

Strengthening the Future with Sustainable Foundations

QEWG SUSTAINABILITY REPORT 2024



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

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ABOUT THE REPORT

This report has been prepared to align with the latest sustainability disclosure requirements of the Qatar Stock Exchange (QSE), the Qatar Financial Market Authority (QFMA), and the Qatar Financial Centre Regulatory Authority (QFCRA). It also reflects our commitment to responsible business principles, advancing the United Nations Sustainable Development Goals (SDGs), and supporting the Qatar National Vision 2030 (QNV 2030). It also reflects our commitment to transparency by outlining both our accomplishments and the areas for improvement.

The report provides an overview of QEWC’s sustainability performance for the 2024 calendar year (1 January – 31 December 2024), unless otherwise specified. It has been developed with reference to the Global Reporting Initiative (GRI) Standards, ensuring adherence to internationally recognized sustainability reporting practices. All data presented relates to Qatar Electricity and Water Company’s (QEWC) fully owned assets, excluding information related to joint ventures, subsidiaries, external contractors, suppliers, and clients, unless stated otherwise. All financial figures are expressed in Qatari Riyals (QR).



**We value your feedback on this report
and welcome you to contact us through
the following channels:**



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Cautionary Message

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

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



Message from the Chairman



SAAD SHERIDA AL-KAABI

Minister of State For Energy Affairs
Chairman of The Board of Directors

We recognize the vital role our work plays in achieving long-term prosperity for the nation, and we are dedicated to ensuring the reliable provision of power and water through sustainable and responsible practices.

It is my pleasure to present Qatar Electricity and Water Company's (QEWC) third Sustainability Report, showcasing the significant progress we have achieved in 2024 in embedding sustainability across our business, laying solid foundations for long-term resilience and responsible progress.

At QEWC, we remain deeply committed to supporting the State of Qatar's strategic development priorities – economic diversification, environmental preservation, and human development. Our vision is closely aligned with both the Qatar National Vision 2030 and the Third National Development Strategy (NDS3). We recognize the vital role our work plays in achieving long-term prosperity for the nation, and we are dedicated to ensuring the reliable provision of power and water through sustainable and responsible practices.

With Qatar's June 2025 announcement of its application of the International Sustainability Standards Board (ISSB) IFRS S1 and S2 disclosure requirements – backed by the Qatar Financial Markets Authority (QFMA), the Qatar Financial Centre Regulatory Authority (QFCRA), and the Qatar Stock Exchange (QSE) – QEWC is committed to ensuring our reporting and ESG risk management practices meet global disclosure standards. This step forward is not only a regulatory shift but also an opportunity to lead with transparency and accountability.

2024 was a year of strong growth for QEWC. Our collaboration with KAHRAMAA has enabled us to increase electricity and water supply capacity to meet Qatar's rising demand while ensuring the highest levels of efficiency and quality. We also signed agreements with Qatar Energy, KAHRAMAA, and international developers to launch the Ras Abu Fontas (RAF) Power Project. Once operational, this new project will contribute 2,400 MW of electricity and 110 million gallons of drinking water per day – equivalent to approximately 23% of the

country's total electricity production and 20.4% of water production capacity. Designed for high efficiency and reduced fuel consumption, this project marks a major step in Qatar's energy transition and environmental protection agenda. In parallel, QEWC has also started constructing a 500 MW peak-time power generation station, which will further enhance the flexibility and resilience of Qatar's electricity supply.

In terms of foreign investments, the company continued to expand in global markets and diversify its portfolio across the energy and renewable energy sectors. In 2024, we grew our presence in solar energy in Brazil, increased our stake in offshore wind projects in the United Kingdom, and expanded ownership in two power plants in Jordan. Construction is progressing in major projects in Uzbekistan, including the 1,590 MW Surkhandarya and Syrdarya II CCGT plants. In Bangladesh, the 584 MW Unique CCGT Project became fully operational. By year-end, our international assets spanned multiple countries, with gross production capacities of 20 GW of electricity and 541 million gallons of water per day. Together, these international initiatives represent a future-forward approach that complements our domestic achievements and aligns with the global energy transition.

On behalf of QEWC, I extend my deepest gratitude to His Highness Sheikh Tamim bin Hamad Al-Thani, the Amir of the State of Qatar, for his wise leadership and vision, and for his unlimited support and guidance. I also thank our esteemed shareholders for their enduring support, and all stakeholders who contribute to our journey. As we move forward, QEWC remains committed to innovation, sustainability and responsible growth – ensuring our business is future-ready, our practices are transparent, and our contributions to Qatar's prosperity are lasting.

Message from the Managing Director and Chief Executive Officer



MOHAMMED NASSER AL-HAJRI

Managing Director & Chief Executive Officer

Looking ahead, we are entering a new era of transparency, accountability, and environmental, social and governance (ESG)-driven growth. With Qatar's recent adoption of the IFRS S1 and S2 disclosure requirements, QEWC will prioritise this transition by initiating the necessary work to align our practices with the forthcoming standards, ensuring we are ready to meet them as they take effect.

At QEWC, sustainability is and will remain the core part of how we operate, deliver value, and evolve. As Qatar's largest power and desalinated water producer, we recognise our unique role in supporting national development while advancing sustainable energy and water solutions for future generations. I am proud to present our 2024 Sustainability Report, which outlines the meaningful achievements we have made this year.

In 2024, we continued to embed sustainability principles across all aspects of our operations. Guided by three core pillars – conducting responsible business, conserving the ecosystem, and enriching our human resources talents – this framework helps us translate our commitments into measurable progress and drive performance improvements in areas that matter most to our stakeholders.

