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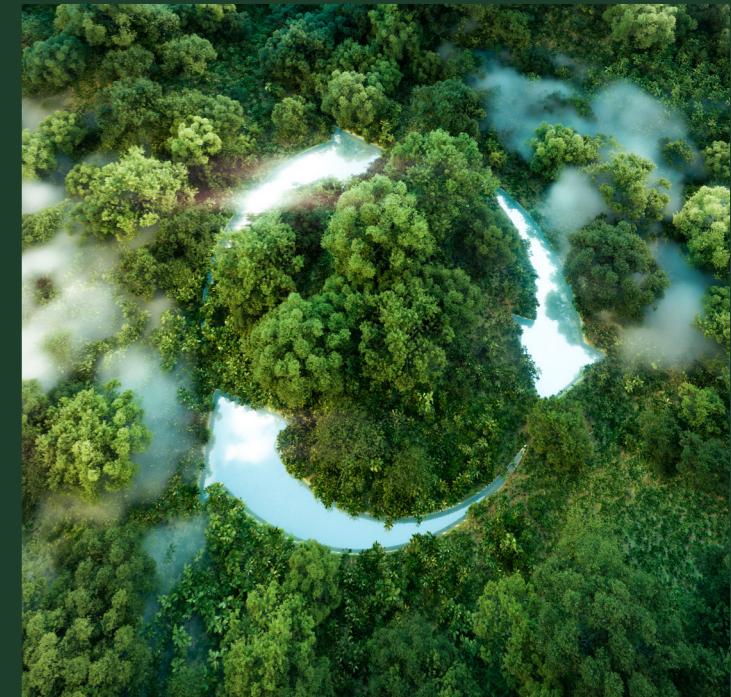
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# ABOUT THE REPORT

This report adheres to the disclosure standards and responsible business principles established by the Qatar Stock Exchange (QSE) and incorporates our efforts towards advancing the United Nations Sustainable Development Goals (SDGs) and the Qatar National Vision 2030 (QNV 2030). It also reflects our commitment to transparency, outlining both our accomplishments and the areas for improvement.

The report outlines the progress made during the 2023 calendar year (1st January – 31st December 2023), unless stated otherwise. It has been developed with reference to the GRI Standards.

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



**We welcome any feedback  
regarding this report:**

-  [Sustainability.feedback@qewc.com](mailto:Sustainability.feedback@qewc.com)
-  [Qatar Electricity & Water Co. P.O.Box: 22046 Doha – Qatar](#)



## 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 THE CHAIRMAN

**SAAD SHERIDA AL-KAABI**  
MINISTER OF STATE FOR ENERGY AFFAIRS  
CHAIRMAN OF THE BOARD OF DIRECTORS



I am pleased to present Qatar Electricity and Water Company's (QEWC) second Sustainability Report, which highlights our unyielding commitment to a sustainable future.

QEWC aspires to be the leading water and power generation entity in the Middle East, driving prosperity for the State of Qatar and its people. This is closely aligned with the Qatar National Vision 2030 as launched and guided by His Highness the Amir, Sheikh Tamim Bin Hamad Al Thani, which "aims at transforming Qatar into an advanced country by 2030, capable of sustaining its own development and providing for a high standard of living for all of its people for generations to come." Our efforts directly support Qatar's third National Development Strategy's (NDS3) economic and environmental development pillars, including the target of reducing greenhouse gas emissions by 25% relative to the business-as-usual scenario by 2030.

Our commitment and efforts also align with stakeholder expectations and the United Nations Sustainable Development Goals, embedding sustainability at the core of QEWC's operations in power generation and water desalination. To support these goals, QEWC is actively working towards the NDS3 target of achieving more than 55% desalination from reverse osmosis or more sustainable technologies by 2030. QEWC has implemented a robust sustainability framework that focuses on three pillars: conducting responsible business, conserving the ecosystem, and enriching our talents. Through this framework, we acknowledge the importance of environmental stewardship and social welfare as well as ensuring that our business is conducted to the highest ethical standards.

As the main supplier of electricity and desalinated water in Qatar, QEWC plays a pivotal role in supporting the national economy's growth in the electricity generation and water desalination sector. In collaboration with the Qatar General Electricity and Water Corporation (KAHRAMAA), we have adopted the highest standards to efficiently meet the country's growing electricity and water needs, while continuing to diversify our revenue sources. We are committed to supporting Qatar's initiatives under the water domain aiming to ensure reliable and sustainable water provision meeting the highest level of quality of all water sources. Domestically, QEWC has expanded its operations by partnering with QatarEnergy and KAHRAMAA to develop the Ras Abu Fontas (RAF) Power Project.

We have increased our global presence through our international investment arm, Nebras Power, which has significantly contributed to the company's sustainable growth. In 2023, through Nebras Power, we diversified our investment portfolio in the thermal and renewable energy sectors across various regions. We have acquired an equity stake in the portfolio of offshore wind farms in the United Kingdom (UK), which makes it the company's first project in the UK and in the offshore wind sector. We are also developing five solar PV projects in South Africa, and have entered into a joint venture with a local partner in Brazil to develop gas-fired power plants in the region.

Our work continues on the Syrdarya II project, a highly efficient large-scale Combined Cycle Gas Turbine (CCGT) plant in Uzbekistan, with completion and commercial operations to commence in 2026. During 2023, we made further investments in a 584 MW CCGT project in Bangladesh, which successfully began commercial operations in January 2024. These renewable and high-efficiency gas projects help countries meet their electricity demand efficiently and sustainably, supporting them in achieving their long-term sustainability goals.

Looking ahead, we will continue to invest in cutting-edge technologies, develop our human capital, and forge strategic partnerships to drive innovation in the power and water sectors. By aligning our strategies with the domestic goals and international opportunities, we are not only ensuring the sustainable growth of our company but also contributing significantly to Qatar's vision of becoming a leader in environmental sustainability and economic prosperity.

On behalf of QEWC, I would like to extend my sincere gratitude to all our stakeholders for their unwavering support and trust, whilst we continue to navigate the complexities of sustainable development and to create value for a more sustainable and prosperous future for all.

**SAAD SHERIDA AL-KAABI**

MINISTER OF STATE FOR ENERGY AFFAIRS  
CHAIRMAN OF THE BOARD OF DIRECTORS

# MESSAGE FROM THE MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

**MOHAMMED NASSER AL-HAJRI**  
MANAGING DIRECTOR &  
CHIEF EXECUTIVE OFFICER



At QEWC, we strive to integrate sustainability across all our operations and have implemented a robust sustainability framework to guide our efforts. This framework, launched in 2022, is based on three pillars: conducting responsible business, conserving the ecosystem, and enriching our talents. Under each pillar, we have set precise targets and objectives and are committed to track and report on progress transparently, ensuring that we contribute to society while minimising our environmental impacts.

QEWC is committed to responsible business, acknowledging the essential role of clean water and reliable electricity in industrial development, social welfare, and healthcare. As Qatar's largest power and desalination company, we support the country's growth by achieving 98% availability of water plants and 96% of power plants in 2023.

We recognise our responsibility towards the environment and conserving our natural resources, and continued our efforts to reduce our environmental footprint. In 2023, we received consent to operate (CTO) from the Minister of Environment and Climate Change (MOECC) for three years starting in 2023.

We prioritise our workforce by providing a safe and positive work environment free from discrimination and supporting their well-being and personal development. QEWC proudly supports a diverse workforce and provides several initiatives to support our female employees. Additionally, we achieved ISO 45001: Occupational Health and Safety Management Systems certification, underscoring our commitment to employee health and safety.

Furthermore, we are committed to creating value for the communities in which we operate by supporting community initiatives throughout 2023.

I would like to acknowledge the continued support and trust of our people, customers, business partners, and all QEWC stakeholders as we continue our sustainability journey. I invite you to read the report and learn more about our achievements over the past year and our goals for the future. QEWC remains dedicated to providing quality service while upholding the principles of sustainability.



**We prioritise our workforce by providing a safe and positive work environment free from discrimination and supporting their well-being and personal development. QEWC proudly supports a diverse workforce and provides several initiatives to support our female employees. Additionally, we achieved ISO 45001: Occupational Health and Safety Management Systems certification, underscoring our commitment to employee health and safety.**

**MOHAMMED NASSER AL-HAJRI**  
MANAGING DIRECTOR &  
CHIEF EXECUTIVE OFFICER

# 2023 ESG HIGHLIGHTS



We take pride in our contributions towards creating a more sustainable and fair future for everyone.

Over the past year, we have made notable progress in furthering our environmental, social and governance (ESG) priorities. These accomplishments underscore our dedication to sustainability and social responsibility, which are vital for building trust with stakeholders such as investors, customers, and employees.

## Conducting Responsible Business



Average availability of power plants:  
**96.11%**

Average availability of water plants:  
**98.30%**

Average reliability of power plants:  
**99.63%**

Average reliability of water plants:  
**99.50%**

**Zero incidents**  
related to corruption

**QR 1 million**  
in community investment

**85%**  
spending on local suppliers

## Conserving the Ecosystem



**5.4% decrease**  
in water withdrawal compared to last year

Total GHG emissions (scope 1 & 2)  
**decreased by 1.5 %** compared to last year

## Enriching our Talents



**ISO 45001 and ISO 14001**  
certification received

Zero fatalities among employees and contractors

50 hours of training per employee with a  
**73% increase**  
compared to the previous year

**ROSPA gold award**

# ABOUT QEWC



QEWC is a leading company in the Middle East in power generation and water desalination.

As the primary supplier of electricity and water in the State of Qatar, QEWC holds a market share of 55% in electricity and 73% in water.

QEWC is a Qatari Public Shareholding Company which was established in accordance with Qatari Commercial Companies Law in 1990. QEWC's primary business activities involve owning, operating, and selling electricity and water.

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

At present, QEWC owns and operates three power generation plants and five water desalination plants. The Company also holds a 40% to 80% stake in all fuel gas fired power generation and water desalination plants in Qatar.

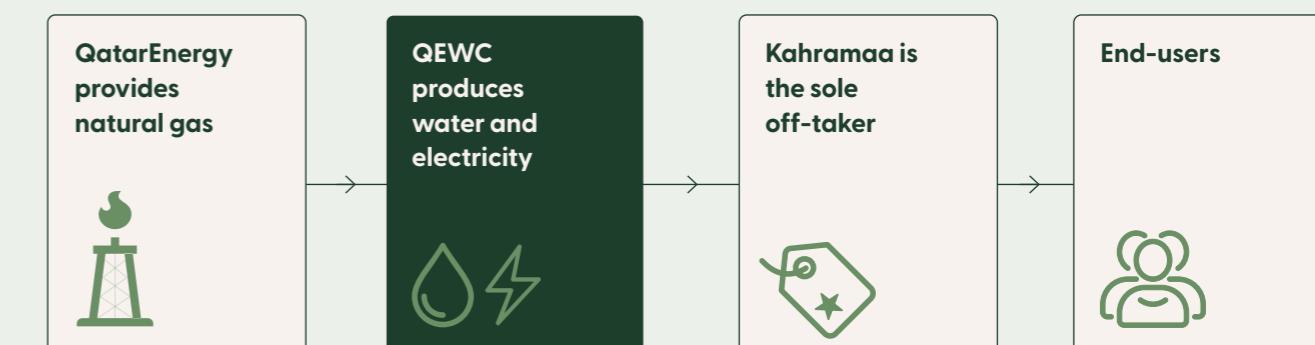
QEWC Group also increased its equity stake in Nebras Power Q.P.S.C. from 60% to 100% in 2022. By end of 2023, Nebras Power had a diversified portfolio of power generating assets of over 2.6 gigawatt (GW), net, including both conventional and renewable power plants. These assets are located across ten countries (including UK, Oman, Jordan, Indonesia, Brazil, Netherlands, Ukraine, Bangladesh, Australia and Uzbekistan). Moreover, Nebras Power aims to add further 3 GW, net, over the next five years.

