committee holds meetings every month, in which the CEO, the department Managers, the Section Head, Engineer and staff representing each department take part.

- **Asset Valuation Committee (AVC):** The AVC is responsible for the financial management of assets intended for sale and keeps proper records for such items.
- **Tender and Purchase Committee (TPC), Small Purchase Committee (SPC), and IT Assets Committee (ITC):** The role of these committees within their financial limits is to review and supervise the procurement processes to ensure that QEWC's best interests are always ensured and that the provisions of the Procurement Policy are being adhered to.
- **Employee Relation Committee (ERC):** The committee, chaired by the MD/GM and comprising the CEO and HR Manager, facilitates seamless communication between employees and top management, handling suggestions, complaints, and grievances via an online form accessible to all employees.
- **Risk Management Committee (RMC):** In line with QEWC's unwavering dedication to robust corporate governance practices, the Board of Directors has established a comprehensive risk assessment and management process. This encompasses a wide array of risks, such as financial, legal, and operational, all of which impact QEWC's corporate identity, reputation, and ethical framework. Chaired by the CEO, the RMC comprises the CEO's Advisor, a Cost & Budget Controller, and the Head of Internal Audit, pooling their expertise to ensure effective risk mitigation and strategic decision-making.
- **Audit Committee (AC):** The Board of Directors appoints the Audit Committee to support its oversight responsibilities in maintaining a balanced, transparent, and integrity-driven financial reporting process. The committee plays a crucial role in monitoring the company's internal control and risk management system, ensuring compliance with laws, regulations, and QEWC's Codes of Business Conduct. By upholding these standards, the committee enhances transparency and reinforces the company's commitment to ethical business practices.

VOTING PROCESS

During the general assembly, voting may be conducted through various means, including raising hands, electronic voting, secret polling, or any other method that the assembly deems appropriate. The announcement of the results occurs during the Annual General Meeting (AGM). The outcome of the voting process is made public to the Qatar Financial Market, but not the detailed voting results.



REMUNERATION

To ensure equitable compensation, at QEWC we have established clear criteria for determining remuneration, taking a more holistic approach to executive compensation that considers a broad range of factors beyond just financial performance. This includes incorporating environmental, social, and governance (ESG) metrics into executive compensation plans to incentivise sustainability and ethical practices alongside financial performance. We believe that this approach benefits both the company and shareholders, motivating top executives to work towards achieving strategic objectives and creating value for shareholders.

The organization's five key performance indicators (KPIs) have an impact on remuneration and performance targets, particularly in regard to the annual bonus structure. The KPI are as follows, ranked based on the weight of each for determining the bonus: Health and Safety, Plant Commercial Availability, Plant Budget, Environment and People Development.

These metrics are carefully designed to align with the company's strategy, values, and risk appetite, with challenging yet achievable targets and rewards commensurate with performance achieved. This approach ensures that executive compensation is fair and reflective of both financial and non-financial performance.

CORRUPTION AND BRIBERY

To safeguard against unfair and corrupt practices, in 2023 our organization has diligently instituted the Anti-Bribery and Corruption Policy (all company policies can be found [here](#) or visit <https://www.qewc.com/qewc/en/documents/>). This comprehensive policy strictly prohibits any form of influence, direct or indirect, through the offering, payment, or promise of bribes or any unethical means that can tarnish our reputation for honesty and integrity. By promoting transparency and fairness, the policy mitigates the risk of conflicts of interest and actions incompatible with our code of conduct, ensuring the highest standards of business ethics are upheld.

By adhering to this policy, our organization maintains its commitment to ethical business practices while fostering a culture of compliance throughout the company. The Anti-Bribery and Corruption Policy extends to all employees, explicitly forbidding them from engaging in bribery, whether through monetary transactions or other valuable items, in order to gain improper advantages. Furthermore, the policy strictly prohibits employees from accepting gifts, entertainment, or valuable items from contractors, suppliers, customers, landlords, sponsors, or any other entities with whom our company engages in commercial activities.

Our dedication to implementing this policy reinforces our commitment to integrity and ethical behaviour. By raising awareness and providing clear guidelines, we establish a robust framework to prevent bribery and corruption, preserving our organization's reputation and promoting a trustworthy business environment.

Additionally, at QEWC we have implemented a Conflict-of-Interest policy and Insider Trading Policy to prevent any potential conflicts that may arise if an employee or their family members have any direct or indirect interests in any entity that has business relationships with the organization.

The organization's diligent efforts in pursuing ethical business conduct have resulted in achieving a commendable record of zero incidents related to corruption since the inception of the company in 1990.



Zero incidents related to corruption since inception

GRIEVANCE MECHANISM

The Employee Response Committee (ERC) serves as a dedicated platform for addressing various types of grievances raised by employees. By leveraging an online form submission process, employees can conveniently file their grievances, enabling swift evaluation and resolution by the ERC. Upon receipt of a grievance, the Committee diligently reviews and evaluates the matter, ensuring adherence to legal requirements and conducting thorough verifications. Following this comprehensive assessment, the ERC takes a decision and communicates it back to the employee, prioritizing clear and effective communication. The ERC's establishment highlights our proactive approach in addressing employee grievances and fostering a culture of accountability and respect. By providing employees with an accessible channel to voice their concerns and ensuring a robust review process, we actively contribute to a sustainable and inclusive work environment. Through the ERC, the company upholds its commitment to human rights, promoting transparency, fairness, and the overall well-being of our workforce.



HUMAN RIGHTS, CHILD AND FORCED LABOUR

At QEWC, we place a high value on maintaining the integrity of our operations. To uphold this standard, our HR policy explicitly prohibits the recruitment of individuals under the age of 18. To ensure compliance with this policy, we conduct systematic checks of new employees' identity documents or passports.

As part of our ongoing commitment to safeguarding human rights, we maintain a strong stance against forced or compulsory labour within our organization.

ENHANCING COMMUNITY LIVELIHOODS

At QEWC we understand the importance of our role in promoting the well-being of the community we operate in. We believe that our responsibilities go beyond our core operations, and we aim to create value for our community in both financial and non-financial ways.

As part of this commitment, we have made community investments of over 1 million QAR in 2022, supporting a number of institutions in addition to the contribution to the social and sports fund of 37.6 Million QAR, paid as per Qatari law requirements:

2022 Abdulla Al-Attiya Foundation and Sustainable Development - Platinum Sponsorship

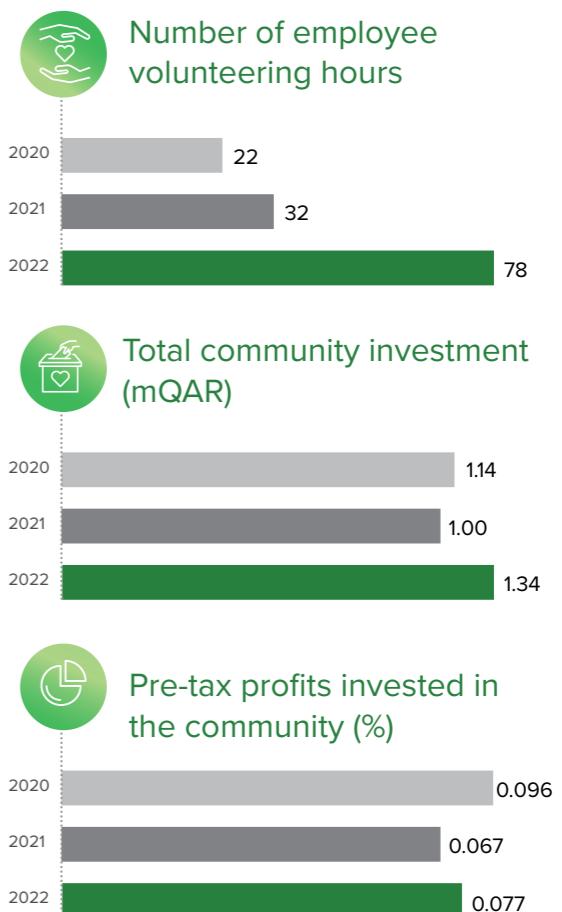
Golden Sponsorship of 7th General Conference of Arab Union of Electricity (20-22 Mar-2022)

Supporting The Activites of Qatar Amateur Radio Society


1.34 mQAR in Community Investment & more than **doubled** employee volunteering hours

We take our social responsibility seriously and actively seek out opportunities to make a positive impact. Our commitment to the community is reflected not only in our financial investments but also in the time and effort we dedicate to initiatives like our routine beach clean-up initiative, which was resumed in early 2023 after the COVID restrictions were removed. We are proud to be a part of this community and remain committed to creating a better future for all.