This year, our Ras Abu Fontas facility delivered consistent reliability to meet Qatar's growing needs, maintaining power plant reliability at 98.78 per cent and water plant reliability at 99.81 per cent. Beyond ensuring operational reliability, environmental stewardship remained a key area of our focus. We are working to reduce our environmental footprint through more efficient use of resources, better emissions management, and enhanced waste practices. Our ISO 14001 Environmental Management certification and consent to operate obtained from the Ministry of Environment and Climate Change remain important foundations for this journey.

Equally, we recognise the importance of our people and workplace culture. We remain steadfast in creating a safe, inclusive, and empowering work environment for all employees. Our ISO 45001 Occupational Health and Safety certification and

our record of zero workplace fatalities in 2024 reaffirm our commitment to occupational health and safety. Across the organisation, we continue to champion opportunities for training, growth, diversity, and employee well-being, helping to cultivate a workforce that is resilient, engaged, and ready for the future.

Internationally, we advanced projects across renewable and thermal energy – from offshore wind in the United Kingdom to solar, onshore wind and high-efficiency gas in Asia, Australia, and Latin America. These investments are both environmentally and economically strategic – supporting global energy transition goals while delivering reliable returns and diversifying our portfolio.

Looking ahead, we are entering a new era of transparency, accountability, and environmental, social and governance (ESG)-driven growth. With Qatar's recent adoption of the IFRS S1 and S2 disclosure requirements, QEWC will prioritise this transition by initiating the necessary work to align our practices with the forthcoming standards, ensuring we are ready to meet them as they take effect.

I would like to express my sincere gratitude to our dedicated employees, partners, customers, shareholders, and the communities we serve. Your continued support and collaboration enable us to power a more sustainable, secure, and prosperous future for Qatar and beyond.



CONDUCTING RESPONSIBLE BUSINESS

99.46%
Average availability of water plants

99.81%
Average reliability of water plants

93.61%
Average availability of power plants

98.78%
Average reliability of power plants

ZERO INCIDENTS
related to corruption

QR 1 MILLION
in community investments

82% SPENDING
on local suppliers

ISO 14001 CERTIFIED
Environmental Management System

ESG HIGHLIGHTS 2024



1.2% DECREASE
in water withdrawal compared to last year

GHG Intensity **DECREASED BY 0.4%** compared to last year

93% OF TOTAL GENERATED WASTE was recycled

ISO 45001 CERTIFIED
Occupational Health & Safety Management System



CONSERVING THE ECOSYSTEM



ENRICHING OUR TALENTS

100%
of all workers are covered by our occupational HSMS

ZERO FATALITIES
among employees and contractors

Our workforce **INCREASED BY 11%** compared to last year

ISO 27001 CERTIFIED
Information Security Management System

Our employee turnover rate **DECREASED FROM 11.5% TO 4.2%** this year

57 hours of training per employee with a **14% INCREASE** compared to last year

RAF Plant received the Royal Society for the Prevention of Accidents (RoSPA) **GOLD AWARD**

ABOUT QEWC





Founded in 1990, Qatar Electricity and Water Company (QEWCo) has grown to become one of the Middle East’s leading utilities, ensuring the reliable provision of power and desalinated water to support Qatar’s development for more than three decades. As the primary supplier of these essential resources, QEWCo accounted for approximately 55% of the nation’s electricity and 72% of its water supply by the end of 2024. Through its scale, reliability, and strategic role, QEWCo continues to serve as a cornerstone of Qatar’s energy and water security.



QEWCo is a Qatari Public Shareholding Company, established in 1990 in accordance with the Qatari Commercial Companies Law. The Company’s core business activities include the ownership, operation, and sale of electricity and desalinated water. All power and water plants in Qatar are fuelled by natural gas, underpinned by long-term Power and Water Purchase Agreements (PWPAs) and supported by Fuel Supply Agreements (FSAs) signed with QatarEnergy, the country’s sole gas supplier.

As of 2024, QEWCo owns and operates three power generation plants and five water desalination plants. It also holds equity interests ranging from 40% to 80% in all gas-fired power generation and water desalination facilities across Qatar. On an ownership-adjusted basis, QEWCo’s power generation capacity stands at 6,264 megawatts (MW), while its water desalination capacity totals 392 million Imperial Gallons per Day (MIGD). These assets highlight the Company’s central role in meeting Qatar’s growing demand for reliable and sustainable utility services.

QatarEnergy provides natural gas

QEWCo produces water and electricity

Kahramaa is the sole off-taker

End-users

Internationally, QEWCo advances its growth and diversification strategy through its investment arm, Nebras Power Q.P.S.C. By the end of 2024, Nebras held a diversified global portfolio of power generation assets with more than 3.3 gigawatts (GW) of net capacity, spanning both conventional and renewable technologies. These projects are located across ten countries, including the United Kingdom, Oman, Jordan, Indonesia, Brazil, the Netherlands, Ukraine, Bangladesh, Australia, and Uzbekistan. Similar to previous years, Nebras will continue to seek

further opportunities to grow its asset portfolio in both advanced economies and developing markets. Future growth may include acquisition of equity stakes in operational assets as well as development of greenfield projects.

The following section provides an overview of QEWCo’s key projects at both the national and international levels, highlighting the Company’s continued commitment to growth and diversification.