Nebras' business development activities in 2023 include:

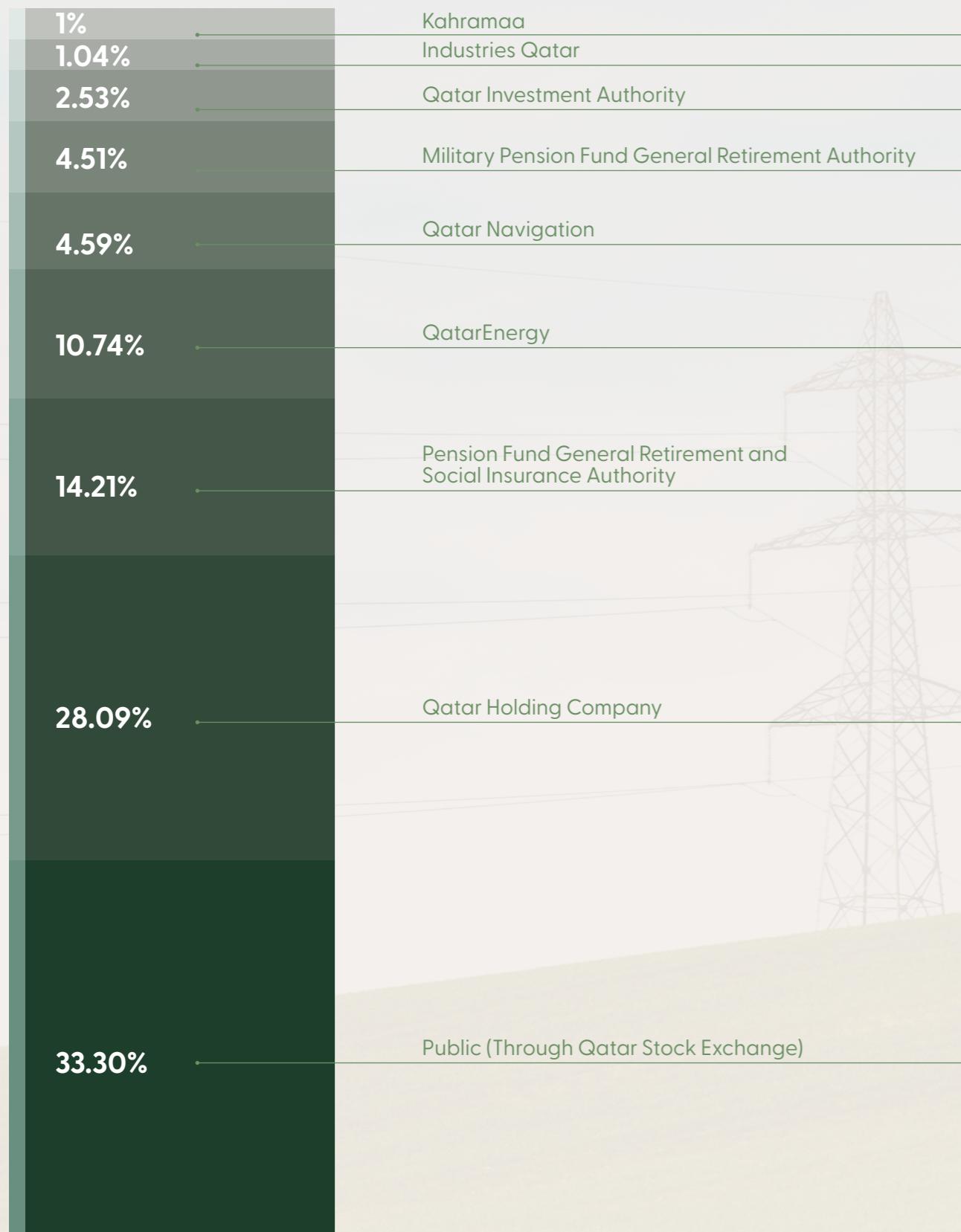
- **UK:** Acquired an equity stake in a portfolio of eight offshore wind farms - total generation capacity: 2,400 megawatts (MW). This is the first investment in the UK and in offshore wind generation.
- **South Africa:** Acquired five solar SPVs – expected total capacity: 580 MW. Projects are in the development stage. (It is not included in the Nebras' total capacity yet, due to early stage of the projects.)
- **Brazil:** Invested in a local company developing and operating gas fired projects – expected total capacity: 1,000 MW. (It is not included in the Nebras' total capacity yet, due to early stage of the projects.)
- **Uzbekistan and Bangladesh:** Collaborating with partners on several projects that are expected to start commercial operations between 2024 and 2026.

The ownership-adjusted current power assets of QEWC in Qatar amount to 6,264 MW, while the ownership-adjusted current water assets are at 392 million Imperial Gallons per Day (MIGD).

At the end of 2023, QEWC's ownership adjusted power capacity outside Qatar, owned through Nebras Power, amounted to 2,631 MW, of which approximately 42% is from renewables.



**QEWC's ownership as on  
31<sup>st</sup> December 2023 was as follows:**



# JOINT VENTURES AND SUBSIDIARIES

## Joint Ventures

To expand its portfolio, QEWC has invested in acquiring shares in all the national utility companies and now partially owns (but does not operate) the following:

### Ras Girtas Power

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



### Messaieed Power

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



### Qatar Power

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



### Umm Al Houl Power

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



## Subsidiaries

### Ras Laffan Power

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



### Nebras Power

Location : West Bay, Qatar  
Ownership: 100%



# OUR VISION, MISSION, AND VALUES

Click here to find out  
more or visit  
[www.qewc.com](http://www.qewc.com)

## Mission:

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

## Vision:

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



## Values:

Social Responsibility, Integrity, Innovation, Teamwork.





# QEWC'S 2023-2028 BUSINESS PLAN

In 2023, QEWC developed a five-year business plan with the objective of achieving a strong financial standing in both the short and long term. The plan delineates the sources of revenue and expenditures for the upcoming years, enabling our management to analyse the specifics of the organisation's present activities, resources, and objectives, as well as its future plans. The business plan prioritises four key dimensions:

- **Maintaining proactive health, safety, and environmental performance.**
- **Maintaining and optimising commercial operations performance.**
- **Maintaining and optimising financial performance.**
- **Promoting people development.**

QEWC recognises the importance of reducing its environmental impact and is taking the necessary steps to increase its efforts toward environmental compliance and management, particularly regarding greenhouse gas (GHG) emissions and waste management.

The organisation also recognises that our people are our greatest asset and among our core principles is the safety of our personnel. As such, we have identified several key initiatives that prioritise safety, including developing a safety culture, providing safety training to employees, and implementing a certified safety management system.

We have also established Key Performance Indicators (KPIs) for each strategic priority to aid in evaluating our performance regularly and thoroughly against established targets and objectives.

At QEWC, we firmly believe that this business plan, which emphasises responsible growth, will enhance stakeholder engagement throughout our value chain and lead to improved financial value creation.



# OUR SUSTAINABILITY APPROACH



At the heart of our operations is a commitment to using eco-friendly technologies to achieve reliable and efficient power and water generation, with a steadfast focus on safety and quality. Close collaboration with our customers is a fundamental aspect of our approach, enabling us to create value for our stakeholders while positioning ourselves as leaders in power and water generation throughout the Middle East.

## SUSTAINABILITY GOVERNANCE

At QEWC, our senior management strives to incorporate sustainable development practices across the organisation. The organisation's sustainability agenda, including sustainability commitments, initiatives and reporting is the responsibility of the Chief Operations and Maintenance Officer (Chief O&M Officer) who is directly accountable to the Managing Director and Chief Executive Officer of QEWC (MD/CEO)<sup>1</sup>. Several other departments across the organisation also provide support for sustainability initiatives and reporting. Moreover, various committees support the Sustainability Management function by consistently addressing sustainability topics in their discussions, as described on [page 32](#). To ensure that sustainability is embedded into QEWC's operations, topics such as ISO certification and CTO implementation were discussed during these meetings.

The Chief O&M Officer has a dedicated Senior Technical Advisor with the primary responsibility of ensuring the plants' sustainable operations. The Advisor's team includes personnel from relevant departments including operations, environment,

supply chain, and health and safety. This team collaborates with the Advisor to support the organisation's continuous progress towards a more sustainable business model.



*At the heart of our operations is a commitment to using eco-friendly technologies to achieve reliable and efficient power and water generation, with a steadfast focus on safety and quality.*

<sup>1</sup> During the development of this report in 2024, following the integration with Nebras, QEWC underwent a restructuring. As part of this, the following positions and departments were revised: the CEO of RAF transitioned to Chief O&M Officer, the Purchase Manager became the Supply Chain Manager, and the HR Manager assumed the role of Human Capital Manager. The newly assigned positions will be used throughout the report.





# SUSTAINABILITY FRAMEWORK

At QEWC, our core values underpin our sustainability framework and guide our strategies and operational decisions. We are committed to generating all our electricity and water using environmentally friendly technologies, ensuring that all our energy generation and water production is carried out using clean and sustainable processes, while also prioritising safety.

We are dedicated to ensuring the protection and well-being of the environment and communities in which we operate, and we strive to uphold the highest ethical standards in all our operations.

Our ambition for excellence and accountability drives us to treat everyone with respect. We recognise the value of diverse talents and experiences and strive to achieve a high proportion

of local employees for the maximum benefit of our company and the State of Qatar.

With these priorities in mind, we conducted a comprehensive review of our organisation, our peers, and international standards, to identify the sustainability issues that are of the highest relevance for our organisation. Through this process, we have developed our sustainability framework which 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 organisation. We mapped the issues to 10 out of the 17 UN SDGs. KPIs for each pillar have also been identified. These KPIs help us track our performance and ensure that we are on the right path towards achieving our goals.

## Conducting Responsible Business

QEWC provides clean, reliable, and cost-effective power and water to the people of Qatar. At QEWC, we firmly believe in conducting business with strong governance, respecting both business ethics and human rights. Central to our risk management strategy is ensuring business continuity and the provision of reliable services. Our organisation places a high priority on infrastructure efficiency and availability, fostering growth for the company, its shareholders, and the entire country as well.

In addition to our core services and products, we also support the communities in which we operate by ensuring the livelihoods and well-being of these communities through the activities we engage in.



## Conserving the Ecosystem

QEWC's Environmental Management System ensures that we maintain compliance with national and international regulations and improve performance. This system focuses on monitoring GHG emissions, particularly those from the combustion of natural gas, aiding in our effort in reducing our emissions.

We are also committed to implementing sustainable water practices that will benefit the water-scarce region in which we operate, and we have outlined a comprehensive plan for the safe management of waste. This includes measures to reduce, reuse, recycle, and appropriately store or dispose of it.