Community Work



RESPONSIBLE PROCUREMENT PRACTICES

At QEWC, sustainability is a top priority in our procurement practices. To ensure this, in every contract we state that the contractor must comply with all Environmental, Health, and Safety requirements, including QEWC's policies, all statutes, regulations, ordinances and other provisions having the force or effect of law, all judicial and administrative orders and determinations, all contractual obligations and all law concerning public health and safety, worker health and safety, and

pollution or protection of the environment.

As the global community grows more aware of the impact of climate change and environmental degradation, sustainable procurement practices have become increasingly important. In light of this, our company has defined some long-term targets aiming at enhancing sustainability procurement.

At QEWC, we understand the importance of transparency in our sustainability efforts, including our procurement practices. Our current procurement policy is quite comprehensive while we are actively working on a separate Supplier code of conduct, scheduled to be published in 2023. This upcoming code will reflect our commitment to addressing critical issues such as forced and child labour within our supply chain.

The future Supplier Code of Conduct will be a cornerstone of our sustainability roadmap, providing clear expectations and guidelines to ensure ethical and responsible procurement practices. We recognise the significance of eradicating forced and child labour and will integrate these topics into the qualification process for our suppliers. This proactive approach will help us align our supply chain with our values and drive positive change within the industry. Our procurement team will work closely with suppliers to ensure compliance with these criteria and foster a sustainable supply chain.

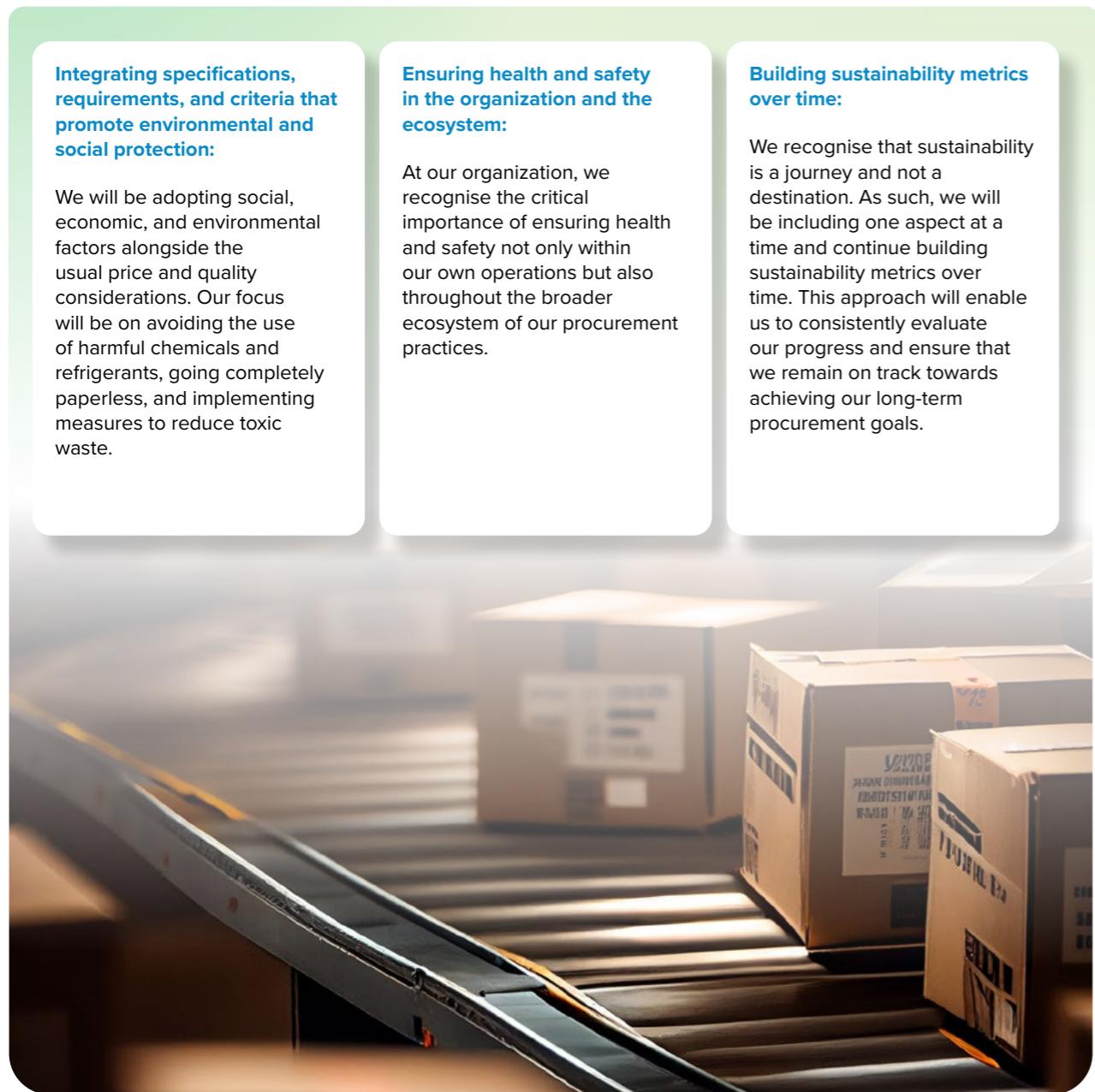
Alongside its sustainability targets, our procurement department has set clear objectives to ensure the best value for money when procuring



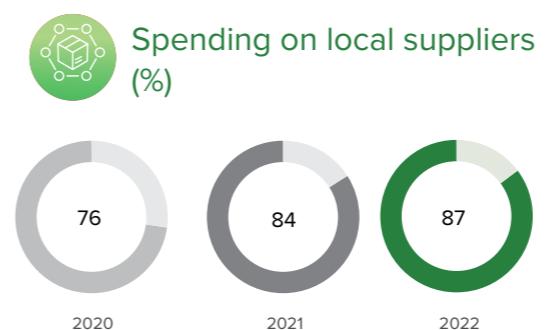
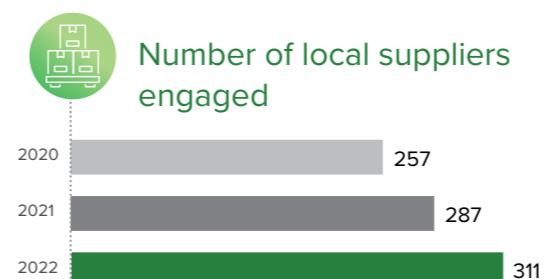
goods and services. This involves evaluating several factors such as price, delivery capabilities, quality, past performance, financial stability, and service capabilities before selecting the optimum supplier or contractor. In the event of any geopolitical conflicts or force majeure conditions, the department aims to find a solution to ensure the plant's smooth operation to ensure business continuity.

Performance targets have been set to reduce procurement cycles, procure items from the right suppliers at the optimum cost, reduce cash purchases, go paperless with digital signatures, and avoid storing dangerous goods by delivering items just in time.

QatarEnergy leads Tawteen, the Supply Chain Localization Program for the Energy sector in Qatar, with participation from other companies in the sector. Tawteen is built on three core pillars: new investment opportunities, supplier development initiatives, and a newly introduced In-Country Value (ICV) policy. QEWC adheres to this program and thrives to increase its local spending.