LOCAL PROJECTS

To meet Qatar’s rising demand for electricity and water, QEWC is prioritizing the development of high-capacity, energy-efficient plants while gradually phasing out older, less efficient facilities. These initiatives are fully aligned with Qatar National Vision 2030 and the country’s broader strategy to diversify energy sources. Key local projects include:

- Facility E Project – Ras Abu Fontas Power Company**
In November 2024, QEWC signed a 25-year Power and Water Purchase Agreement (PWPA) for this facility. The project is designed to deliver 2,410 MW of electricity and 110 MIGD of water. Initial production is expected in 2028, with full capacity targeted by 2029.
- 500 MW Peaker Power Plant Project**
Agreements between QEWC and Kahramaa were finalized in late 2024, with the 25-year power purchase agreement signed in early 2025, and commercial operations are anticipated to start in 2027.

INTERNATIONAL PROJECTS

In 2024, Nebras Power continued to strengthen QEWC’s international presence, investing in both conventional and renewable energy projects designed to deliver long-term financial returns. Key developments include:

- United Kingdom:** In March 2024, Nebras Power acquired an additional equity stake in Equitix Aragon Holdco Ltd., which holds interests in multiple offshore wind projects with a combined capacity of 2,400 MW.
- Jordan:** Nebras increased its ownership in two power plants from 24% to 50% in March 2024, enhancing its operational influence in the country.
- Uzbekistan - Syrdarya II CCGT Project:** Nebras Power holds a 33.33% stake in this combined cycle gas turbine (CCGT) project. Construction progressed throughout 2024, with commercial operations expected in 2026.
- Uzbekistan - Surkhandarya CCGT Project:** In partnership with EDF, Siemens, and Stone City, Nebras is developing this 1,590 MW gas-fired power plant, holding a 35% stake. Agreements were signed and construction began in March 2024, with commercial operations projected for 2027.
- Bangladesh - Unique CCGT Project:** Construction and commissioning of this 584 MW gas-fired power plant have been completed. Nebras holds a 24% stake, and commercial operations commenced in January 2024.

By the end of 2024, QEWC’s ownership-adjusted power generation capacity outside Qatar, held through Nebras Power, totalled 3.5 GW, comprising both operational and under-construction assets. Approximately 28% of this capacity comes from renewable energy sources, reflecting the Group’s ongoing commitment to sustainable energy development.



JOINT VENTURES AND SUBSIDIARIES



JOINT VENTURES

In line with QEWC’s strategic growth objectives, the Company has acquired stakes in all national utility companies. While QEWC holds partial ownership in these plants, it does not participate in their day-to-day operations. Key joint ventures include:

			
Ras Girtas Power		Qatar Power	
LOCATION	POWER CAPACITY	LOCATION	POWER CAPACITY
Ras Laffan, Qatar	2,730 MW	Ras Laffan, Qatar	1,025 MW
OWNERSHIP	WATER CAPACITY	OWNERSHIP	WATER CAPACITY
45%	63 MIGD	55%	60 MIGD

			
Mesaieed Power		Umm Al Houli Power	
LOCATION	POWER CAPACITY	LOCATION	POWER CAPACITY
Mesaieed, Qatar	2,007 MW	Umm Al Houli, Qatar	2,520 MW
OWNERSHIP	WATER CAPACITY	OWNERSHIP	WATER CAPACITY
40%	N/A	60%	198 MIGD

SUBSIDIARIES

			
Ras Laffan Power		Nebras Power	
LOCATION	POWER CAPACITY	LOCATION	POWER CAPACITY
Ras Laffan, Qatar	756 MW	West Bay, Qatar	
OWNERSHIP	WATER CAPACITY	OWNERSHIP	
80%	40 MIGD	100%	



OUR VISION

Our vision is to be the leading power generation and water desalination company in the Middle East.



OUR MISSION

Our mission is to motivate our employees to work congenially towards positive growth, partner with our customers to ensure success, operate in a clean and safe environment, and create wealth for our shareholders.

OUR CORE VALUES

Strategies and operational decisions at QEW are formulated so as not to compromise on any of the following core values:



Social Responsibility



Integrity



Innovation



Teamwork

QEW C's 2025-2030 Business Plan

In 2024, Qatar Electricity and Water Company (QEW C) updated its five-year business plan to cover the period 2025–2030, replacing the previous plan that covered 2024–2029. This updated strategy reflects the company's long-standing commitment to operational excellence, responsible growth, and national value creation. The plan is designed to ensure long-term financial sustainability while addressing emerging challenges, evolving stakeholder expectations, and Qatar's national development priorities.



The strategy is structured around the following strategic pillars, each supported by clear targets, defined timelines, and measurable performance indicators:

Operational Excellence

QEW C remains focused on ensuring the reliable and efficient delivery of power and water. The company aims to maintain high availability levels across its asset base, optimise dispatch planning, and improve energy efficiency. A target power availability of 92.35% has been set for the planning period, underpinned by improved plant monitoring systems and integrated fuel-use forecasting.

Asset Reliability and Maintenance

A structured maintenance strategy – grounded in preventive and predictive practices – ensures the long-term integrity and performance of critical assets. Maintenance schedules are aligned with OEM guidelines and Equivalent Operating Hours (EOH) data, supported by diagnostic technologies such as vibration monitoring and borescope inspections.

Health, Safety, and Environmental Leadership

A proactive HSE approach underpins QEW C's commitment to protecting people and the environment. Certified management systems (ISO 45001 and ISO 14001), behaviour-based safety initiatives, and regulatory compliance frameworks guide daily operations. The company continues to implement its Time-Bound Corrective Action Plan and monitor environmental performance through ongoing engagement with the Ministry of Environment and Climate Change (MoECC).