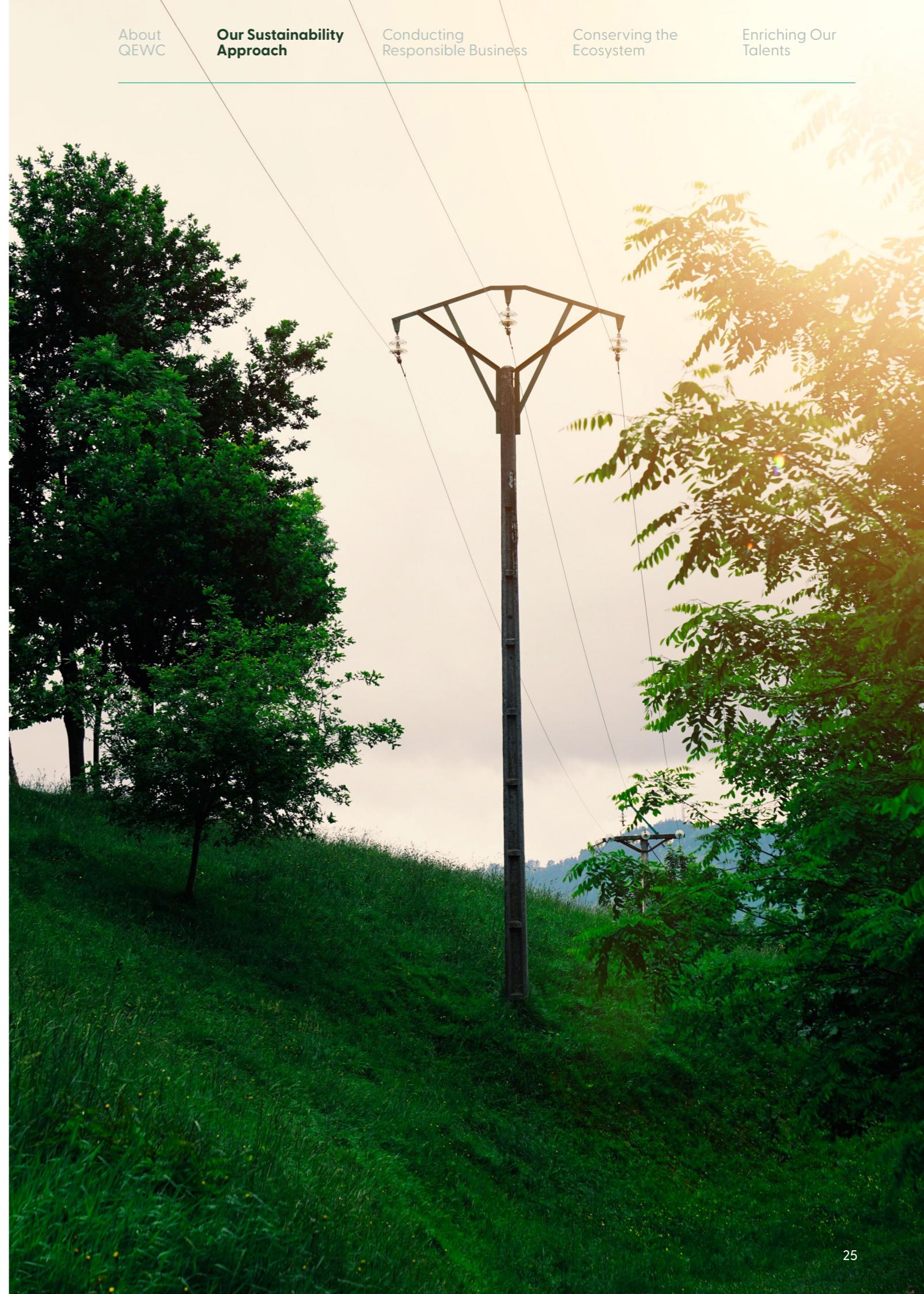
## Enriching our Talents

At QEWC, we place a high priority on safety, developing safety management systems, and promoting safety awareness among our employees and contractors. To this end, we strive to ensure that all work-related hazards are managed appropriately to reduce associated risks to a minimum.

In addition, we have implemented a Human Capital (HC) strategy that focuses on recruiting, developing, managing, and rewarding talented staff with core competencies to meet Qatarisation requirements and the company's strategic plan. We strive to offer an inclusive and fair work environment by emphasising performance management, providing a structured career path, offering appropriate remuneration and benefits, and implementing succession planning.



Focus Area	UN SDGs	Qatar National Vision 2030	KPIs
Conducting Responsible Business	Power and water reliability	 	Economic Development – Suitable Economic Diversification <ul style="list-style-type: none"> <li>Average availability of plants (%)</li> <li>Average reliability of plants (%)</li> </ul>
	Corporate governance and business ethics		Human Development – A Capable and Motivated Workforce Social Development – Social Care and Protection <ul style="list-style-type: none"> <li>Independent directors on the Board (%)</li> <li>Female directors on the Board (%)</li> </ul>
	Enhancing community livelihoods	   	Social Development – A Sound Social Structure <ul style="list-style-type: none"> <li>Community Investments (million QR)</li> <li>Pre-tax profits invested in the community (%)</li> <li>Spending on local suppliers (%)</li> </ul>
Conserving the ecosystem	Environmental stewardship		<ul style="list-style-type: none"> <li>Non-conformities recorded during third party audits for ISO 14001 certification</li> <li>Number of financial and non-financial sanctions</li> <li>Total amount of energy used (GJ)</li> <li>Energy intensity (GJ/employee)</li> <li>Renewable energy consumption (GJ)</li> <li>Total GHG emissions (tonnes of CO<sub>2</sub>eq)</li> <li>GHG emissions intensity (tonnes of CO<sub>2</sub>eq / employee)</li> <li>Total water use (m<sup>3</sup>)</li> <li>Water recycled (%)</li> <li>Total waste produced (kg)</li> <li>Waste recycled (%)</li> </ul>
	Climate action		
	Sustainable water practices		
	Waste management	 	
Enriching our Talents	Health, safety and wellbeing		Human Development – A healthy Population: Physically and Mentally <ul style="list-style-type: none"> <li>Number of fatalities among employees and contractors</li> <li>Number of injuries among employees and contractors</li> </ul>
	Talent acquisition and management	 	Human Development – A Capable and Motivated Workforce An Educated Population <ul style="list-style-type: none"> <li>Hours of training per employee</li> <li>Employee turnover rate (%)</li> <li>Employee wages and benefits (million QR)</li> </ul>
	Qatarisation		Human Development – A Capable and Motivated Workforce <ul style="list-style-type: none"> <li>Qatarisation at all levels (%)</li> </ul>
	Inclusiveness and diversity in the workplace		Human Development – A Capable and Motivated Workforce <ul style="list-style-type: none"> <li>Percentage of women employees (%)</li> <li>Ratio of median male salary to median female salary</li> </ul>



# CONDUCTING RESPONSIBLE BUSINESS



شركة الكهرباء والماء القطرية  
QATAR ELECTRICITY & WATER CO. Q.P.S.C.

اجتماع الجمعية العامة العادلة  
لشركة الكهرباء والماء القطرية

Qatar Electricity & Water Company  
Ordinary General Assembly Meeting

[www.qewc.com](http://www.qewc.com)

At QEWC, our mission is to deliver clean, reliable, and affordable power and water to the communities we serve across the countries in which we operate. We are committed to upholding strong governance and respecting human rights in all our operations. Additionally, we ensure business continuity by emphasising infrastructure efficiency and reliability. We are also dedicated to supporting the local community by participating in activities that enhance their livelihoods and well-being.



Focus Area	KPI	2023 Performance
Power and water availability	Average availability of plants	<b>Power: 96.11%</b> <b>Water: 98.30%</b>
Power and water reliability	Average reliability of plants	<b>Power: 99.63%</b> <b>Water: 99.50%</b>
Corporate governance and business ethics	Independent directors on the Board	<b>55%</b>
	Female directors on the Board	<b>0%</b>
Enhancing community livelihoods	Community Investments	<b>1 million QR</b>
	Pre-tax profits invested in the community	<b>0.064%</b>
	Spending on local suppliers	<b>85%</b>



# POWER AND WATER AVAILABILITY & RELIABILITY<sup>2</sup>

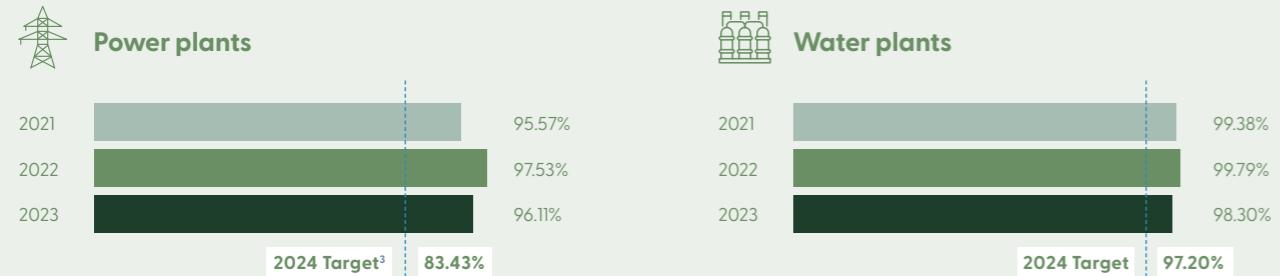
Clean water and a consistent electricity supply are crucial for industrial development, social welfare, and healthcare. As such, a reliable supply of these utilities is fundamental to the development of a country. As the largest power generation and water desalination company in Qatar, QEWC plays a significant role in supporting the country's development and rapid economic growth.

In 2023, QEWC conducted a comprehensive assessment of the risks affecting the business, in line with the Risk Management Committee Charter. Assessing risks from an ESG perspective, our foremost priority is ensuring business continuity. In

2023, we have continued to maintain high water and power availability and reliability across all our plants, not only meeting but surpassing the targets we set for 2023.

Despite already accomplishing significant achievements in terms of asset reliability and availability, QEWC is committed to continually enhancing our performance and security. As a part of this commitment, we have established a cyber security structure. This involved hiring a dedicated information security officer and implementing cyber security policies and procedures. QEWC is continually working for cyber resilience to

## Average availability (%)



## Average reliability (%)



<sup>2</sup> – Please 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.

<sup>3</sup> – The target set for 2024 has been reduced significantly following the extension of the RAF-B1 contract by Kahramaa which included a revised availability percentage.

deliver the intended outcome. Moreover, we have allocated a special budget for cyber security projects. In 2023, QEWC made great strides in either completing or progressing in some of these projects.

### The projects completed in 2023 include:

- Consultancy services for Business Impact Analysis (BIA) of QEWC Business Process and Systems (BCP phase – I)
- IEC 62443 Fundamental Training for Operational Technology
- Disaster Recovery Site

### Substantial progress was made in the following projects:

- International Organization for Standardization (ISO) 27001 - Information Security Management System Implementation & Certification – started in 2023 and is expected to be completed in 2024.
- Building Incident Command System (ICS) System Security Operation Centre (SOC) Implementation & Monitoring and Consultancy Services – set to begin in 2024.