Procurement



CONSERVING THE ECOSYSTEM

We believe implementing a certified environmental management system will allow us not only to comply with regulations but moreover to continuously improve our performance. Our main focus is on monitoring and minimizing greenhouse gas emissions, implementing sustainable water practices and safe waste management.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



Focus Area	KPI	2022 Performance
Environmental stewardship	Number of non-conformities received during 3rd party audit for ISO14001 certification	N.A.
	Number of financial and non-financial sanctions	0
Climate action	Total amount of energy used	106,518,512 GJ
	Energy Intensity	3.42 (TJ consumed/TJ produced)
Sustainable water practices	Renewable energy consumption	0.00108 GJ
	Total GHG emissions	5,769,430 tonnes of CO ₂ eq
Waste management	GHG emissions intensity	185.41 tonnes CO ₂ eq/TJ produced
	Total water use	5,825,305 m ³
Waste management	Water recycled	0 %
	Total waste produced	3,243.28 tonnes
Waste management	Waste recycled	90.4 %

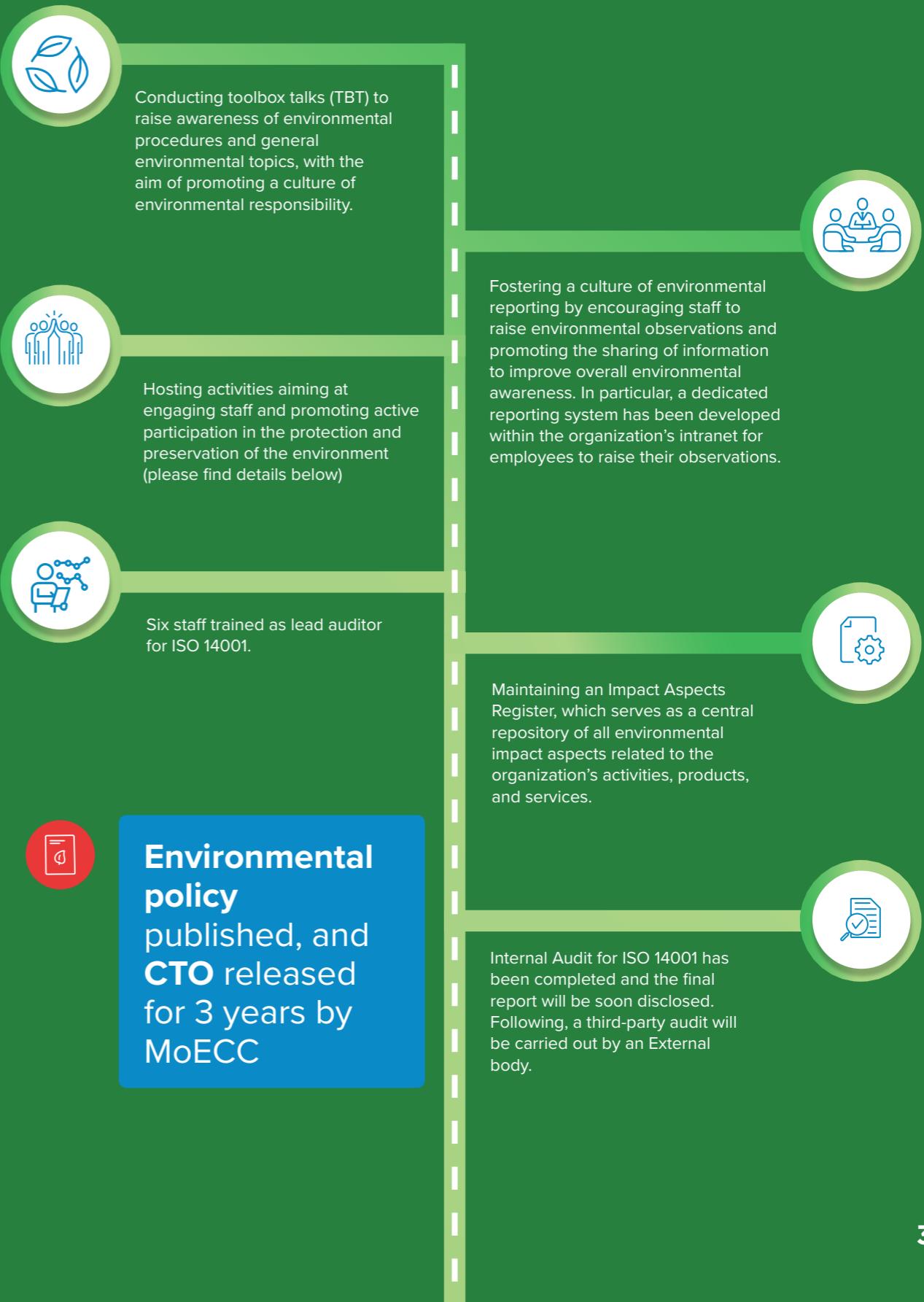
ENVIRONMENTAL STEWARDSHIP

In accordance with Qatar's vision and policy on sustainable development, QEWC is dedicated to establishing, implementing, and maintaining an environmental management system to prevent pollution and safeguard the environment. To achieve this, all activities at QEWC are subject to thorough review to assess their environmental impacts, and action plans are put in place to prevent or mitigate any negative effects.

Through sustained communication and collaboration, we have received the Consent to Operate (CTO) from the Minister of Environment and Climate Change (MoECC) for a period of three years, beginning in 2023 and ending in 2025.



In addition, we are preparing to obtain our ISO 14001 certification, which will ensure that our environmental management system is certified by a globally recognised and internationally accredited certification body. The organization has taken several key actions in this direction, including:





Plant Clean-Up Day

The “Clean-up Day” initiative saw enthusiastic participation from all members of staff, starting from the CEO, as they collaborated towards the common goal of collecting and segregating waste from various locations within the plants. The primary objective of this campaign was to enhance the standard of plant housekeeping while also fostering a sense of responsibility towards waste management that extends beyond the workplace and into each employee's household and the wider community.



Environmental Awareness Banner Program

Multiple environmental awareness banners were recently installed at various indoor and outdoor locations around the RAF station. Prior to their installation, thorough planning and arrangements were made, including the selection of appropriate areas.

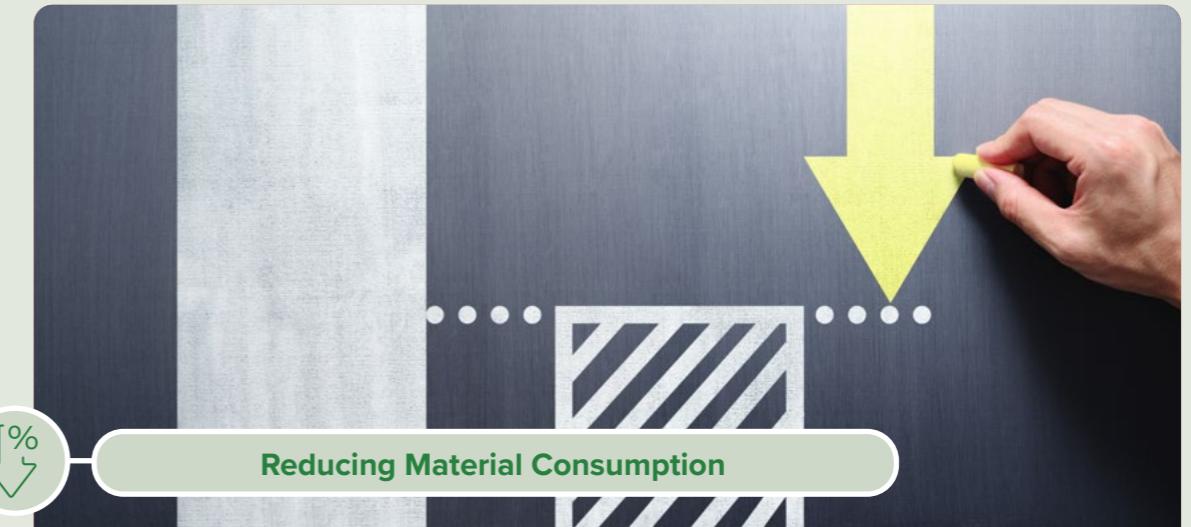
These initiatives were supported and approved by the higher management at QEWC, in an effort to promote awareness among all employees.

The banners aim to enlighten employees about the significance of being environmentally conscious and the importance of making changes to our activities to protect the planet.