Human Capital Development and Qatarisation

Recognising people as its greatest asset, QEW C has introduced a refreshed Human Capital Strategy to support talent development, workforce planning, and leadership succession. Following the integration of Nebras Power employees, the company aims to achieve 40% Qatari representation by 2030, supported by graduate recruitment, international training, and career advancement initiatives.

Digital Transformation and Information Governance

QEW C is leading a strategic digital transformation to modernize its IT and OT systems, enhance operational agility, and strengthen data security. This initiative includes infrastructure upgrades, cloud migration, advanced cybersecurity measures, and compliance with ISO 27001 and NCSA standards, anchored by a centralized Security Operations Centre for enterprise-wide risk management. The organization is advancing toward certification under the Qatar National Information Assurance (NIA) framework, while embedding data privacy best practices through adherence to the Qatar Personal Data Privacy Law (PDPL) and alignment with the EU GDPR. In parallel, QEW C is implementing the Qatar Cybersecurity Framework (QCS) through a holistic approach that integrates people, processes, and technology to foster a culture of continuous improvement and ensure long-term cybersecurity maturity and operational excellence.

Sustainability and Climate Resilience

Environmental stewardship is embedded in QEW C's long-term vision. The company is strengthening its greenhouse gas (GHG) reporting practices, reducing waste, and advancing ISO 14001 compliance across all sites. Sustainability performance is tracked through regulatory reporting and stakeholder engagement.

Resilience and Risk Management

QEW C maintains a comprehensive enterprise risk management framework to address operational, environmental, and geopolitical risks. Diversification through its international investment arm, Nebras Power, provides additional resilience and revenue stability. The risk register is reviewed quarterly to ensure timely mitigation.

Each strategic pillar is supported by a defined set of Key Performance Indicators (KPIs), enabling continuous monitoring, accountability, and alignment with corporate objectives. Through this integrated approach, QEW C remains committed to delivering long-term value to its stakeholders and playing a central role in Qatar's sustainable energy future.

OUR SUSTAINABILITY APPROACH

Our operations are underpinned by a strong commitment to sustainability, prioritising the use of resource-efficient and environmentally responsible technologies in power and water production. By integrating safety, quality, and innovation across our activities, we aim to deliver long-term value for our stakeholders. Through strategic collaboration and a forward-looking approach, QEWC continues to play a leading role in supporting the region’s transition to a more sustainable energy and water future.



Sustainability Governance

At QEWC, sustainability is driven from the top and embedded throughout our operations. Oversight of the Company’s sustainability agenda rests with the Chief Operations and Maintenance Officer (Chief O&M Officer), who holds primary responsibility for leading sustainability-related initiatives, including reporting.

The Chief O&M Officer reports directly to the Managing Director and Chief Executive Officer (MD/CEO), ensuring a direct line of accountability. While not a Board member, the Chief O&M Officer may be appointed by the MD/CEO to lead specific Committees, with MD/CEO also participating in Board Meetings. This governance structure reflects our commitment to integrating environmental, social, and governance (ESG) priorities at the highest levels of decision-making.

The Chief O&M Officer is supported by a cross-functional team, including a dedicated Senior Technical Advisor, to advise on sustainable plant operations. Drawing on expertise from operations, environment, health and safety, and supply chain departments, this team ensures a comprehensive and holistic approach to ESG integration.

Sustainability is fully integrated into QEWC’s core business systems rather than treated as a separate function. Key ESG topics are regularly discussed in management meetings and Committee reviews, including updates on ISO certifications, Critical Technical Objectives (CTOs), and plant-level HSE performance.

In 2024, QEWC took important steps to strengthen its sustainability governance through several key initiatives. We finalized our Five-Year Business Plan (2025-2030), aligning long-term operational goals

with ESG considerations. We also completed a major revision of our Business Continuity Plan and developed a centralized, integrated safety and document control system to enhance risk assessments and procedural compliance across all sites.

Through quarterly Plant Management Meetings, senior leadership continues to drive alignment between sustainability, operational excellence, and risk management. These meetings provide a structured forum to monitor HSE performance, review departmental progress, and update plant-level risk registers, reinforcing our culture of accountability and continual improvement.

In addition, QEWC initiated the explicit integration of ESG responsibilities into the Committee Charters of the Risk Management Committee and Ethics Committee, marking an important step toward formalizing sustainability governance at the committee level. In parallel, QEWC’s efforts to enhance sustainability governance and internal ESG management systems have contributed to improved evaluations and higher scores from several respected ESG rating agencies compared to previous years, reflecting the company’s steady progress and commitment to continual improvement.

Materiality Process

In 2023, QEWC conducted a comprehensive materiality assessment to identify the ESG topics of highest significance to the Company and its stakeholders. The process considered QEWC’s strategic objectives, internationally recognized sustainability reporting standards, global, national, and local ESG commitments, key issues addressed by industry peers, and ESG performance evaluations from leading rating agencies.

By combining these perspectives with an analysis of QEWC’s operational context and business environment, we identified and prioritized the topics with the greatest impact while focusing on areas most relevant to the organisation.

For this 2024 Sustainability Report, QEWC conducted a review of the previous materiality assessment to ensure continued alignment with evolving stakeholder expectations, regulatory developments, and emerging sustainability trends.

This review led to the identification and addition of a twelfth material topic – Data Privacy and Cybersecurity – reflecting the Company’s growing focus on digital resilience and responsible data management.

This updated materiality process ensures that QEWC remains focused on the ESG issues that matter most to its stakeholders while reinforcing the alignment of sustainability priorities with the Company’s long-term strategy.