### Increase the Availability and Reliability of RAF Plant During the Summer

QEWC set out to increase the availability and reliability of the Ras Abu Fontas (RAF) Power and Water Plant during the summer to meet the demand without interruption. To achieve this, we established maintenance best practices and optimised the operating regime of the RAF Power and Water Plant.

This involved attending to any defects in important equipment in the planned outages that occur during the winter. Moreover, we also ensured that all critical spares were made readily available.

This ensured that the power and water demand was managed without any interruption and remained fully operational during peak summer demand.





# CORPORATE GOVERNANCE AND BUSINESS ETHICS

QEWC is committed to upholding integrity in all its operations by maintaining the highest ethical standards and striving to act with honesty and transparency in all aspects of its operations.

QEWC promotes its values throughout the organisation by publishing and adhering to an Ethics Code of Conduct ([Click here](#) to find all company policies or visit <https://www.qewc.com>). QEWC's Ethics Code details the principles and guidelines that employees are expected to follow to ensure ethical behaviour and decision-making across all levels of the company. Our intranet-based Document Control System is used to disseminate the policy to all employees. We require that our employees communicate their understanding of this policy and direct all questions and queries to the Human Capital (HC) department.

The HC department is actively involved in ensuring that all current and new staff members review and acknowledge the Code. As a result, QEWC expects all its employees to act in alignment with the Code and use it as a reference point when dealing with all stakeholders, including 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. Moreover, the Board ensures that the organisation operates in the best interests of its stakeholders and is poised for long-term success. QEWC's board is composed of 11 members, all of which are male, and 55% of which are independent:

Board Structure	2021	2022	2023
Number of independent directors on the Board of Directors	6	6	6
Chairman's level of independence (%)	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. Five members are representatives of the state:
  - 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. Six members are representatives of the private sector and are elected by 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 Chief O&M Officer actively leads the company's sustainability related matters including reporting. The Chief O&M Officer reports directly to the MD & CEO. The MD & CEO attends the board meetings as a member and can lead committees whenever assigned by the Board. The Chief O&M Officer is not part of the Board but can lead committees whenever assigned by the Board through the MD & CEO. The Management has nominated the following committees to support the company on its journey to becoming a more sustainable business:

- **Audit Committee:** 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 is essential in overseeing the company's internal control and risk management system, ensuring adherence to 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.

- Risk Management Committee:** The Risk Management Committee, led by the Chief O&M Officer and including the Senior Technical Advisor, a Cost & Budget Controller, and the Internal Audit Manager, works together to ensure effective risk management and strategic decision-making. The Committee assesses various types of risks, such as financial, legal, HSE and operational, which affect QEWC's identity, reputation, and ethical standards. The findings from this assessment are incorporated into a risk register, which is used to develop detailed action plans for 2024 and beyond. The risk register is reviewed every quarter and updated before being presented to QEWC's leadership team. Moreover, the risk register undergoes a comprehensive review every year or as required.

#### • Health, Safety, and Environment (HSE)

**Committee:** The mission of this Committee is to develop and promote a healthy and safe environment for employees, contractors, and visitors 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 Chief O&M Officer, the department Managers, the Section Heads, Engineers, 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 of 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. This ensures that QEWC's best interests are always protected and that the provisions of the Procurement Policy are being adhered to.

- Employee Relation Committee (ERC):** This committee is chaired by the MD & CEO and comprised of the Chief O&M Officer and HC

Manager. It functions to facilitate seamless communication between employees and top management, handling suggestions, complaints, and grievances.

#### Voting Process

Voting is conducted during the general assembly and is done using various means, including raising hands, electronic voting, secret polling, or any other method that the assembly deems appropriate. The results are announced during the Annual General Meeting (AGM) and the outcome is made public to the Qatar Financial Market. However, the detailed voting results are not communicated.

#### Remuneration

At QEWC, we have established clear criteria for determining remuneration, ensuring equitable compensation. We take a holistic approach to executive compensation and consider a broad range of factors beyond financial performance. ESG metrics are incorporated into executive compensation plans to incentivise sustainability and ethical practices. By taking this approach, we aim to benefit both the company and shareholders, motivating top executives to work towards achieving strategic objectives and creating value for shareholders.

The organisation has identified five KPIs that have an impact on remuneration and performance targets, particularly in regard to the annual bonus structure. These KPIs cover Health and Safety, Plant Commercial Availability, Plant Budget, Environment and People Development. The metrics have been carefully designed to align with the company's strategy, values, and risk appetite. Moreover, they incorporate 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.

Common performance metrics that are linked to executive remuneration include:

- Financial Performance Metrics:** Measure financial performance (e.g., revenue growth, EPS, ROE, TSR) and determine bonuses or long-term incentives.
- Operational Performance Metrics:** Assess operational efficiency (e.g., cost reduction, inventory turnover, customer satisfaction) and influence short-term or long-term incentives.
- Strategic Performance Metrics:** Evaluate strategic objectives (e.g., market entry, product

launches, mergers) and impact long-term incentives like equity or deferred cash awards.

- Risk Management Metrics:** Measure risk management effectiveness (e.g., regulatory compliance, cybersecurity, environmental sustainability) and can be used to determine remuneration levels or incentive award vesting.

#### Corruption and Bribery

In 2023, QEWC has diligently instituted the Anti-Bribery and Corruption Policy to safeguard against unfair and corrupt practices (Click [here](#) to find all company policies or visit <https://www.qewc.com>). This comprehensive policy strictly prohibits any form of direct or indirect influence, through the offering, payment, or promise of bribes or any unethical means. The policy mitigates the risk of conflicts of interest and actions incompatible with our code of conduct, promoting transparency and fairness while also ensuring the highest standards of business ethics are upheld.

The policy extends to all employees and explicitly forbidding them from engaging in bribery. Bribery is defined as accepting monetary transactions or other valuable items, in order to gain improper advantages. Furthermore, employees are strictly prohibited 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.

QEWC has also implemented a Conflict-of-Interest Policy and Insider Trading Policy (Click [here](#) to find all company policies or visit <https://www.qewc.com>). These policies aim 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 organisation.

The organisation'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

The anti-corruption policies and procedures have been communicated to all board members and all employees. All governance body members received anti-corruption training in 2023, while for employees, anti-corruption training is planned for those whose responsibilities are more likely to expose them to corruption risks.

#### Grievance Mechanism

The Employee Relation Committee (ERC) serves as a dedicated platform for addressing grievances raised by employees. Employees can file their grievances using an online form submission process, enabling swift evaluation and resolution by the ERC. The Committee diligently reviews and evaluates all grievances, ensuring adherence to legal requirements and conducting thorough verifications. A decision is made by the ERC only after a

comprehensive assessment has been conducted, which is then communicated clearly and effectively to the employee. Through the ERC, the company proactively addresses employee grievances and 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. We strictly adhere to Qatar's Labour Law and all related regulations for issues related to human rights, child and forced labour. Our HC policy aims to uphold this standard by explicitly prohibiting the recruitment of individuals under the age of 18. We conduct systematic checks of new employees' identity documents or passports to ensure compliance with this policy.

## NO GRIEVANCES FILED RELATED TO HUMAN RIGHTS

# ENHANCING COMMUNITY LIVELIHOODS

We recognise our pivotal role in promoting the well-being of the community in which we operate. We believe that our responsibilities go beyond our core operations, and we are committed to creating value for our community in both financial and non-financial ways.

In line with this commitment, in 2023 we contributed a total of QR 1 million to the Al-Attiya Foundation

## QR 1 MILLION IN COMMUNITY INVESTMENT

Community Work	2021	2022	2023
Number of employee volunteering hours	32	78	441*
Total community investment (QR million)	1.00	1.34	1.00
Pre-tax profits invested in the community (%)	0.067	0.077	0.064

\*Increase in 2023 is due to beach cleaning activities which covered an additional 393 hours

### Responsible Procurement Practices

At QEWC, sustainability is embedded in every aspect of our procurement practices. Every contract we establish mandates strict adherence to environmental, health, and safety standards. These requirements encompass not only QEWC's policies but also all applicable laws, regulations, and legal obligations. This includes directives related to public health, worker safety, and environmental protection, ensuring that our contractors operate with the highest standards of compliance.

As awareness of climate change and environmental degradation grows, sustainable procurement has become more crucial than ever. QEWC is committed to advancing responsible sourcing by:

and the Sustainable Development for Platinum Sponsorship. In addition, we contributed QR 34.99 million to the Social and Sports Fund. QEWC also extended its support to organisations under the Ministry of Social Development and Family and distributed 100 smartwatches designed for individuals with disabilities.

We take our social responsibility seriously and actively seek out opportunities to make a positive impact. This commitment is reflected in both our financial contributions and the time and effort we devote to community issues such as our routine beach clean-up initiative, which was resumed in early 2023 after the COVID restrictions. We are proud to be an active part of the communities in which we operate and remain committed to creating a better future for all.

- **Building sustainability metrics over time:** We recognise that sustainability is a journey and not a destination. To track and measure our progress, we are building sustainability metrics that will help us evaluate our performance and stay aligned with our long-term procurement goals.

Transparency remains a cornerstone of our sustainability approach. In addition to our existing procurement policy, we published a Supplier Code of Conduct (Click [here](#) to find all company policies or visit <https://www.qewc.com>) during this report's development. The Code establishes key principles for suppliers covering regulatory compliance, labour and human rights, environmental responsibilities, business ethics, and social responsibility. It also details suppliers' responsibilities and describes the audit process and the consequences of non-compliance. The Code 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 therefore these topics are integrated into the qualification process for our suppliers.

Beyond sustainability, our supply chain department is focused on delivering value for money by

### Procurement

#### Number of local suppliers engaged

2021	287
2022	311
2023	342

#### Spending on local suppliers (%)

2021	84
2022	87
2023	85



evaluating factors such as pricing, quality, delivery capability, financial stability, and service performance before selecting the best supplier. Additionally, we have implemented strategies to ensure operational continuity in the face of geopolitical challenges or force majeure events, protecting the plant's efficiency.

To optimize procurement efficiency, QEWC has set key performance targets, including reducing procurement cycle times, sourcing from the most suitable suppliers at optimal costs, minimizing cash purchases, digitizing processes with paperless transactions, and implementing just-in-time delivery to avoid hazardous material storage.

As part of our commitment to Qatar's local content initiatives, QEWC actively participates in Tawteen, QatarEnergy's Supply Chain Localization Program. This initiative is built on three pillars: investment opportunities, supplier development, and In-Country Value (ICV) policies. QEWC is dedicated to increasing its local spending in alignment with these objectives.

In 2023, the engagement of local suppliers continued to grow, showing an increase of nearly 10% compared to the previous year. We remain committed to maintaining this focus on local suppliers in the coming years.

# CONSERVING THE ECOSYSTEM



We believe that adopting a certified environmental management system will allow us to meet regulatory requirements and continuously enhance our performance. Our top priorities include monitoring and reducing GHG emissions, practising sustainable water management, and ensuring the safe disposal of waste.