Environment Day

“Environment Day” marked the inaugural celebration of this event by QEWC, with a focus on the theme “Only One Earth” that underscores the importance of sustainable living in harmony with nature. The event aimed to emphasise the need for transformative changes to restore the balance with nature. This day also serves as a reminder that environmental protection is a shared responsibility and an integral part of our daily lives. To support the event, activities such as tree planting, a poster-making contest, and recycling initiatives were carried out. The event witnessed the participation of distinguished guests, including His Excellency Sheikh Dr. Faleh bin Nasser bin Ahmed Al Thani, Minister of Environment and Climate Change, His Excellency Eng. Issa bin Hilal Al-Kuwari, Chairman of the Qatar General Electricity and Water Corporation (Kahramaa), His Excellency Mohammed Nasser Al-Hajri, MD/GM of QEWC, Mr. Mohammed Hassan Al-Abdullah, General Administration of Industrial Security, Mr. Jaber Muhammad Al-Marri, General Administration of Qatar Civil Defence.



Reducing Material Consumption

In addition to its endeavours to minimise energy consumption and GHG emissions, as outlined in the subsequent paragraph, QEWC is also committed to curtailing its material consumption. One way in which it is doing so is through the Paper Saving initiative. This initiative aims to reduce the utilization of paper in the offices by encouraging measures such as minimizing printing, promoting double-sided printing options, and placing posters beside all printers across all office areas, all in a bid to enhance the paper-saving effort.

QEWC is also working to install water tap reducers in several locations throughout its plants in order to reduce water consumption. The initiative is expected to be completed by the end of year 2023.

CLIMATE ACTION

The economy of Qatar thrives on two key resources: fossil fuels and seawater. The availability of both can be affected by changes in nature, such as climate change, or by policies aimed at mitigating climate change.

In light of this and given that QEWC operates using natural gas and seawater to generate power and produce potable water, respectively, we have started our journey to mitigate the risk posed by such changes and we are proactively responding to such potential vulnerability first and foremost by ensuring complete alignment of our operations with national policies and programs aimed at addressing them.

By staying committed to our goals and working in harmony with national initiatives, we are determined to overcome these obstacles and ensure a sustainable future for our operations and the economy of Qatar.



An example of this is our commitment to saving energy and reducing our carbon footprint right from the design of our plants. To achieve this, we have installed the latest technologies of gas turbines for power generation, ensuring high efficiency and availability. On the water side, we have implemented multi-stage flash evaporator distillation (MSFE) and reverse osmosis (RO) technologies, which provide many operational advantages over existing distillation systems while also offering higher efficiency. Additionally, we have 132 and 220 kV Gas Insulated Switchgears (GIS) that are vital pieces of electrical equipment through which the entire power generated in the plant is transmitted to the Qatar electric grid. With their space-saving, modular design and high reliability, these GIS guarantee energy-efficient usage for handling huge amounts of power.

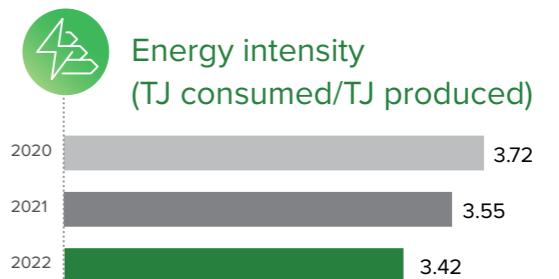
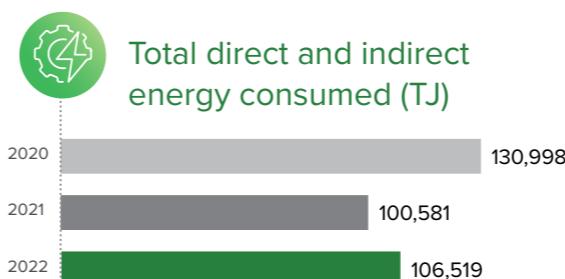
ENERGY CONSUMPTION

In our daily operations, including the functioning of our plants, offices, and headquarters, as well as our vehicles, we employ a variety of fuels. These fuels comprise natural gas, which powers our turbines, utilised in generating electricity. Petrol is used to operate a pump that removes water from different areas of the plants in the event of rain or leakages, while diesel powers our vehicles and emergency diesel generators (if required).

Furthermore, QEWC consumes electricity to carry out its activities. Most of this electricity is self-generated while a small portion is imported and is measured as the difference between the overall quantity exported to Kahramaa and quantity imported from Kahramaa. In 2022, we implemented the installation of solar lights in an effort to minimise

our organization's reliance on traditional electricity sources for internal uses.

In 2022, both direct and indirect energy consumption increased after the decrease achieved in 2021. Overall, the trends of direct and indirect energy consumption follow those of production levels and energy generated, which are defined as per Kahramaa's requirements. The amount of energy consumed over the amount of energy produced (TJ/TJ) has though decreased on average by 6.3% over the past two years, highlighting an increased efficiency of our operations.



Energy consumption	2020	2021	2022
Renewable energy consumption (GJ)	0	0	0.00108
Total electricity consumption (TJ)	1,762	1,559	1,643

As previously mentioned, QEWC is dedicated to decreasing its energy consumption as part of its contribution to the global fight against climate change. To achieve this objective, the company has implemented the following activities and programs:



Tree Plantation Program

At QEWC, we have launched a tree plantation program as part of our efforts to positively contribute to the fight against climate change.

One of the main challenges we faced was selecting the perfect location for planting trees, as well as determining the most efficient watering system. We have allocated a specific budget to cover the costs of purchasing the necessary tree sprouts, drip watering system, and other related arrangements for this program.

We strongly believe that tree planting is one of the most effective ways for individuals and organizations to engage in environmentally friendly activities that can make a positive impact on the planet. Through our tree plantation program, we aim to increase the green landscape area at RAF Station, as trees help to purify the air and combat climate change. Moreover, the Sidra tree, which is an iconic symbol of the country's heritage, will be included in the tree planting initiative.



Green Transportation

To mitigate emissions and curtail fuel consumption, QEWC has instituted Green Transportation practices within its plant premises, comprising employment of battery-powered vehicles, tricycles, and bicycles by QEWC employees.



Installation of LED lights

At our company, we are committed to reducing our energy consumption and promoting sustainable practices across all areas of our operations. As part of this effort, we have implemented a new initiative to replace outdated tube lights in our station local control room, electrical switchgear, and offices, as well as traditional sodium streetlights with energy-efficient LED lights.

By transitioning from older, less efficient lighting technology to state-of-the-art LED lighting, we can significantly reduce our energy consumption while also reducing maintenance costs and improving lighting quality.



Renewable Energy

In an effort to conserve energy and reduce environmental impact, our company has recently installed 60 solar lights each capable of 5 watts of power. This initiative is part of our broader sustainability strategy to reduce our carbon footprint. Exploiting clean and renewable sources of energy will help to offset our reliance on traditional power sources such as natural gas.

LED lighting uses less energy to produce the same amount of light, resulting in reduced carbon emissions. LED lights also have a longer lifespan than traditional lights, which means they need to be replaced less frequently, reducing maintenance costs and waste.

LED lights will improve visibility, reduce eye strain, and create a more comfortable and productive work environment for our employees.