Power and Water Reliability

Environmental Stewardship

Climate Action

Sustainable Water Practices

Health, Safety, and Wellness

Corporate Governance and Business Ethics

Talent Acquisition and Management

Waste Management

Qatarisation

Inclusiveness and Diversity in the Workplace

Enhancing Community Livelihoods

Data Privacy and Cybersecurity

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 through environmentally friendly technologies, ensuring that all our energy generation and water production are carried out using clean, sustainable and safe.

Our commitment extends to protecting the environment and supporting the well-being of the communities in which we operate, while upholding the highest ethical standards across all activities. We recognize the value of diverse talents and experiences and strive to maintain a strong proportion of local employees, maximizing benefits for both QEWC and the State of Qatar.

Building on the insights from our materiality assessment, we developed a sustainability framework structured around three ESG pillars and eleven focus areas. This framework serves as a continuous guide for operations, emphasizes sustainable growth, and aligns with 12 of the 17 United Nations Sustainable Development Goals (SDGs). Relevant metrics have been defined for each pillar to track performance and ensure progress toward achieving our objectives.



Conducting Responsible Business

MATERIAL TOPICS	<ul style="list-style-type: none">■ Power and Water Reliability■ Corporate Governance and Business Ethics■ Data Privacy and Cybersecurity■ Enhancing Community Livelihoods
PILLAR FOCUS	<p>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, upholding both business ethics and human rights.</p> <p>Central to our risk management strategy is ensuring business continuity and the consistent provision of reliable services. Our organisation places high priority on infrastructure efficiency and availability, fostering growth for the company, its shareholders, and the country as a whole.</p> <p>In addition to our core services and products, we support the communities in which we operate by contributing to their livelihoods and well-being through the activities we undertake.</p>
QATAR NATIONAL VISION 2030	<div><ul style="list-style-type: none">■ Economic development<ul style="list-style-type: none">– Suitable economic diversification■ Human development<ul style="list-style-type: none">– A capable and motivated workforce<div><ul style="list-style-type: none">■ Social development<ul style="list-style-type: none">– Social care and Protection– A sound social structure</div></div>
UN SDGs	<div><div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>



Conserving the Ecosystem

MATERIAL TOPICS	<ul style="list-style-type: none">■ Environmental Stewardship■ Climate Action■ Sustainable Water Practices■ Waste Management
PILLAR FOCUS	<p>QEWCo’s Environmental Management System ensures compliance with national and international regulations while driving continuous performance improvement. The system focuses on monitoring GHG emissions, particularly those resulting from natural gas combustion, supporting our efforts to reduce overall emissions.</p> <p>We are also committed to implementing sustainable water practices that address the challenges of the water-scarce region in which we operate. In parallel, we have outlined a comprehensive plan for the safe management of waste, incorporating measures to reduce, reuse, recycle, and appropriately store or dispose of waste materials.</p>
QATAR NATIONAL VISION 2030	<ul style="list-style-type: none">■ Environmental development – A balance between development needs and protecting the environment
UN SDGs	<div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div></div>



Enriching Our Talents

MATERIAL TOPICS	<ul style="list-style-type: none">■ Health, Wellbeing and Safety■ Talent Acquisition and Management■ Qatarisation■ Inclusiveness and Diversity in the Workplace
PILLAR FOCUS	<p>At QEWCo, we prioritise safety through the development of safety management systems and the promotion of safety awareness among employees and contractors. We work to ensure that all work-related hazards are managed effectively, minimising associated risks.</p> <p>In addition, we have implemented a Human Capital (HC) strategy focused on recruiting, developing, managing, and rewarding talented staff with the core competencies needed to meet Qatarisation objectives and the company’s strategic goals. We are committed to providing an inclusive and equitable work environment through robust performance management, structured career development, competitive remuneration and benefits, and succession planning.</p>
QATAR NATIONAL VISION 2030	<ul style="list-style-type: none">■ Human development<ul style="list-style-type: none">– A healthy population: physically and mentally– A capable and motivated workforce– An educated population
UN SDGs	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div>

ESG KPI's Performance Snapshot

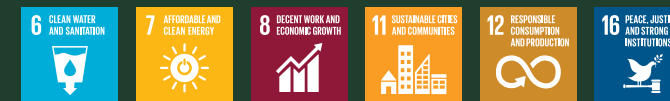
Sustainability Framework Pillar	Focus Area	KPIs	2022	2023	2024
Conducting Responsible Business	Power and water reliability	Average availability of plants (%)	98.66	97.21	96.54
		Average reliability of plants (%)	99.85	99.57	99.29
	Corporate governance and business ethics	Independent directors on the board (%)	11	11	11
		Female directors on the board (%)	0	0	0
		Total community investment (QR)	1,340,000	1,000,000	1,000,000
	Enhancing community livelihoods	Pre-tax profits invested in the community (%)	0.077	0.064	0.070
		Spending on local suppliers (%)	87	85	82

Conserving the Ecosystem	Environmental stewardship	Non-conformities recorded during third party audits for ISO 14001 certification	0	0	0
		Number of financial and non- financial sanctions	0	0	0
	Climate action	Total amount of energy used (GJ)	106,518,512	108,087,705	112,658,286
		Energy intensity (GJ consumed/GJ produced)	3.42	3.61	3.63
		Renewable energy consumption (GJ)	0.00108	0.00108	0.00108
		Total GHG emissions (tonnes of CO ₂ eq)	5,769,430	5,681,754	5,879,691
		GHG emissions intensity (tonnes of CO ₂ eq / GJ of energy produced)	0.185	0.190	0.189
	Sustainable water practices	Total water use (m ³)	5,825,305	6,307,052	7,123,910
		Water recycled (%)	0.00024	0.00111	0.00134
	Waste management	Total waste produced (tonnes)	3,243	14,238	16,577
		Waste recycled (%)	90	0	93