Focus Area	KPI	2023 Performance
Environmental stewardship	Number of non-conformities received during 3 <sup>rd</sup> party audit for ISO14001 certification	0
	Number of financial and non-financial sanctions	0
Climate action	Total amount of energy used	108,087,706 GJ
	Energy intensity	3.61 TJ consumed / TJ produced
	Renewable energy consumption	0.00108 GJ
	Total GHG emissions	5,681,754 tonnes of CO <sub>2</sub> eq
Sustainable water practices	GHG emissions intensity	189.74 tonnes of CO <sub>2</sub> eq/TJ produced
	Total water use	6,307,052 m <sup>3</sup>
	Water recycled	0%
Waste management	Total waste produced	14,238 tonnes
	Waste recycled	0%



# ENVIRONMENTAL STEWARDSHIP

QEWC is dedicated to establishing, implementing, and maintaining an environmental management system to 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, aligning with Qatar's vision and policy on sustainable development.

We have implemented several management documents related to environmental stewardship which aim to hold employees aware and accountable of relative matters. These include a corporate health, safety, and environmental policy, as well as several procedures under the environmental management system such as waste management procedure, spill management plan,

Qatar electricity & water company environmental monitoring plan, and an environmental aspect & impact procedure.

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. This achievement is a testament to our unwavering commitment to responsible and sustainable operations, and to promoting environmental stewardship throughout our operations. The CTO provides an outline of the legal responsibilities of the organisation, with a specific focus on air emissions (total carbon emissions-TOC, carbon oxide-CO, and nitride oxides-NOx), volatile organic compound leakages, noise levels, quality of water discharged to the sea, and waste and hazardous chemicals management.

A stack emission analysis by a third party has already been planned to monitor the emissions released into the atmosphere.

It is noteworthy that we consistently complied with all national legal environmental requirements and have not faced any financial or non-financial sanctions to date.

Environmental Stewardship	2021	2022	2023
Number of financial and non-financial sanctions	0	0	0

We have obtained certifications from an internationally accredited body to ensure that our environmental management system meets global standards.

We completed the first stage of the external audit related to ISO 14001: 2015 Environmental management systems certification in 2023, and at the time of publication of this report received the certification.

Furthermore, QEWC carried out several monitoring activities during 2023, including:

1. Leak Detection and Repair (LDAR) Survey
2. Air Quality Monitoring
3. Noise Monitoring
4. Process Drain Water Monitoring
5. Sea Survey Report
6. Marine Habitat Monitoring
7. Stack Emission Monitoring
8. Waste Management



# CLIMATE ACTION

Fossil fuels and seawater are two key natural resources that support Qatar's economy prosperity. The availability of both can be affected by changes in nature, such as climate change, or by policies aimed at mitigating climate change.

QEWC operates using natural gas and seawater to generate power and produce potable water. As such, we have started to mitigate the risks posed by climate and policy changes by ensuring complete alignment of our operations with national policies and programmes aimed at addressing them.

We are determined to overcome these challenges by staying committed to our company goals and adhering to all targets set by national initiatives. Moreover, we endeavour to stay abreast of the latest developments in these areas and take all necessary steps to ensure a sustainable future for our operations, our stakeholders, and the economy of Qatar.

## Energy Consumption

At QEWC, we employ a variety of fuels in our daily operations, including the functioning of our plants, offices, and headquarters, as well as our vehicles. These fuels comprise natural gas, which powers our turbines in generating electricity, as well as petrol and diesel which are used to operate a pump that removes water from different areas of the plants in the event of rain or leakages and to power our vehicles and emergency diesel generators, respectively.

Most of the electricity we use to carry out our activities is self-generated while a small portion is imported. This imported electricity is measured as the difference between the overall quantity imported and exported to Kahramaa, respectively. In 2023, we continued to install solar lights to minimise our organisation's reliance on traditional electricity sources for internal uses.

In 2023, both direct and indirect energy consumption increased slightly compared to last year. 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) increased compared to last year due to lower demand from energy buyers, which means that standby equipment consumes a relatively larger amount of energy, raising this ratio.

Energy Consumption	2021	2022	2023
<b>Direct energy consumption</b>			
<b>Indirect energy consumption</b>			
Petrol consumption from operations and vehicles (m <sup>3</sup> )	0.100	0.430	0.550
Diesel consumption from operations and vehicles (m <sup>3</sup> )	905	935	966
Natural gas consumption from operations (m <sup>3</sup> )	2,426,397,377	2,569,587,487	2,614,852,503
<b>Total direct and indirect energy consumed (TJ)</b>			
<b>Energy intensity (TJ consumed/TJ produced)</b>	<b>3.55</b>	<b>3.42</b>	<b>3.61</b>

# The major activities and programmes implemented to address climate change and reduce energy consumption include:

## Installation of Light-emitting diode (LED) lights:



Implemented a new initiative to replace outdated tube lights in our plant local control room, electrical switchgear, and offices, as well as traditional sodium streetlights with energy-efficient LED lights. This initiative not only reduce our energy consumption but will also reduce maintenance costs and waste, as well as improving lighting quality, creating a more comfortable environment for our employees.

## Green Transportation:



Instituted Green Transportation practices within our plant premises to curtail fuel consumption and reduce emissions. These practices include the employment of battery-powered vehicles, tricycles, and bicycles by QEWC employees.

## Environment Day:



The second "Environment Day" celebration held by QEWC focused on the theme "Ecosystem Restoration". It was conducted in collaboration with other Independent Water & Power Project companies. The event aimed to highlight the need for transformative changes to restore the balance with nature and served as a reminder that environmental protection is a shared responsibility and an integral part of our daily lives. This event included a range of activities such as tree planting, a poster-making contest, and recycling initiatives.

## Tree Plantation Program:



Launched a tree plantation programme as part of our efforts to positively contribute to the fight against climate change. In 2023, as part of the Environment Day celebrations, 100 Sidra trees, an iconic symbol of the country's heritage, were planted on the east side of the junior parking area at RAF Plant.

## Greenhouse Gas Emissions

As part of our commitment to environmental responsibility, we closely monitor our plant emissions to ensure compliance with regulatory limits. Moreover, we have implemented GHG reporting for all plant operations to further enhance our monitoring efforts. We subject our GHG reporting to external audit and communicate our Scope 1 and Scope 2 emissions quarterly to QatarEnergy in accordance with their GHG Accounting and Reporting Programme and as per QatarEnergy guidelines, which aligns with European Union Commission Regulation No 601/2012.

Scope 1 emissions are generated from direct fuel combustion in plants, mainly using natural gas and some diesel, excluding petrol due to its negligible impact. Additionally, natural gas flaring, used to prevent the release of unburnt gas, contributes to Scope 1 emissions. Scope 2 emissions arise from consuming imported electricity.

Scope 1 emissions are estimated using emission factors based on fuel composition, determined through lab tests. Scope 2 emissions, measured in CO<sub>2</sub> equivalents, use emission factors provided by QatarEnergy for electricity. Whereas methane (CH<sub>4</sub>) and nitrous oxide (N<sub>2</sub>O) Global Warming Potentials are based on the IPCC's fifth assessment report. Fuel consumption data is obtained from field instrumentation measurements.

In 2023 the total Scope 1 and 2 emissions were 5,681,754 tons of CO<sub>2</sub>eq, with only slight changes in both scopes compared to last year.



Greenhouse Gas Verification Statement Number  
CCP256927/04/24 QEWC

The inventory of Greenhouse Gas emissions in Calendar Year 2023 dated April 2024 of:

**Qatar Electricity & Water Company**  
Woqod Tower,  
Al Fondouq Street,  
Doha,  
Qatar

has been verified by SGS in accordance with ISO 14064-3:2019 to represent:

5,115,729 Tonnes of CO<sub>2</sub>e Scope 1,  
Stationary combustion sources  
566,025 Tonnes of CO<sub>2</sub>e Scope 2, (Location based)  
**5,681,754 Tonnes of CO<sub>2</sub>e Total**

and as having been compiled in accordance with:  
**QatarEnergy Accounting and Reporting Procedure for Greenhouse Gas Emissions**

Authorised by

Lisa Gibson  
Date: 1<sup>st</sup> May 2024  
SGS United Kingdom Limited  
Inward Way, Rossmore Business Park, Ellesmere Port,  
Cheshire CH65 3EN Tel +44 (0)151 350 6666  
[www.sgs.com/climatechange](http://www.sgs.com/climatechange)

To assess our performance independently of production levels, we have calculated the GHG emissions intensity based on the total amount of energy produced. However, this year there has been a slight increase in the intensity despite the decrease in the overall GHG emissions.

<b>Total Scope 1 and Scope 2 emissions (tCO<sub>2</sub>eq)</b>	<b>2021</b> 5,217,011
	<b>2022</b> 5,769,430
	<b>2023</b> 5,681,754

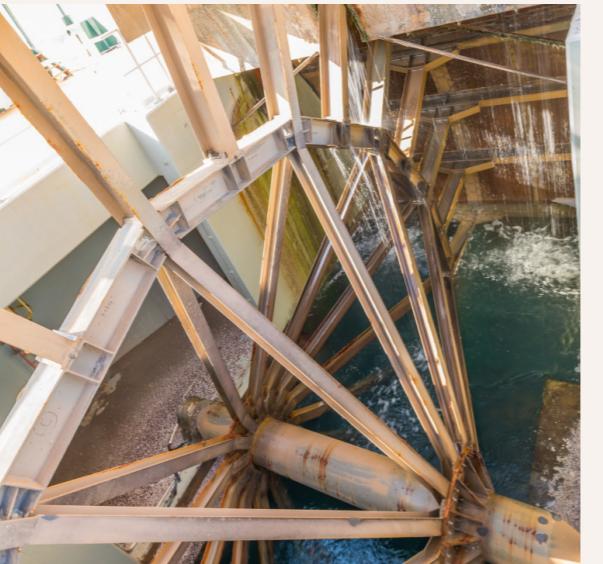
<b>GHG Intensity (tCO<sub>2</sub>eq / TJ of energy produced)</b>	<b>2021</b> 184.29
	<b>2022</b> 185.41
	<b>2023</b> 189.74

<b>GHG Emissions</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Scope 1 emissions (tCO <sub>2</sub> eq)	4,700,906	5,214,856	5,115,729
Scope 2 emissions (tCO <sub>2</sub> eq)	516,105	554,574	566,025

## Leak Detection and Repair (LDAR) at QEWC

QEWC remains committed to going beyond regulatory requirements to mitigate the significant effects of methane, a powerful greenhouse gas. We have maintained a comprehensive Leak Detection and Repair (LDAR) program, designed to swiftly identify and repair natural gas leaks from equipment such as flanges and connections, significantly curbing methane emissions. To enhance the program's effectiveness, a third-party was engaged in 2023 to conduct measurements and implement necessary remedial actions. During the 2023 LDAR campaign, 62 methane leak points were detected and quantified. Immediate action was taken, resulting in the successful repair of 52 leaks and a 75% overall reduction in methane emissions. The remaining leaks are scheduled

for repair during periodic plant shutdowns. The status of these components with delayed repairs will be reassessed in the second monitoring cycle to ensure continued progress in reducing emissions.



## SUSTAINABLE WATER PRACTICES

Water is a scarce resource in Qatar and so it is vital that we take the necessary steps to preserve and protect it. QEWC's processes do not require freshwater, which allows us to avoid putting additional stress on the local ecosystems.

Seawater is our primary source of water, and we treat and purify it in our plants to make it suitable for drinking. This water is used for various inter-

nal activities, including plant operation, chemical preparation, maintenance, cleaning, and domestic and sanitary usage. QEWC's water consumption is calculated 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 other joint venture companies which have installed new plants, and therefore the demand of water generated by our plants was reduced.