GREENHOUSE GAS (GHG) EMISSIONS

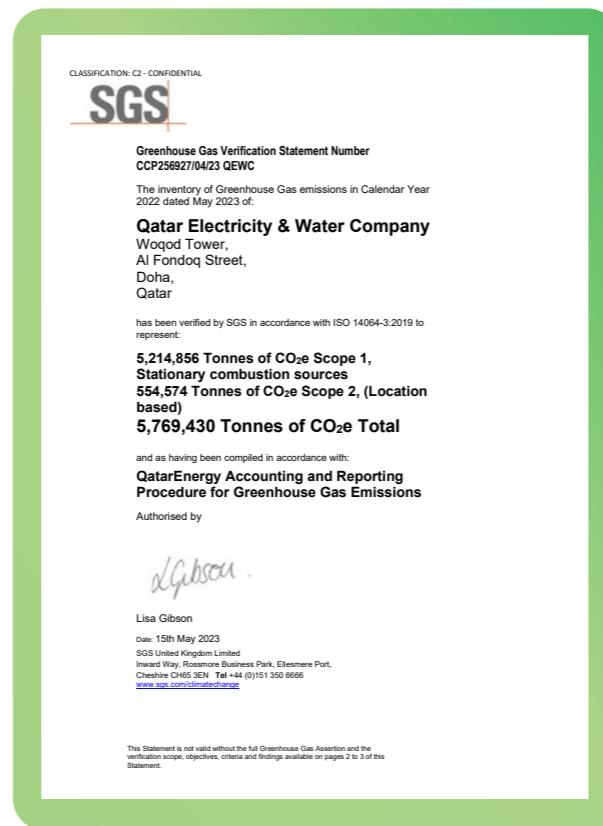
As part of our commitment to environmental responsibility, we closely monitor our plant emissions to ensure compliance with regulatory limits. To further enhance our monitoring efforts, we have implemented greenhouse gas (GHG) reporting for all plant operations. To ensure the accuracy and reliability of our GHG reporting, we subject it to external audit and communicate our Scope 1 and Scope 2 emissions quarterly to QatarEnergy.

Scope 1 emissions are produced through the direct combustion of fuels in our plants, primarily natural gas, but also including diesel. The Petrol burnt is not included in the calculations as its contribution is negligible. A smaller contribution to Scope 1 emissions is given by natural gas flaring, which is a practice used to avoid the release of unburnt natural gas to the atmosphere. On the other hand, Scope 2 emissions result from the consumption of imported electricity.

We monitor and report our GHG emissions in accordance with the QatarEnergy GHG Accounting and Reporting Programme, which aligns with European Union Commission Regulation No 601/2012.

Scope 2 GHG emissions are measured in carbon dioxide equivalent (CO₂eq), using emission factors provided by QatarEnergy for electricity. Scope 1 emissions are instead estimated using emission factors calculated from the composition of the fuels burnt, which is in turn measured through laboratory tests. Additionally, we use Global Warming Potentials based on the Intergovernmental Panel on Climate Change fifth assessment report for methane (CH₄) and nitrous oxide (N₂O). Our fuels consumption data are derived from measurements carried out by dedicated field instrumentation.

GHG emissions	2020	2021	2022
Scope 1 emissions (tCO₂eq)	6,094,254	4,700,906	5,214,856
Scope 2 emissions (tCO₂eq)	851,671	516,105	554,574
Total Scope 1 and Scope 2 emissions (tCO₂eq)	6,945,925	5,217,011	5,769,430



GHG Intensity (tCO₂ eq/TJ of energy produced)



-6%
average GHG and Energy Intensities over the past two years



In order to address the significant impact of methane as a potent greenhouse gas, QEWC recognises the importance of taking action beyond legal requirements. To this end, we have implemented a comprehensive Leak Detection and Repair (LDAR) program aimed at identifying and addressing natural gas leaks from flanges, connections, and other equipment in a timely manner to prevent methane emissions. The program did not include the measurement of leakages up until this point. However, starting in 2023, a third-party will be engaged to conduct measurements that will enable us to quantify the reduction of methane emissions. By taking a proactive approach to mitigate methane leaks, our company is dedicated to decreasing our environmental footprint and advancing sustainable practices within the industry.

SUSTAINABLE WATER PRACTICES

In terms of water usage, our organization's impact is not due to sourcing freshwater, as our processes do not require any. This allows us to avoid putting additional stress on an ecosystem where water is already scarce.

Our major impact related to water use stems from discharging water into the sea. Seawater is a crucial resource for Qatar, especially as it serves as the primary source of drinking water. It is, therefore, critical to maintaining seawater quality by minimizing the discharge of pollutants. As part of our commitment to environmental sustainability, our organization has implemented rigorous monitoring and analysis procedures to ensure that the returned seawater is free from pollutants. We use a combination of online and laboratory analyses to detect any harmful substances that may have entered the seawater. By implementing these measures, we are able to safeguard our natural resources and contribute to the sustainable development of Qatar.

In our organization, we rely on seawater as our primary source of water, which we treat and purify in our plants to make it suitable for drinking. Water is used for various internal activities such as plant operation, chemical preparation, maintenance, cleaning, and domestic and sanitary usage. We



-12%

Water Intensity over the past two years

calculate our water consumption by subtracting the sum of the water sold to Kahramaa and discharged to sea from the total amount of water withdrawn. As from 2021, Kahramaa started off-taking water from some new suppliers, and therefore the demand of water generated by our plants was reduced.

To assess our performance independently of production levels, we have calculated the ratio of total water consumed to the total amount of water produced (m³ of water consumed over millions of m³ of water produced). While a slight increase is observed in 2022 compared to 2021 (around +2%), the average intensity for the past two years is a significant -12% compared to 2020:

Water consumption	2020	2021	2022
Total water withdrawal (m³)	1,730,684,313	1,267,779,467	1,357,401,624
Total water discharged (m³)	1,541,488,236	1,146,066,172	1,239,581,627
Total potable water produced (m³)	178,689,552	115,813,623	111,994,692
Total water consumption (m³)	10,506,525	5,899,672	5,825,305
Water intensity (m³water consumed/Mm³ water produced)	58,798	50,941	52,014

In our efforts to minimise our impact on the quality of seawater, in addition to complying with strict regulatory limits on all substances of concern, we have implemented various measures to control the quality of discharged water and we are continuously exploring new technologies to minimise the amount of water discharged.

The majority of our wastewater consists of seawater used for cooling and producing potable water. A smaller portion is sewage water, our primary hazardous waste.

Wastewater	2020	2021	2022
Total seawater discharged (m³)	1,541,488,236	1,146,066,172	1,239,581,627
Total sewage water (m³)	6,063	5,894	2,927
Total wastewater (m³)	1,541,494,299	1,146,072,066	1,239,584,557



WASTE MANAGEMENT

We place great importance on waste management as a material topic. Therefore, extensive attention and care are given to this area. Our commitment to responsible waste management is reflected in the development and implementation of comprehensive plans and procedures, which prioritise safety as a top concern.

The plan encompasses a range of strategies, including waste reduction, reuse, recycling, as well as appropriate storage and disposal methods. We recognise the importance of sustainable waste management practices and are committed to minimizing the environmental impact of our operations. By implementing this plan, we aim to reduce our waste footprint while maintaining compliance with regulatory standards.



Waste management procedure and plan developed & implemented in 2022



We continue to monitor and evaluate our waste management practices ensuring that we are meeting our objectives and that we are on the right trajectory to achieve best industry practices.

Starting in 2022, the organization has initiated a comprehensive waste quantification and segregation process that is still underway with

plans for further refinement. Additionally, QEWC has taken steps to recycle a portion of its waste through MoECC-approved companies.

While the liquid waste (sewage water) is sent to a third party for treatment and recycling, the organization primarily disposes of its solid waste by sending it to a landfill.

Waste Management	2020	2021	2022
Total waste generated (tonnes)	-	-	3,243
Hazardous waste generated (tonnes)	-	-	2,927
Non-hazardous waste generated (tonnes)	-	-	316
Total waste recycled (tonnes)	-	-	2,931

ENRICHING OUR TALENTS

We prioritise safety by developing safe systems, managing hazards, and promoting safety awareness.

We also implement an HR strategy that emphasises recruiting, developing, managing, and rewarding talented staff to meet Qatarisation requirements and our strategic plan. This includes performance management, career paths, staff retention, and succession planning, while fostering an inclusive and fair work environment.



Focus Area	KPI	2022 Performance
Health, safety, and wellbeing	Number of fatalities among employees and contractors	1
	Number of injuries among employees and contractors	0
Talent acquisition and management	Number of employees	462
	Hours of training per employee	28.9
	Employee turnover rate	5.9 %
	Employee wages and benefits	200 mQAR
Qatarisation	Qatarisation at all levels	31.2 %
Inclusiveness and diversity in the workplace	Percentage of women employees	5.0 %
	Median male salary to median female salary	0.47

HEALTH, SAFETY, AND WELLNESS

The safety of our personnel is a fundamental value that we uphold. Our objective is to maintain a safe and healthy environment for our employees. To achieve this, we have established policies and procedures that require a constant 24/7 commitment from everyone to adhere to proper safety practices.