Sustainability Framework Pillar	Focus Area	KPIs	2022	2023	2024
Enriching our Talents	Health, safety and wellbeing	Number of fatalities among employees and contractors	1	0	0
		Number of injuries among employees and contractors	0	1	1
	Talent acquisition and management	Total number of training hours	13,348	21,369	27,171
		Employee turnover rate (%)	5.90	11.49	4.21
		Employee wages and benefits (USD million)	54.93	51.92	58.18
	Qatarisation	Qatarisation at all levels (%)	31.2	34	32.35
	Inclusiveness and diversity in the workplace	Percentage of women employees (%)	5.0	5.4	7.0
		Ratio of median male salary to median female salary	0.47	0.50	0.57

CONDUCTING RESPONSIBLE BUSINESS

At QEWC, we are dedicated to providing clean, reliable, and affordable power and water to the communities we serve across our areas of operation. We uphold high standards of governance and are committed to respecting human rights throughout our business activities. Ensuring the continuity of our services remains a key priority, driven by our focus on infrastructure efficiency and reliability. We also actively support local communities through initiatives aimed at improving livelihoods and promoting well-being.



Power and Water Availability and Reliability

Access to clean water and a stable electricity supply is essential for industrial development, social well-being, and healthcare. A reliable provision of these utilities forms the backbone of national development. As Qatar’s largest power generation and water desalination company, QEWC plays a vital role in supporting the country’s progress and accelerating economic growth.

Ensuring uninterrupted supply, particularly during peak summer demand, remains a key operational priority. In 2024, QEWC maintained rigorous monitoring of critical equipment, resolved defects promptly, and completed planned major maintenance activities ahead of the summer period. These proactive measures were instrumental in sustaining the high availability and reliability of our water and power plants.

Availability and Reliability Performance

QEWC continues to achieve outstanding operational performance across all plants, surpassing our 2024 targets:

Average Availability	2022	2023	2024
Water plants (%)	99.79	98.30	99.46
Power plants (%)	97.53	96.11	93.61

Average Reliability	2022	2023	2024
Water plants (%)	99.92	99.50	99.81
Power plants (%)	99.77	99.63	98.78

These figures highlight positive trends in both water and power operations, demonstrating QEWC’s commitment to continuous improvement and operational excellence.

Product Water Quality Assurance

The safety and quality of water produced are carefully monitored to meet the standards specified under Power and Water Purchase Agreements (PWPA). Plant personnel continuously track water quality online and conduct laboratory testing in line with chemical lab procedures, with verification from external laboratories. Additionally, Kahramaa Laboratory and the Ministry of Public Health routinely sample water from plant outlets to ensure compliance with allowable limits. In 2024, there were no instances in which water was rejected by the off-taker, reflecting QEWC’s adherence to high-quality standards.

CUSTOMER RELATIONS

Customer satisfaction is of utmost importance to QEWC. With Kahramaa as our sole off-taker, timely and reliable delivery of electricity and water, within contractual limits under the PWPA, is critical. QEWC maintains regular coordination meetings with Kahramaa and holds annual reviews to align on upcoming load requirements and expectations.

In addition, all operations are conducted in accordance with the Consent to Operate guidelines, with quarterly reporting submitted to the Ministry of Environment and Climate Change (MoECC), ensuring compliance with regulatory and environmental requirements.

Through these measures, QEWC continues to uphold its reputation for delivering reliable, high-quality electricity and water, reinforcing its essential role in supporting Qatar’s national development.

Corporate Governance and Business Ethics

QEWC’s long-term success and stakeholder trust are built on a strong governance culture grounded in integrity, transparency, and ethical conduct. These principles are actively reinforced across all levels of the organisation through a clearly defined **Code of Ethics and Conduct**¹, which establishes behavioural expectations and promotes consistency in decision-making.

The Code is accessible through QEWC’s intranet-based Document Control System and is supported by additional corporate policies available on the Company’s **website**. The Human Capital (HC) department ensures that all new and existing employees review and acknowledge the Code. Employees are encouraged to contact HC for guidance or clarification and are expected to uphold these standards when engaging with colleagues, customers, suppliers, and regulatory bodies.

BOARD OF DIRECTORS

The Board of Directors plays a central role in steering QEWC’s strategic direction, overseeing performance, and ensuring accountability across the organisation. It is responsible for safeguarding the interests of stakeholders and guiding the Company towards long-term, sustainable success.

As of 2024, the Board comprises 11 members, all male, with 55% classified as independent, in line with applicable governance standards. Membership is structured in accordance with QEWC’s Articles of Association: five members are appointed by the State – including the Minister of Energy as Chairman and representatives from QatarEnergy, Qatar Investment Authority, and the Civil Pensions Fund – while six members are elected by shareholders through a cumulative voting process during the General Assembly².

Board Structure	2022	2023	2024
Number of total members on the Board of Directors	11	11	11
Number of independent members	6	6	6
Number of non-independent members	5	5	5
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

¹ To learn more, kindly find QEWC’s Code of Ethics and Conduct at www.qewc.com/qewc/en/documents.
² To learn more, kindly find QEWC’s Nomination Policy at www.qewc.com/qewc/en/documents.