QEWC's major impact related to water use stems from discharging water into the sea. Maintaining seawater quality, through minimising the discharge of pollutants, is critical. Recognising this, our organisation has implemented rigorous monitoring and analysis procedures to ensure any water we

Water Consumption	2021	2022	2023
Total water withdrawal (m <sup>3</sup> )	1,267,779,467	1,357,401,624	1,283,862,952
Total water discharged (m <sup>3</sup> )	1,146,066,172	1,239,581,627	1,160,265,883
Total potable water produced (m <sup>3</sup> )	115,813,623	111,994,692	117,290,017
Total water consumption (m <sup>3</sup> )	5,899,672	5,825,305	6,307,052
Water intensity (m <sup>3</sup> water consumed/Mm <sup>3</sup> water produced)	50,941	52,014	53,773

discharge is free from pollutants. This is achieved by a combination of online and laboratory analyses to detect any harmful substances that may have entered the seawater.

Our performance is assessed independently of production levels and is calculated by examining the ratio of total water consumed to the total amount of water produced (m<sup>3</sup> of water consumed over millions of m<sup>3</sup> of water produced). While a slight increase is observed in 2023 compared to 2022 (around +3%), water withdrawal and discharge has decreased by 5 and 6% respectively.

Wastewater	2021	2022	2023
Total seawater discharged (m <sup>3</sup> )	1,146,066,172	1,239,581,627	1,160,265,883
Total sewage water (m <sup>3</sup> )	5,894	2,927	12,848
Total wastewater (m <sup>3</sup> )	1,146,072,066	1,239,584,557	1,160,278,732

## WASTE MANAGEMENT

At QEWC, waste management is an important material topic and as such we have developed and implemented a set of comprehensive plans and procedures, that guarantees organized proper waste management.

Our sustainable waste management plan encompasses a range of strategies, including waste reduction, reuse, recycling, as well as appropriate storage and disposal methods. Through this plan, we aim to reduce our waste footprint which consists of both hazardous and non-hazardous waste (e.g. empty drums, batteries, wooden pallets etc) and the overall environmental impact of our operations while maintaining compliance with regulatory standards. Further, our waste management practices are continually monitored and evaluated to

Waste Management	2021	2022	2023
Total waste generated (tonnes)	-	3,243	14,238
Hazardous waste generated (tonnes) <sup>4</sup>	-	2,927	12,874
Non-hazardous waste generated (tonnes)	-	316	1,364
Total waste recycled (tonnes)	-	2,931	0

<sup>4</sup> - This includes wastewater.

Various measures have been implemented to control the quality of discharged water and ensure we strictly adhere to all regulatory limits. Moreover, we are continuously exploring new technologies to minimise the amount of water discharged.

Most of our wastewater is comprised of seawater used for cooling and producing potable water. A smaller portion is sewage water which is our primary hazardous waste.

The increase in the reported figure for sewage water production can be attributed to improvements made in the existing data recording system.

ensure that we are meeting our objectives and that we are on the right trajectory to achieve best industry practices.

A comprehensive waste quantification and segregation process was initiated in 2022 and continued in 2023 with plans are in place for further refinement. QEWC has also taken steps to recycle a portion of its waste through MoECC-approved companies.

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

The increase in the reported figures is a result of enhancements made to our waste management monitoring, disposal processes, and record-keeping, which were implemented during 2023. Regarding recycling, we did not accumulate a sufficient amount of waste for recycling this year, so all recycling activities will be carried out in 2024.

# ENRICHING OUR TALENTS



Recognising the crucial role our workforce plays in our operations, we prioritise the well-being and safety of all employees by developing safety management systems, managing hazards, and promoting safety awareness. Additionally, we have implemented an HC strategy focused on recruiting, developing, managing, and rewarding talented staff to meet Qatarisation requirements and align with our strategic plan. This strategy encompasses performance management, career development, staff retention, and succession planning, all within an inclusive and fair work environment.



Focus Area	KPI	2023 Performance
Health, safety, and wellbeing	Number of fatalities among employees and contractors	<b>0</b>
	Number of injuries among employees and contractors	<b>1</b>
Talent acquisition and management	Hours of training per employee	<b>50</b>
	Employee turnover rate	<b>11.5 %</b>
	Employee wages and benefits	<b>QR 189 million</b>
Qatarisation	Qatarisation at all levels	<b>34.0 %</b>
Inclusiveness and diversity in the workplace	Percentage of women employees	<b>5.4 %</b>
	Median male salary to median female salary	<b>0.5</b>



## Health, Safety, and Wellness

At QEWC, we are committed to maintaining a safe and healthy environment for our employees. As such, we have established policies and procedures that require everyone to adhere to proper safety practices.

A formal HSE policy was signed by the MD & CEO in August 2023. Our HSE Policy ([Click here](#) to find all company policies or visit <https://www.qewc.com>) serves as a blueprint for adhering to local regulations and ensuring our operations align with international best practices. 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. Our systematic approach involves identifying relevant health and safety objectives and targets and striving to improve our performance against set KPIs.

### Occupational health and safety (OHS) objectives:

- Zero Lost Time Incidents
- Effective implementation of HSE 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

An integral part of QEWC's management system involves implementing 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.

QEWC's management team are at the forefront of our commitment to operating a safe workplace. The team leads by example and prioritises health

and safety by actively promoting it throughout the workplace. Site visits are regularly conducted to assess potential hazards and risks, as well as actively engaging with personnel to encourage positive and safe behaviours. By doing so, the management team sets the tone for the entire organisation, fostering a culture of safety.

An example of this is the "All Hand Safety" meeting which was called for by the Chief O&M Officer of the RAF Plant. This meeting was attended by department heads, concerned engineers, and staff and the key messages from the meeting was successfully conveyed to all working staff, resulting in a productive and effective event. During this meeting, a motivational speech was delivered by the Chief O&M Officer which emphasized the importance of safe working procedures and encouraged all staff members to prioritise safety on a regular basis. The Chief O&M Officer also expressed appreciation for the staff's participation in the event and their dedication to practicing good safety measures while working.

### Health and Safety Management System (HSMS)

We are dedicated to preventing workplace illnesses, injuries, and incidents through high standards of Occupational HSE control. The company strives for continuous improvement in HSE performance through comprehensive programmes, training, and adherence to ISO 45001:2018. QEWC's specific actions include maintaining an effective HSE Management System, eliminating workplace hazards, following best engineering practices and risk management, leading in HSE performance, conducting risk assessments, prioritising safety, and encouraging employee participation in health and environmental protection initiatives.

In 2023, we enhanced our work-related hazard identification and management processes. Our approach starts with thorough task analyses for all activities at the RAF plant, conducted by assessors. We reviewed our Risk Assessment Procedure in November 2023 and provided risk assessment training to relevant staff via the HSE team. A new Job Risk Assessment (JRA) data bank was established on the intranet's Safety Document Control System, with access for all concerned personnel. Risk assessments are prepared by

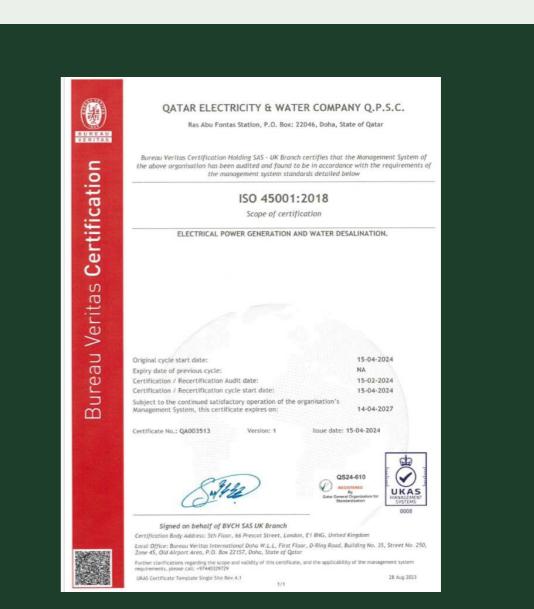
supervisors or engineers, reviewed by the section head and HSE team, and approved by the Maintenance Manager. A new risk assessment form was introduced, and staff were trained in its use, with regular JRA reviews conducted daily or as needed. Contractors follow the same procedures. Our risk assessments emphasise the hierarchy of control, prioritising hazard elimination to protect employees, and we implement risk transfer strategies for extremely risky activities, such as diving and underwater maintenance. In-addition a thorough review of permit to work system is being

carried out and the new system is expected to be enforced in 2024.

Additionally, QEWC has made significant progress in line with our commitment to upholding high health and safety standards, including:

- Receiving a certificate for ISO 45001: 2018 after attestation from Qatar General Organization for Standardization (QGOS).
- Receiving a Nurse and First Aid Unit License from Ministry of Public Health (MOPH).

## ISO 45001: 2018 SUCCESSFULLY RECEIVED



## QEWC WON ROSPA GOLD AWARD FOR 2023

Occupational HSMS	2021	2022	2023
Number of all employees that are covered by an occupational HSMS	450	462	427
Number of workers who are not employees that are covered by an occupational HSMS	80	95	102
Percentage of all employees and workers who are not employees that are covered by an occupational HSMS (%)	100	100	100

## Fire and Evacuation Drill at QEWC



Drills are crucial for ensuring our emergency response teams' readiness and efficiency. We conducted several successful drills, each with unique challenges and learning opportunities.

## Emergency Evacuation and Rescue Drill at RAF B GT-51:



This drill tested the Civil Defence's response efficiency at RAF B GT-51. The scenario involved a fire during maintenance, with one staff member losing consciousness and another injured. Simulating multiple emergencies to test coordination and responsiveness was the main challenge. The event was successfully executed.

## Live Fire Mock Drill:



A live fire mock drill was conducted near the security tower, involving Security, Operation, and RAF A3 personnel. The primary challenge was coordinating multiple departments under pressure. The drill was successful, with no injuries, and all SP1 & SP2 staff were safely evacuated. The event was recorded for future reference.

## Internal Evacuation Drill at RAF Canteen:



The QEWC fire team, including 45 QEWC and contractor staff, conducted an evacuation drill at RAF Canteen. The drill aimed to ensure safe evacuation in emergencies, particularly in a high-traffic area with a large team. The drill was successfully conducted with no injuries and recorded for future reference.

## Health and Safety Training

Our comprehensive health and safety training strategy is composed of a blend of external third-party training, internal training carried out by the Fire and Safety Departments, Video Presentations developed by the Safety Department, and in-house training on specific procedures carried out by our various departments. Training topics covered matters related to safety, fire awareness, different types of hazards identification, environmental

impacts, non-occupational health awareness sessions.

Our range of technical courses include first-aid training, work at height using a full body harness, hazardous material handling, and hydrant and hose drill training; while non-technical courses include topics such as, how to prepare a risk assessment, near miss reporting, and behaviour-based safety, amongst others.

In 2023, our employees took part in different training sessions, with a total amount of 5,556 hours of H&S training and 13 hours per employee for H&S trainings.

We also carry out several activities over the year that go beyond formal training. These activities aim to support a culture of safety throughout the organisation, and include 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.