Our Health, Safety and Environment (HSE) Policy (all company policies can be found here or visit <https://www.qewc.com/qewc/en/documents/>) serves as a blueprint for adhering to international best practices and complying with local regulations. It provides a framework for driving continuous improvement in safety measures.

Our aim is to ensure that health and safety risks are managed in a manner that is appropriate for the nature and scale of associated impacts and risks. To achieve this, we take a systematic approach that involves identifying relevant Health and Safety objectives and targets and continuously improving performance against KPIs. We also ensure compliance with legal and other requirements.

Operational health and safety (OHS) objectives:

Zero Lost Time Incidents

Effective implementation of HS policy

OHS forums and field audits held by managers to encourage active participation of all employees

OHS training for all staff, in particular for Fire Awareness

Implementation of a Behavioural Based Observation program

OHS Regulations Compliance

Increase the Safety Hazard Observation reports at all levels



As an integral part of QEWC's management system, we have implemented a range of controls across the company to address risks and mitigate their likelihood or impact. These controls include auditing, inspections, competency assurance, and incident investigation. By applying these measures, we can effectively manage risks and minimise their potential impact on our personnel and operations.

At the forefront of the organization's commitment to a safe workplace is its management team. They lead by example and prioritise health and safety by actively promoting it throughout the workplace. This involves regularly conducting site visits to assess potential hazards and risks, as well as encouraging positive and safe behaviours among personnel. By "walking the talk" and actively engaging in these practices, the management team sets the tone for the entire organization and fosters a culture of safety. An example of this is the "All Hand Safety" meeting. The CEO of the RAF station called for such a meeting, which was attended by department heads, concerned engineers and staff. The message of the meeting was successfully conveyed to all working staff, resulting in a productive and

effective event. During the meeting, the CEO delivered a motivational speech emphasizing the importance of safe working procedures and encouraging all staff members to prioritise safety on a regular basis. The CEO expressed appreciation for the staff's participation in the event and their dedication to practicing good safety measures while working.



RoSPA Gold Award
consecutively 2nd time in 2022



Fire and Evacuation Drill at QEWC

The Managing Director and General Manager of QEWC sent an official letter inviting the Civil Defence Captain to participate in an emergency drill. The primary objective of this exercise was to assess the preparedness of the civil defence and QEWC's Fire Staff to handle an emergency situation at the site and establish response timeframes in such an event. The primary challenge was to ensure that the Civil Defence team arrived promptly to attend to the fire and emergency at QEWC's RAF Station.

To ensure a successful event, an Emergency Preparedness plan for fire evacuation was prepared and executed. The drill was attended by various important delegates, including representatives from the Ministry of Interior Public Relations, Ministry of Public Health (Ambulance), Civil Defence Captain, Civil Defence Officers, Civil Defence emergency response team, Industrial Security Captain, Industrial Security Team Members, QEWC's MD/GM, QEWC's CEO, and QEWC's Security Head.

The event was a success, and the MD/GM expressed gratitude to all the delegates for their participation and support. Drills like this will be conducted at least once a year to ensure a safe and efficient response in case of a real emergency.

HEALTH AND SAFETY MANAGEMENT SYSTEM (HSMS)

Recognizing the significance of having a certified HSMS by a globally recognised and accredited certification body, we are actively pursuing ISO 45001 certification. To achieve this goal, we have taken several crucial steps, including:

- Conducting an internal audit for ISO 45001 and soon to issue the final report, followed by a third-party audit by an external body.
- Providing training to five staff members as lead auditors for ISO 45001.
- Ongoing preparation of safety document systems, such as Risk Assessment, Method Statement, Fire Impairment, and Excavation Approval.
- Developing reporting systems in the organization's intranet, enabling all employees to raise Behaviour-Based Safety Observation, Safety Observation, and Fire Observation.
- Developing a document-controlled system in the intranet that includes procedures for communication, reporting, and various technical issues, such as Excavation Safety Procedure, Adverse Weather Condition Procedure, and the Fall Protection Procedure.

Through our efforts, we aim to achieve ISO 45001 certification and continue to improve our operations to ensure a safe and sustainable future.

SAFETY PERFORMANCE

During 2022, several significant maintenance activities were performed at Ras Abu Fontas Station, such as outage maintenance, the implementation of plant modifications, and others. The primary focus during this time was to prevent any injuries and ensure the protection of the workforce. It is noteworthy that we were able to complete approximately 0.95 million man-hours without any Lost Time Accidents (LTI) during the period, which equated to 327 consecutive safe days.

The company considers the implementation of safety measures as one of its most important priorities and obligations towards its employees.

Safety Performance	2020	2021	2022
Total hours worked (employees and contractors)	924,027	1,092,868	1,080,839
Number of fatalities (employees and contractors)	0	0	1
Total recordable injuries (employees and contractors)	0	0	0
Lost time injuries (employees and contractors)	0	0	0

The company applies international standards and professionalism in safety by providing all precautions and public safety means to preserve the safety and lives of workers. To save them from potential dangers that may occur as a result of any deficiency or negligence in maintaining public safety conditions and ensuring the safety of equipment, machinery, and property of the facility, the company and its subsidiaries, achieved a high rate of working hours without serious accidents or injuries during the year 2022, except one fatality incident, which happened as a result of employee negligence, during the year 2022.

The company has taken corrective actions to address areas requiring improvement, including the implementation of an outstanding amount of training. These trainings are designed to instil a culture of safety and vigilance among employees, emphasizing the importance of adherence to protocols and procedures. By providing staff members with the necessary knowledge and skills to identify and mitigate hazards, the company aims to prevent similar incidents from occurring in the future. The implementation of these trainings is just one of the measures being taken to enhance workplace safety, with the ultimate goal of preventing accidents and protecting the well-being of employees. In fact, not only we ensure that all staff members understand our procedures, but our Health and Safety personnel perform walk-throughs that focus on critical work activities, and we reward individuals who demonstrate a commitment to safety on-site through the distribution of prizes.



WELLNESS PRACTICES

At QEWC, all employees are required to undergo a medical test before commencing work at our facilities. After the initial test, a yearly medical examination is conducted by our medical staff on the anniversary of the employee's joining date. In addition to medical check-ups, we provide our employees with healthy food options through our on-site canteen, which is regularly inspected for quality and hygiene. We also have numerous drinking water coolers and washroom facilities across the site.

To ensure the safety and comfort of our employees, all areas on the site are equipped with adequate lighting, and noise levels are constantly monitored. Additionally, all site offices are equipped with air conditioning to ensure a comfortable working environment. By implementing these measures, we strive to create a healthy workplace for all our employees.

We also offer a comprehensive wellness program that covers physical wellness, mental health, and emotional wellbeing initiatives. This includes regular wellness check-ups, health assessments, and health education sessions to help employees maintain a healthy lifestyle. Additionally, we provide resources for stress management, meditation, and relaxation techniques.

HEALTH AND SAFETY TRAINING

Our training strategy regarding H&S topics involves a blend of external third-party training, internal training carried out by the Fire and Safety Departments, sharing Video Presentations developed by the Safety Department, and in-house training on specific procedures carried out by different departments.

Technical courses range from First-aid training, Use of a full body harness (work at height), Hazardous material handling, to Hydrant and hose drill training; while non-technical topics include: How to prepare a Risk Assessment, Near Miss reporting, Behaviour Based Safety, and many more.

Overall, all employees took part in different training sessions, with a total amount of 10,212 hours of Health and Safety training and 22.10 hours per employee for H&S trainings.

Beyond formal training, several activities have been carried out during the year to support a culture of safety throughout the organization, such as: Safety topic discussions at all levels, multi-lingual posters set up in the plants, Permit to Work (PTW) audits, daily Toolbox Talks, and many more.



Heat stress prevention at QEWC

The extreme heat that we experience during the summer months in Qatar poses a significant occupational health hazard, with temperatures soaring above 50°C. To address this concern, the H&S department at QEWC implements an annual heat stress campaign before and during the summer months.