BOARD COMMITTEES

To support QEWC’s commitment to responsible governance, several committees have been established to provide oversight, guidance, and accountability across key areas:

- **Audit Committee:** Oversees the integrity, transparency, and accuracy of the company’s financial reporting. Appointed by the Board, it monitors internal controls, evaluates the risk management framework, ensures compliance with applicable laws and regulations, and reinforces adherence to the Code of Business Conduct.
- **Risk Management Committee:** Chaired by the Chief O&M Officer and comprising the Senior Technical Advisor, the Asset Management Manager, the International Budget Reporting and Control Manager, and the Internal Audit Manager, this Committee evaluates risks – ranging from financial and legal to operational and HSE. Its findings feed into a risk register, which is reviewed quarterly and updated annually, or as needed, to inform action plans and guide strategic decision-making. The Committee also initiated the explicit incorporation of ESG and climate-related risks, ensuring systematic oversight of environmental, social, and governance factors across all operations.
- **Health, Safety, and Environment (HSE) Committee:** Promotes a safe and healthy work environment for all stakeholders, including employees, contractors, and site visitors. Monthly meetings are held with participation from the Chief O&M Officer, department managers, section heads, engineers, and other staff representatives.
- **Asset Valuation Committee (AVC):** Oversees financial management and accurate documentation of assets designated for sale.
- **Procurement-Related Committees:** The Tender and Purchase Committee (TPC) and the Small Purchase Committee (SPC) collectively monitor procurement activities within defined financial thresholds. These Committees ensure compliance with the Supply Chain Policy and safeguard the Company’s interests throughout the procurement process.
- **Employee Relations Committee (ERC):** Chaired by the MD/CEO and supported by the Chief O&M Officer and HC Manager, the ERC facilitates open dialogue between staff and senior management, addressing employee feedback, suggestions, complaints, and grievances to maintain a constructive and responsive work culture.

Through this governance structure and committee framework, QEWC ensures that ethical standards, operational oversight, and stakeholder accountability remain central to all aspects of its business.



³ To learn more about QEWC’s corporate governance structure, Board of Directors, and corresponding Committees and practices, kindly find our Corporate Governance Report 2024 at www.qewc.com/qewc/en/documents

RISK MANAGEMENT AND ESG CONSIDERATIONS

By the time the report was published, QEWC enhanced its governance framework by updating the Risk Management Committee Charter to explicitly embed ESG responsibilities and sustainability oversight – including climate change – within its scope. The Charter now formalizes the Committee’s role in identifying, assessing, and monitoring environmental, social, and governance risks, ensuring these are reviewed systematically at the highest operational level and integrated into corporate decision-making.

This update ensures structured oversight of key sustainability-related risks within QEWC’s enterprise risk management framework, including climate-related risks as grid destabilization, extreme weather events, disruption to power and water production, heat stress, regulatory and legal non-compliance, and emissions and pollution. Each risk is assessed through a detailed process covering risk identification, categorization, tagging, inherent and residual risk analysis, evaluation, control effectiveness, and treatment, quarterly Committee reviews and reporting to the MD/CEO.



VOTING PROCESS

Voting takes place during the General Assembly and may be carried out through different methods such as a show of hands, electronic systems, secret ballots, or any other approach deemed suitable by the assembly. The results are announced during the Annual General Meeting (AGM), and the final outcome is disclosed to the Qatar Financial Market Authority. Detailed voting breakdowns are not shared publicly.





REMUNERATION

Guided by our **Remuneration and Salary Policy**⁴, we have established a structured and transparent remuneration framework designed to ensure fairness, reward performance, and promote responsible leadership. The Policy was developed in accordance with the provisions of the Corporate Governance System and was approved at the Ordinary General Assembly on 14 March 2023. The **Rewards and Salaries Committee** oversees the policy’s implementation, proposing wages, rewards, and incentives, and directing the Company’s rewards system to enhance performance, growth, and goal achievement. The Committee also reviews and develops the Key Performance Indicator (KPI) system used to evaluate actual performance and determine the basis for calculating annual incentives.

Executive compensation is determined through a comprehensive approach that combines quantitative and qualitative outcomes. In line with global best practices, ESG indicators have been integrated into the remuneration system to encourage sustainable, ethical, and forward-looking leadership. Five key performance indicators directly influence annual bonus allocations, covering Health and Safety, Commercial Availability of Plants, Budget Performance, Environmental Stewardship, and People Development. Each KPI reflects QEWC’s strategic priorities, corporate values, and risk appetite.

Executive remuneration is further linked to a broad set of performance dimensions. Financial metrics such as revenue growth, earnings per share, return on equity, and total shareholder return influence

both short- and long-term incentives. Operational metrics evaluate efficiency and customer satisfaction, while strategic metrics assess performance in areas such as market expansion and major project delivery. Risk management indicators – including cybersecurity, compliance, and environmental responsibility – help ensure that payouts are aligned with QEWC’s risk governance. A newly introduced benchmarking and reporting structure enhances consistency and ensures that performance targets remain ambitious yet achievable.

To promote transparency, QEWC reports its CEO pay ratio. In 2024 the ratio of CEO salary to median full-time employees is 12.7 : 1.

Responsible Tax Governance

QEWC is committed to full compliance with applicable local and international tax laws across all jurisdictions in which it operates. This includes adherence to statutory reporting obligations and the maintenance of comprehensive tax documentation in accordance with the relevant regulatory requirements. In alignment with Qatar’s evolving tax framework and its commitment to the OECD Pillar Two rules, which establish a global minimum tax rate of 15% on profits earned in each jurisdiction, QEWC actively supports consistent and effective compliance with all relevant laws and regulations.

In upholding responsible tax practices, QEWC operates within a clearly defined framework of tax governance principles, reinforced by assurance processes and internal controls, in line with its over-all tax strategy.

⁴ To learn more, kindly find QEWC’s Remuneration and Salary Policy at www.qewc.com/qewc/en/documents.