### Safety Performance

Significant maintenance activities were carried out at RAF Plant during 2023. This included outage

Safety Performance	2021	2022	2023
Total hours worked (employees and contractors)	1,092,868	1,080,839	1,069,353
Number of fatalities (employees and contractors)	0	1	0
Total recordable injuries (employees and contractors)	0	0	0
Lost time injuries (employees and contractors)	0	0	1

At QEWC, we take safety very seriously and prioritise ensuring that we have the appropriate safety measures in place. The company applies international standards and professionalism in safety by providing all precautions and public safety means to preserve the safety and lives of our workforce. We employ due diligence in ensuring the safety of equipment, machinery, and property of the facility. In 2023, the company achieved a high rate of working hours without serious accidents or injuries, except one employee lost-time injury in which an employee sustained minor injuries as a valve end cover detached due to a failure, resulting in a few days off work.

The company has also taken a number of corrective actions to address areas requiring improvement. This has included implementing training designed to instil a culture of safety and vigilance among employees, emphasising the importance of adherence to protocols and procedures. Through this training, QEWC aims to ensure that staff members are equipped with the necessary knowledge and skills to identify and mitigate hazards, preventing similar incidents from occurring in the future. Additionally, our Health and Safety personnel perform walk-throughs that focus

maintenance and the implementation of plant modifications, amongst others. The primary focus was to prevent any injuries and ensure the protection of the workforce. After the fatality in February 2022 and the lost time accident in June 2023, we have introduced several changes including a Safety Document System which are still in progress and expected to complete in 2024, a training was conducted to familiarise employees with this new system. Additionally, several health and safety trainings were held. In 2023, we achieved zero recordable injuries and zero fatalities for employees and contractors.

on critical work activities, and we have introduced a reward system which distributes prizes to individuals who demonstrate a commitment to safety on-site.

In addition to ensuring our employees are equipped with the proper safety knowledge, we have also introduced quarterly plant leadership meetings for our top management teams that focus on plant health safety & environment, plant performance, risk register updates, internal audit findings status, financial reviews and departmental updates to ensure that plant is being operated in line with the organisation's goals and expectations. HSE induction and regular training such as behavioural based safety, fire awareness training, first aid training are scheduled as well for security staff.

The company has developed a set of comprehensive safety document controls in-house that focus on JRA's, method statements, fire impairments, logic forcing/protection bypass, excavation approval and control process. Moving forward we aim to develop the maintenance management system which covers the defects, PTW system with all the necessary documents, approvals and controls.

## Wellness Practices

QEWC requires all employees to undergo a medical test before commencing work at our facilities. A yearly medical examination is then conducted by our medical staff on the anniversary of the employee's joining date. We also provide our employees with healthy food options through our on-site canteen, which is regularly inspected for quality and hygiene.

We take the safety and comfort of our employees seriously by ensuring that we provide favourable working conditions. As a result, all areas on the site are equipped with adequate lighting, and noise levels are constantly monitored. Additionally, we have equipped all site offices with air conditioning to ensure a comfortable working environment, and we have numerous drinking water coolers and washroom facilities across the site.

In an effort to help our employees maintain a healthy lifestyle, QEWC has developed a comprehensive wellness programme comprised of numerous physical wellness, mental health, and emotional wellbeing initiatives including an Employee Sickness Policy. This includes regular wellness check-ups, health assessments, and health education sessions, as well as resources for stress management, meditation, and relaxation techniques. The health reports are recorded in a system that is limited to HC and first aid nurses only, ensuring that no favourable or unfavourable treatment of workers takes place.

Moreover, all employees and their families are provided Al-Koot medical insurance which includes listed private medical centres worldwide and Hamad Card which covers all government medical centres in Qatar.



### Heat Stress Prevention at QEWC

Qatar experiences extreme heat during the summer months which can pose a significant occupational health hazard, with temperatures soaring above 50°C. To address this concern, the Health and Safety (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 that all employees have continual access to drinking water and shaded rest areas, while poster campaigns and 'Urine Colour' charts in washrooms are used to promote awareness. We actively monitor the temperature and humidity readings throughout the day and ensure that the flag colours at three different locations are updated as needed to inform all workers of any changes in conditions that require additional safety precautions or, in extreme cases, a complete halt to work.

These measures were integral to QEWC achieving zero incidents related to heat stress in 2023.

### RAF Plant Blood Donation Camp

This Blood Donation Camp was initiated to collect much needed blood supplies to support those in critical need within our community. The aim of this campaign was to remind everyone that every drop of blood donated can make a significant difference to someone's life. Higher management approval was taken prior to this event and information was circulated by "Health Safety & Environment Section" through our message board to all the QEWC employees which included the date, time and location.

Around 80 staff have registered, but 57 staff could donate after health screening and travel history verification.



### 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 HC strategy has been established. When formulating the HC strategy for 2023 and beyond, the following criteria were considered:

- The significance of embracing Qatariisation, as meeting the Qatariisation 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.
- Investing in and retaining staff through the following means:
  - ◊ Providing appropriate remuneration and benefits
  - ◊ Placing emphasis on performance management in accordance with business needs
  - ◊ Offering succession planning and a planned career path aimed at retaining core competencies.

As part of our HC strategy, our HC department has undertaken the following initiatives:

• **New performance management system:** In 2022, we launched a new, more transparent and objective performance management system based on KPIs. This system has driven improvements in employee performance ratings and provided deeper insights into HC performance. Supported by management, the KPI framework tracks vital metrics in areas such as Health & Safety, Finance, and Environmental objectives. The system has been implemented throughout 2023 and was enhanced where deemed necessary.

• **Expansion of training and development programs:** Our training and development offerings have been significantly expanded, focusing on equipping employees with leadership and technical skills necessary for career advancement. This initiative has played a critical role in preparing our employees—especially national talent—for leadership roles, while addressing future workforce needs, including the adoption of new technologies and green initiatives. Skilling and reskilling remain a key focus, ensuring that our workforce is prepared to meet evolving industry demands.

• **Upgrade of the HRIS system:** The successful upgrade of the HR Information System (HRIS) in 2022 resulted in increased efficiency and accuracy in HC processes. Streamlined processes—such as onboarding, performance

reviews, and benefits administration—have significantly reduced administrative burden. The system's benefits were further realized in 2023, contributing to improved compliance with policies, enhanced process efficiency, and timely task completion.

- Revamping recruiting processes:** Our revamped recruiting strategies have led to a more qualified candidate pool and reduced hiring times. In line with our commitment to the national vision, we've also expanded opportunities for fresh national graduates interested in pursuing careers within the energy sector, ensuring a strong pipeline of local talent.

At QEWC, to monitor the progress and improve process, we have made the following KPIs:

- Employee turnover rate:** this KPI measures the percentage of employees who leave the organisation 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. This incorporates costs associated with advertising, recruiting, and onboarding. Lower costs suggest 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 company. The quicker positions are filled, the more efficient the recruitment process is, which can help the organisation stay competitive in the marketplace.

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

• **Employee engagement rate:** this KPI measures the level of employee engagement and satisfaction within the organisation.

QEWC's workforce is composed of 427 individuals, a number that has been fairly consistent over time. In 2023, QEWC laid off 53 employees and recruited new employees who have the required skills to align with RAF new organisation structure. Moreover, 25 staff were transferred from special grade to regular company grade in accordance with their position to align with RAF new organisation structure. In 2023, 17 new non-Qataris and 4 new Qataris joined QEWC (both in RAF Plant and Head Office).

### Employee Engagement Programs

QEWC recognises that our employees are our greatest asset. As such, we prioritise the engagement of our staff through various programs, including:

- Employee Recognition and Reward Program:** Our employees' hard work and contributions are acknowledged and rewarded through various recognition programmes, such as a recognition board or wall, shout-outs in company newsletters, or annual awards ceremonies.
- Social Responsibility Activities:** we encourage our employees to give back to the community and provide various opportunities that enable them to make a positive impact. This includes volunteer programmes or environmental sustainability initiatives, such as cleaning onshore areas or sites.
- Communication and Feedback:** We encourage employees to share their ideas and feedback through open communication channels. This includes regular town hall meetings, suggestion boxes or through the ERC.

By implementing these initiatives, we strive to create a positive work environment that promotes employee wellbeing and engagement, ultimately leading to increased productivity and job satisfaction.

### Training and Development

QEWC has developed a robust system for employee training and development that includes policies, processes, systems, and resources to ensure that employees possess the appropriate knowledge and skills.

All training and development policies and procedures are transparent and available to all employees through the company's intranet. Employees are selected for training and development programmes based on their performance scores over the past three or more years and the succession plan. All the training and development programmes offered are aligned with work and organisational needs. Moreover, the organisation adopts the most effective training methods by considering the knowledge or skills needs of each employee, such as classroom training, e-learning, on-the-job training, coaching, and mentoring.

The company offers both technical and soft skills courses (professional development courses, mentorship programmes, or leadership development initiatives) to employees based on specific job requirements and the employee training and development programme. The relevant training team evaluates the trainee's knowledge and skills to determine the most appropriate training to proceed with.

## ALL EMPLOYEES RECEIVED PERFORMANCE AND CAREER DEVELOPMENT REVIEW DURING 2023.

Human Capital	2021	2022	2023
Total number of employees	450	462	427
Employee wages and benefits (QR million)	207	200	189
Total number of new hires	8	40	17
Male	8	40	16
Female	0	0	1
Total number of employees who left the company	37	27	53
Employee turnover rate (%)	8.0	5.9	11.49



HC department is mainly responsible for tracking the whole process through a systemised workflow that tracks an individual employee's progress and achievements through all stages of the training or development programme. This systemised approach to training and development ensures that our employees possess the appropriate knowledge and skills to support the organisation's goals and objectives. Moreover, this approach also helps to ensure that employee training and development efforts are aligned with the organisation's overall strategy and are optimised to achieve the best possible results.

QEWC allocates an annual training budget according to the requirement of the various departments and sections. Additionally, an Annual Plan has been prepared to provide effective training according to the training need of each department and section. The assessment of the training and development for trainees/developees<sup>5</sup>

includes weekly performance evaluation and panel assessments upon completion of each training module. HC and the Training Department also conduct a monthly meeting where trainees and developees progress is reviewed and any appropriate recommendations are taken. The department also partakes in periodical visits and meetings with education institutes, such as colleges or universities, where some of our employees are pursuing their studies.

All 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 2023, the total number of training hours increased by 60% compared to the previous year, with a 73% increase in average hours per employee, reflecting QEWC's commitment to staff training and development.



5 – At QEWC, a “Developee” refers to an employee identified for promotion, who undergoes the necessary education and in-house training for 1-2 years before being promoted. Fresh graduates who have recently joined the company are classified as “Trainees.”



# 73% INCREASE IN AVERAGE HOURS OF TRAINING PER EMPLOYEE

Training and Development	2021	2022	2023
Total number of training hours	11,482	13,348	21,369
Average hours of training per employee	25.5	28.9	50

## Introductory and educational visit by Al Jazeera Academy

Twelve-students and 2 professors from Al Jazeera Academy were welcomed at RAF Plant for an introductory and educational visit.

This visit included an induction, the arrangement of PPE and internal transport, pre-visit training and plant briefing carried out by a Senior Technical Advisor (STA). The group was also escorted by STA, the safety team, and the operations team.

By taking part in this visit, students and professors were able to learn about and analyse the operations of our water and power plants, as well as being given an opportunity to visit the Gas Turbine Major overhaul activity.