The campaign includes a range of measures such as Heat Stress Training, a site 'flag' system with yellow, red, and black colours, regular awareness circulars, and the issuance of 'Heat Index' cards. We also ensure the provision of drinking water and shaded rest areas, while poster campaigns and 'Urine Colour' charts in washrooms are used to promote awareness. We monitor the temperature and humidity readings across the site regularly and update the flag colours at three different locations to inform all workers of any changes in conditions that require additional safety precautions or, in extreme cases, a complete halt to work.

By implementing these measures, QEWC achieved zero incidents related to heat stress in 2022.

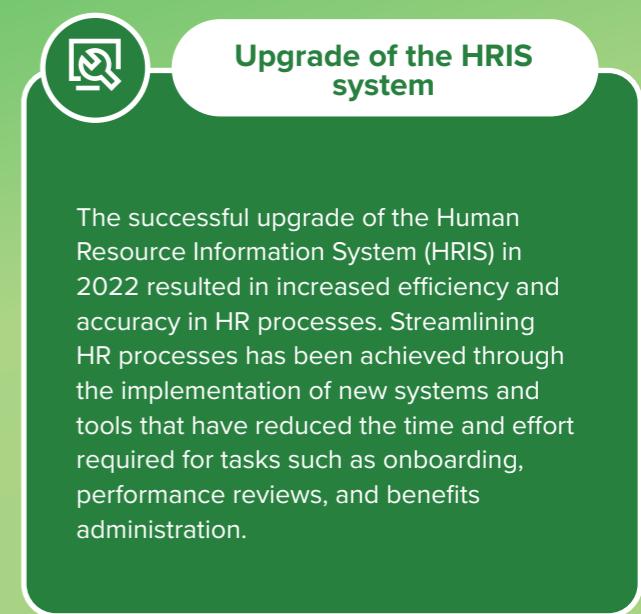
TALENT ACQUISITION AND MANAGEMENT

QEWC's business plan places emphasis on four key dimensions, one of which is the development of personnel. To achieve this goal, a comprehensive HR strategy has been established. When formulating the HR strategy for 2022 and beyond, the following criteria have been taken into account:

- Investing in and retaining staff through the following means:
 1. **Providing appropriate remuneration and benefits**
 2. **Placing emphasis on performance management in accordance with business needs**
 3. **Offering succession planning and a planned career path aimed at retaining core competencies.**
- The significance of embracing Qatarisation, as meeting the Qatarisation plan is crucial for fulfilling both the National vision and the company's strategic plan.
- Ensuring the right individuals are placed in the appropriate positions through an effective recruitment plan.



Significant progress has been made by our HR department over the past year towards achieving these goals.



To monitor our progress toward the goals we have set for our HR department, the following KPIs have been developed:

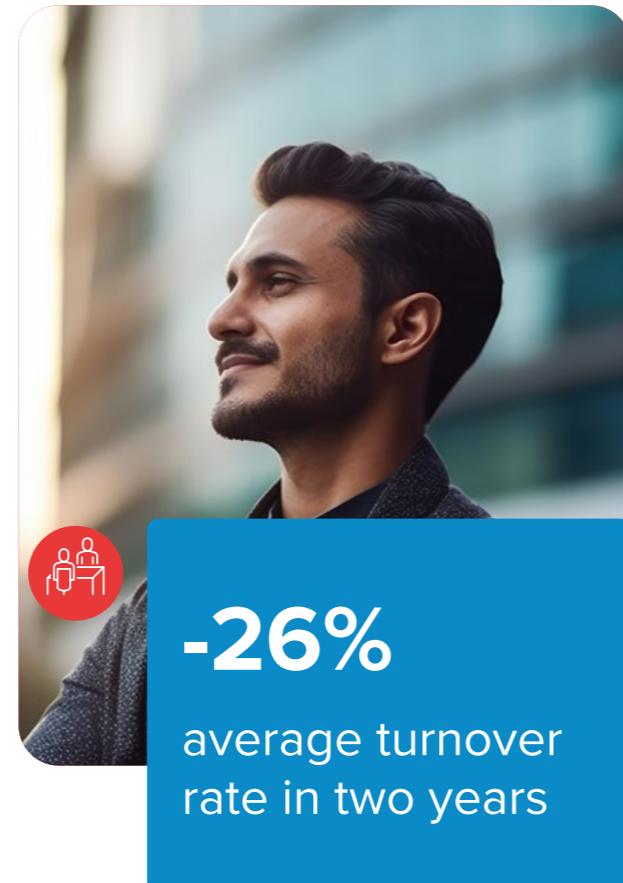
 **Employee turnover rate:** this KPI measures the percentage of employees who leave the organization within a given period. High turnover can be a sign of low employee satisfaction or lack of career development opportunities.

 **Recruitment and staffing cost:** this KPI measures the total cost of hiring new employees, including advertising, recruiting, and onboarding expenses. Lower costs indicate a more efficient and effective recruitment process.

 **Time to fill positions:** this KPI measures the average time it takes to fill open positions within the organization. A shorter time to fill indicates an efficient recruitment process, which can help the organization stay competitive in the marketplace.

 **Training and development investment:** this KPI measures the financial investment the organization makes in training and developing its employees. Higher investments in training and development can lead to higher employee engagement, retention, and productivity.

QEWC has a workforce of 462 individuals, a number that has been fairly stable over time. Thanks to its efforts, QEWC has achieved a remarkable reduction in its turnover rate over the past two years.



Human Resources	2020	2021	2022
Total number of employees	479	450	462
Employee wages and benefits (mQAR)	227	207	200
Total number of employees who left the company	127	37	27

EMPLOYEE ENGAGEMENT PROGRAMS

At QEWC, we recognise the value of our employees as important assets dedicated to producing essential resources for living in the 21st century. As such, we prioritise the engagement of our staff through various programs, including:



Employee Recognition and Reward Program: We acknowledge and appreciate employees' hard work and contributions through various recognition programs, such as a recognition board or wall, shout-outs in company newsletters, or annual awards ceremonies.



Social Responsibility Activities: We offer employees opportunities to give back to the community and make a positive impact. This includes volunteer programs, such as drawing competitions for employees' children, or environmental sustainability initiatives, such as cleaning onshore areas or sites.



Communication and Feedback: We encourage open communication channels to allow employees to share their ideas and feedback. This includes regular town hall meetings, suggestion boxes or through the ERC.



QATARISATION

TRAINING AND DEVELOPMENT

QEWC has established a comprehensive system for employee training and development that encompasses policies, processes, systems, and resources to ensure that employees have the necessary knowledge and skills. The company's training and development policies are transparent and available to all employees through the company intranet.

Employees are selected for training and development programs based on their performance scores over the past three or more years and the succession plan. The training and development programs are aligned with the organization's work and overall needs. The company uses the most effective training methods, including classroom training, e-learning, on-the-job training, coaching, and mentoring, tailored to each employee's knowledge and skills needs.

The human resources department is responsible for overseeing the entire training and development process through a systematised workflow that tracks employee progress and achievements throughout the program. This approach ensures that employees possess the necessary knowledge

and skills to support the organization's goals and objectives, aligns employee training and development efforts with the organization's overall strategy, and optimises results.

The company offers both technical and soft skills courses to employees based on specific job requirements and the training and development program of the employee. The relevant training team evaluates the trainee's knowledge and skills to determine the most appropriate training to proceed with.

All employees are required to participate in general and mandatory training programs. However, as part of the training and development succession plan, preference is given to Qatari employees.

In 2022, QEWC has made significant strides in staff training, with the total number of training hours increasing by over 16% compared to the previous year. This increase in training efforts is largely due to the organization's commitment to safety training, which is of paramount importance and provided to all staff members.

Total number of training hours



Average hours of training per employee



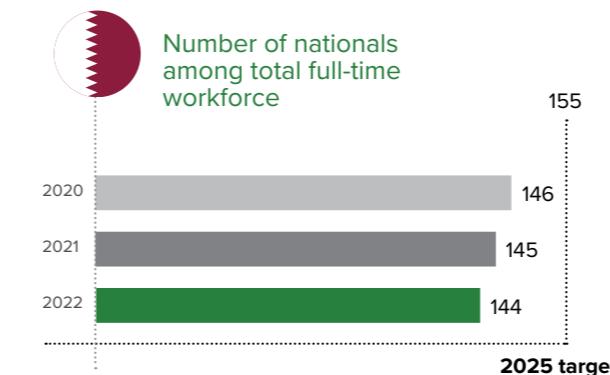
+16% hours of training in 2022 vs 2021

At QEWC, we strive to achieve a high proportion of local employees to maximise the benefit to the Company and the State of Qatar. We strive to become the employer of choice for Qatari nationals - a place where they want to work. As a company, we are committed to providing all Qatari nationals with equal opportunities to develop their careers, contribute to our business, and share in our success.

Our business plan outlines significant activities that we plan to implement to support Qatarisation in our company, including:

- Establishing partnerships with Qatar University and Texas A&M to support recruitment and sponsor scholarships.
- Offering more opportunities for fresh national graduates.
- Arranging English language training programs for Qatari employees.
- Participating in future Qatar Career Fairs such as the Qatar Career Fair/Qatar Independent Technical School (QITS) Career Fair.
- Ensuring that our compensation and benefits packages are competitive for Qatari nationals by benchmarking them against the market.

Attracting and retaining Qatari Nationals with technical background represents a significant challenge for QEWC, given that Qatar provides

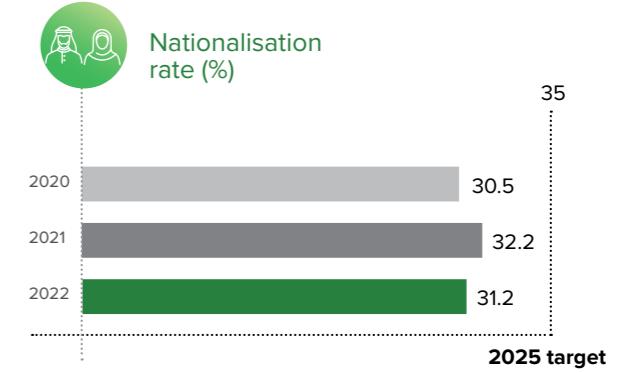


a wide range of appealing job opportunities for individuals to explore. Despite this challenge, we are proud have achieved an impressive 31.2% Qatarisation rate in 2022 and aim at achieving 35% by 2025.



The Partnership Project at QEWC

The Partnership Project, jointly undertaken by QEWC, Kahramaa, and Chubu (Japan), aims to develop Qatari Human Resources through mutual visits between the participating parties. These visits facilitate experience exchange in the areas of environmental protection, safety management, and quality maintenance. Additionally, a long-term partnership spanning over 15 years exists between QEWC and Chubu, which has enabled the exchange of experience in cutting-edge technology used in the energy industry and the development of Qatari human resources' international experience. As a result, Qatari employees have been promoted to key positions in production.



INCLUSIVENESS AND DIVERSITY IN THE WORKPLACE

At QEWC, we value diverse talents, perspectives, and experiences. We treat others the way we want to be treated. We promote diversity and inclusion in our workplace by implementing initiatives such as unconscious bias training and creating a culture of openness and acceptance.

QEWC is committed to attracting and retaining female employees. This is a crucial step towards better decision-making, increased profitability, and overall success.

To achieve this goal, several strategies have been employed. We start by putting in place targeted recruitment strategies within job fairs, career events, and social media campaigns.

We prioritise the fulfilment and enjoyment of our female employees' journey with us. We achieve this by implementing a range of special leaves and flexible work arrangements, such as remote work or flexible working hours, to provide greater autonomy and help manage work-life balance. Additionally, we offer maternity leave and shorter working hours during the first year of returning to work to support employees during the transition to parenthood. We ensure that our pay and promotion policies are fair, transparent, and provide equal opportunities for women to advance into management positions. We also create networking and support groups for female employees to foster a sense of community, provide a safe space for sharing experiences and support, and discuss career advancement opportunities.

Our commitment to our female employees' professional development is reflected in our mentorship and leadership development programs. Through these programs, we provide guidance, support, and opportunities for building the necessary networks to advance in their careers, gain new skills, and valuable experience.

By implementing these strategies, QEWC is supporting the recruitment and retention of female employees, helping them advance to management positions, and promoting gender diversity and inclusion within the workplace. We believe that this approach can lead to increased innovation, productivity, and overall business success, benefiting both our organization and our employees.



Females in the workforce	2020	2021	2022
Number of female full-time employees	24	24	23
Percentage of female full-time employees (%)	5.0	5.3	5.0
Ratio of median male salary to median female salary	0.44	0.52	0.47

DATA MANAGEMENT

Our commitment to transparent reporting is reflected in our focus on rigorous data collection, analysis, and disclosure. We dedicate maximum attention to ensure clear, complete, and reliable information for all stakeholders.



DATA AND DISCLOSURES

Data are presented for all QEWC's fully owned assets and financial data are expressed in QAR.

The table that follows outlines all the necessary data and disclosures mandated by the Qatar Stock Exchange (QSE).

Data are presented for all QEWC's fully owned assets and financial data are expressed in QAR.

QSE Indicator	Page	2020	2021	2022
Environment				
Any legal or regulatory responsibility for an environmental impact? Yes/No	34	Yes	Yes	Yes
Does the company publish and follow an environmental policy? Yes/No	35	No	Yes	Yes
Energy used (GJ/employee)	39	273,482	223,512	230,560
Percentage of renewable energy used (%)	39	0.00	0.00	0.00
Specify the primary source of energy used by the company	39	Natural Gas	Natural Gas	Natural Gas
The total volume of water recycled/reused in m ³ by the organization per year	-	0	0	0
Total amount of energy used (GJ)	39	130,997,791	100,580,521	106,518,512
Total Green House Gas emissions (tonnes)	42	6,945,925	5,217,011	5,769,430
Total waste produced (kg)	47	0	0	3,243,000
Total water used (m ³)	44	10,506,525	5,899,672	5,825,305
Social				
Average hours of training per employee	58	24.9	25.5	28.9
Disclosure and adherence to a Human Rights Policy? Yes/No	28	No	No	No
Does the company prohibit the use of child or forced labour throughout the supply chain?	30, 31	No	No	No
Does the company publish and follow a policy for occupational and global health issues?	50	No	Yes	Yes
Employee turnover rate (%)	56	23.5	8.0	5.9

QSE Indicator	Page	2020	2021	2022
Employee wages and benefits (mQAR)	56	227	207	200
Nationalization rate (%)	59	30.5	32.2	31.2
Number of grievances about human rights issues filed, addressed, and resolved	-	0	0	0
Pre-tax profit invested in the community (%)	29	0.096	0.067	0.077
Spending on locally based suppliers (%)	31	76	84	87
Total number of injuries and fatal incidents (contractors)	-	0	0	0
Total number of injuries and fatal incidents (employees and contractors)	52	0	0	1
Total number of injuries and fatal incidents (employees)	-	0	0	1
Total workforce (FTE)	56	479	450	462
Women in the workforce (%)	60	5.0	5.3	5.0
Corporate Governance				
CEO pay ratio	-	12.43	9.64	9.83
Disclosure of the voting results of the latest AGM Yes/No	26	Yes	Yes	Yes
Does the company publish and follow a Bribery/Anti-Corruption Code? Yes/No	27	Yes	Yes	Yes
Does the company publish and follow a Supplier Code of Conduct? Yes/No	31	No	No	No
Does the company publish and follow an Ethics Code of Conduct? Yes/No	24	Yes	Yes	Yes
Executive compensation linked to performance indicators. Yes/No	27	No	No	Yes
Female directors on the Board (%)	25	0	0	0
Independent directors on the Board (%)	25	55	55	55
Median male salary to median female salary	60	0.4397	0.5166	0.4742
Role separation of Chairman and CEO Yes/No	25	Yes	Yes	Yes
Sustainability report published. Yes/No	3	No	No	Yes
Use a firm in third-party assurance of non-financial information. Yes/No	-	No	No	No



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