## Safety Man of the Week Award

The Chief O&M Officer of QEWC distributed our Safety Man of the Week Award (Certificate & Voucher) to 35 staff (QEWC & Contractor).

This award was distributed to employees that had received recognition for their excellence in areas such as: Adherences to safety protocols, incident and accident prevention, safe work practices, team safety performance, near miss reporting, and health and wellness.

Through this award initiative, QEWC aims to improve the safety culture across all our

operations by motivating and engaging our employees and offering incentives for due diligence in health and safety issues, ensuring we comply with best practices. Moreover, this award aims to increase employee satisfaction.

To ensure consistency and fairness, the award assessment process has been published and we monitor and evaluate our employees on a daily basis. We also take into consideration best practices and feedback from their coworkers.

The establishment of this award has resulted in improved performance and an increased safety culture.



## QATARISATION

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. 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:

- Ensuring that our compensation and benefits packages are competitive for Qatari nationals by benchmarking them against the market.
- In 2023, QEWC participated in QatarEnergy's organised 'Qatarisation Strategic Meeting', with QEWC acting as a focal point for all the Independent Power & Water Plant (IWPP) companies. We also undertook several major initiatives and improvement measures, which included:
  - Offering a scholarship programme: Based on the initiative to provide more opportunity for young talents, our organisation sponsored three Qatari secondary school graduates to undertake a Bachelor of Engineering programme. Two of these students are pursuing this programme at United Kingdom (UK) universities, while one is studying at Qatar University.
  - Sponsoring several permanent employees for bachelor's degree programmes in the University of Doha for Science and Technology, as part of our commitment to supporting personal development.

- Providing development programmes to all the employees who completed bachelor's degree programmes according to their targeted higher positions.
- Providing professional skill and knowledge improvement trainings to Qataris to align with current trend and major global standards. Employees were given opportunities to attend various professional training within and outside Qatar in collaboration with company subsidiaries and global industrial leading

companies. Accordingly, three employees were able to attend training programmes abroad: one in United States of America (USA), one in Switzerland, and one in Japan.

Attracting and retaining Qatari Nationals with technical backgrounds is a significant challenge for QEWC, given that Qatar provides a wide range of appealing job opportunities for individuals to explore. Despite this challenge, in 2023 we were proud to achieve an impressive 34% Qatarisation rate and aim at increasing this to 35% by 2025.

Qatarisation	2021	2022	2023	2025 target
Number of nationals among total full-time workforce	145	144	145	163
Female national full-time employees	21	20	20	25
Male national full-time employees	124	124	125	138
Nationalisation rate (%)	32.2	31.2	34.0	35
Qatarisation rate at senior management level (%)	91	92	100	75.00
Qatarisation rate at middle management level (%)	70	76.5	78.9	61.80
Qatarisation rate at staff level (%)	26.9	25.7	26.7	27.70



## INCLUSIVENESS AND DIVERSITY IN THE WORKPLACE

At QEWC, we recognise the value of diverse talents, perspectives, and experiences. We advocate for an environment that treats others equally and fairly, and we strive to promote diversity and inclusion in our workplace by implementing various initiatives, such as unconscious bias training, and creating a culture of openness and acceptance.

QEWC is also committed to attracting and retaining female employees. We understand that this is a crucial step towards better decision-making, increased profitability, and overall success.

To this end, several strategies have been introduced which include employing targeted recruitment strategies within job fairs, career events, and social media campaigns.

We are committed to ensuring that our female employees' journey with us is a positive one and we have implemented a range of special leaves and flexible work arrangements to provide greater autonomy and help manage work-life balance. Moreover, our pay and promotion policies are fair, transparent, and provide equal opportunities for women to advance into management positions.

We strive to support our female employees during the transition to parenthood by offering maternity leave and shorter working hours during the first year of returning to work. Additionally, we have created 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.

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

QEWC has implemented these strategies and initiatives to increase the recruitment and retention of female employees and help them advance to management positions. Through these strategies, we aim to promote 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 organisation and our employees.

NO INCIDENTS OF DISCRIMINATION WERE RECORDED FOR 3 CONSECUTIVE YEARS

Females in the Workforce	2021	2022	2023
Number of female full-time employees	24	23	23
Percentage of female full-time employees (%)	5.3	5.0	5.4
Ratio of median male salary to median female salary	0.52	0.47	0.50

QEWC abides by Qatar Labour law and its provisions regarding parental leave, ensuring that eligible male and female employees receive their entitled leave.

Parental Leave	2021	2022	2023
Number of female employees that were entitled to parental leave	1	0	2
Number of male employees that were entitled to parental leave	0	0	0
Number of female number of employees that took parental leave	1	0	2
Number of female employees that returned to work in the reporting period after parental leave ended	1	0	2
Number of male employees that returned to work in the reporting period after parental leave ended	0	0	0
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	0	1
Number of male employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	0	0



## QSE ESG DASHBOARD

The table that follows outlines all the necessary data and disclosures mandated by QSE.

QSE Indicator	2021	2022	2023
<b>Environment</b>			
Any legal or regulatory responsibility for an environmental impact? Yes/No	Yes	Yes	Yes
Does the company publish and follow an environmental policy? Yes/No	Yes	Yes	Yes
Energy used (GJ/employee)	225,513	230,561	253,133
Percentage of renewable energy used (%)	0.00	0.00	0.00
Specify the primary source of energy used by the company	Natural Gas	Natural Gas	Natural Gas
The total volume of water recycled/reused in m <sup>3</sup> by the organization per year	0	0	0
Total amount of energy used (GJ)	100,580,521	106,518,512	108,087,705
Total GHG emissions (tonnes)	5,217,011	5,769,430	5,681,754
Total waste produced (kg)	0	3,243,000	14,238,000
Hazardous waste generated (tonnes)	-	2,927	12,874
Non-hazardous waste generated (tonnes)	-	316	1,364
Total waste recycled (tonnes)	-	2,931	0
Total water used (m <sup>3</sup> )	5,899,672	5,825,305	6,307,052
<b>Social</b>			
Average hours of training per employee	25.5	28.9	50
Disclosure and adherence to a Human Rights Policy? Yes/No	No	No	No
Does the company prohibit the use of child or forced labour throughout the supply chain?	No	No	No <sup>6</sup>
Does the company publish and follow a policy for occupational and global health issues?	Yes	Yes	Yes
Employee turnover rate (%)	7.7	6.0	11.5
Employee wages and benefits (USD million)	56.85	54.93	51.92
Nationalization rate (%)	32.2	31.2	34.0
Number of grievances about human rights issues filed, addressed, and resolved	0	0	0
Pre-tax profit invested in the community (%)	0.067	0.077	0.064
Spending on locally based suppliers (%)	84	87	85

<sup>6</sup> - According to the Supplier Code of Conduct which was developed and approved during the development of this report (2024), QEWC prohibits child and forced labor.

Total number of injuries and fatal incidents (contractors)	0	0	0
Total number of injuries and fatal incidents (employees and contractors)	0	1	1
Total number of injuries and fatal incidents (employees)	0	1	1
Total workforce (FTE)	450	462	427
Women in the workforce (%)	5.3	5.0	5.4
<b>Corporate Governance</b>			
CEO Officer pay ratio	9.64	9.83	10.12 <sup>7</sup>
Is the Chief O&M Officer is allowed to sit on the Board, act as the Chairman, or lead committees?	No	No	No
Disclosure of the voting results of the latest AGM Yes/No	Yes	Yes	Yes
Does the company publish and follow a Bribery/Anti-Corruption Code? Yes/No	Yes	Yes	Yes
Does the company publish and follow a Supplier Code of Conduct? Yes/No	No	No	No <sup>8</sup>
Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes	Yes	Yes
Executive compensation linked to performance indicators. Yes/No	No	Yes	Yes
Female directors on the Board (%)	0	0	0
Independent directors on the Board (%)	55	55	55
Median male salary to median female salary	0.5166	0.4742	0.5
<b>ESG Reporting Generally</b>			
Does the company publish a GRI, CDP, SASB, IIRC or UNGC report?	No	Yes	Yes
Are the company's ESG disclosures assured by an independent third party?	NA	No <sup>9</sup>	No <sup>9</sup>

## GRI INDEX TABLE

<b>Statement of use</b>	Qatar Electricity and Water Company has reported the information cited in this GRI content index for the period 1 <sup>st</sup> January – 31 <sup>st</sup> December 2023 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>PAGE NUMBER</b>
GRI 2: General Disclosures 2021	2-1 Organizational details	12-15
	2-2 Entities included in the organization's sustainability reporting	4
	2-3 Reporting period, frequency and contact point	4-5
	2-4 Restatements of information	None
	2-5 External assurance	Not assured
	2-6 Activities, value chain and other business relationships	13-16
	2-7 Employees	52
	2-8 Workers who are not employees	49
	2-9 Governance structure and composition	21, 31, 62
	2-11 Chair of the highest governance body	21, 31, 62
	2-12 Role of the highest governance body in overseeing the management of impacts	21
	2-13 Delegation of responsibility for managing impacts	21
	2-14 Role of the highest governance body in sustainability reporting	21
	2-15 Conflicts of interest	33
	2-16 Communication of critical concerns	33
	2-18 Evaluation of the performance of the highest governance body	21
	2-19 Remuneration policies	32, 33
	2-22 Statement on sustainable development strategy	6-9
	2-23 Policy commitments	31
	2-24 Embedding policy commitments	31
	2-25 Processes to remediate negative impacts	33
	2-26 Mechanisms for seeking advice and raising concerns	33

<sup>7</sup> - CEO of RAF Plant has been re-designated as Chief O&M Officer.

<sup>8</sup> - Supplier Code of Conduct was developed and approved during the development of this report (2024).

<sup>9</sup> - GHG emissions verified by independent third party

GRI 3: Material Topics 2021	3-1 Process to determine material topics	23-24
	3-2 List of material topics	24
	3-3 Management of material topics	24
GRI 201: Economic Performance 2016	202-2 Proportion of senior management hired from the local community	58
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	11, 27, 35
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	33
	205-3 Confirmed incidents of corruption and actions taken	33
GRI 302: Energy 2016	302-1 Energy consumption within the organization	37, 39, 61
	302-3 Energy intensity	37, 39, 61
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	42, 43
	303-2 Management of water discharge-related impacts	42, 43
	303-3 Water withdrawal	42, 43
	303-4 Water discharge	42, 43
	303-5 Water consumption	37, 42, 43
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	41
	305-2 Energy indirect (Scope 2) GHG emissions	41
	305-4 GHG emissions intensity	41
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	43
	306-2 Management of significant waste-related impacts	43
	306-3 Waste generated	43
	306-4 Waste diverted from disposal	43
	306-5 Waste directed to disposal	43
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52, 61
	401-3 Parental leave	60

GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	32, 46, 47
	403-2 Hazard identification, risk assessment, and incident investigation	46, 47
	403-3 Occupational health services	48, 49, 50
	403-5 Worker training on occupational health and safety	48, 49
	403-6 Promotion of worker health	50
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46, 47, 48
	403-8 Workers covered by an occupational health and safety management system	47
	403-9 Work-related injuries	49
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	54, 56
	404-2 Programs for upgrading employee skills and transition assistance programs	53, 54
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	31
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