CORRUPTION AND BRIBERY

QEWC maintains a zero-tolerance approach to corruption, underpinned by a comprehensive **Anti-Bribery and Corruption Policy**⁵. This policy strictly prohibits all forms of bribery –whether direct or indirect –and reinforces transparency and accountability across our operations. It also addresses conflicts of interest and promotes ethical decision-making at every level of the organisation.

The policy applies to all employees and explicitly forbids the acceptance of gifts, entertainment, or benefits from any party with a commercial relationship with QEWC, including contractors, suppliers, customers, landlords, and sponsors. The company ensures that the policy and related anti-corruption procedures are effectively communicated to all employees through in-house publications and email notifications, and they are also publicly accessible via the QEWC website.

To further strengthen governance, QEWC has also adopted a **Conflict of Interest Policy**⁶ and **Insider Trading Policy**⁷. These frameworks are designed to manage potential risks related to personal or family interests in entities engaged with the company.

In 2024, no incidents of corruption were reported, maintaining QEWC’s clean record since its founding in 1990. All relevant policies are publicly accessible through our company **website**, reinforcing our commitment to transparency and ethical business conduct.



NO INCIDENTS OF CORRUPTION RECORDED

Ethics and Compliance	2022	2023	2024
Governance body members that the organization’s anticorruption policies and procedures have been communicated to	N/A	11	11
Percentage of governance body members that the organization’s anticorruption policies and procedures have been communicated to (%)	N/A	100	100
Employees that the organization’s anti-corruption policies and procedures have been communicated to (#)	N/A	427	474
Percentage of employees that the organization’s anticorruption policies and procedures have been communicated to (%)	N/A	100	100

⁵ To learn more, kindly find QEWC’s Anti-Bribery and Corruption Policy at www.qewc.com/qewc/en/documents.

⁶ To learn more, kindly find QEWC’s Conflict of Interest Policy at www.qewc.com/qewc/en/documents.

⁷ To learn more, kindly find QEWC’s Insider Trading Policy at www.qewc.com/qewc/en/documents.

GRIEVANCE MECHANISM

QEWCo upholds a transparent and accountable culture through its **Speaking Up and Raising Concerns Policy and Procedures** and the **Employee Relations Committee (ERC)**, which together provide a structured and confidential mechanism for raising concerns or grievances. Employees, contractors, suppliers, customers, and other stakeholders may submit concerns through the dedicated **Speaking Up & Raising Concerns Line**, available in both English and Arabic, via [QEWCo's website](#)⁸ or through the following channels: **Email:** src@qewc.com | **Tel:** +974 4485 8578

The mechanism enables individuals to voice concerns or report any suspected misconduct, fraud, corruption, bribery, health and safety violations, or unethical behaviour without fear of retaliation. Reports may be submitted anonymously, and all cases are treated with strict confidentiality. The policy explicitly prohibits any retaliatory actions against individuals who raise concerns in good faith, with disciplinary measures applied to those found in violation.

All concerns received are promptly acknowledged and assessed by the Ethics Committee and Internal Audit Department, ensuring impartiality and

compliance with internal procedures and legal requirements. When an investigation is warranted, a qualified and independent investigator is appointed to review evidence, conduct interviews, and prepare a comprehensive report. The findings and recommendations are submitted to the **Investigation Committee**, which determines the appropriate course of action – including disciplinary measures, policy revisions, or other corrective actions.

The Internal Audit Manager and Legal Section Representative maintain an exclusive and confidential log of all reports, investigations, and outcomes. The Board Audit Committee and the Managing Director are regularly informed of new reports and may request to review the log at any time to ensure transparency and accountability throughout the process.

Through this robust framework, QEWCo reinforces its commitment to fairness, integrity, and protection of whistleblowers, promoting a safe environment where employees and external stakeholders can raise concerns with confidence and trust.

HUMAN RIGHTS, CHILD AND FORCED LABOUR

We uphold the highest standards of operational integrity by ensuring full compliance with Qatar's Labour Law, including the prevention of child and forced labour. As part of our **Human Capital (HC) Policy**, the recruitment of individuals under the age of 18 is strictly prohibited. To enforce this, all identity documents and passports are thoroughly verified during the hiring process.

In 2024, no formal grievances related to human rights violations were reported at our company.

NO
HUMAN RIGHTS
VIOLATIONS
REPORTED



⁸ To learn more, kindly visit QEWCo's dedicated Speaking Up & Raising Concerns Line website at www.qewc.com/qewc/en/investors/speaking-up-raising-concerns-line in English and Arabic.

Data Privacy
and Cybersecurity

QEWCo is steadfast in its commitment to safeguarding sensitive information and upholding the highest standards of data privacy, cybersecurity, and regulatory compliance. The organization's comprehensive **Data Privacy Policy** is fully aligned with the Qatar Personal Data Protection Law (Qatar PDPL) and the EU General Data Protection Regulation (EU GDPR), ensuring responsible data management across all levels of the enterprise, including subsidiaries such as Nebras Power operating within the European Union.

In 2024, QEWCo achieved a major milestone by attaining ISO/IEC 27001 certification for its Information Security Management System (ISMS), demonstrating a proactive approach to managing cybersecurity risks and protecting digital assets. This was complemented by the launch of several cybersecurity initiatives, including the deployment of advanced threat detection systems, regular third-party penetration testing, enhanced employee awareness programs, implementation of multi-factor authentication across critical systems, and strengthened incident response protocols. These efforts were

further reinforced by successful surveillance audits in 2025 and cybersecurity drills conducted in collaboration with the National Cyber Security Agency (NCSA), enhancing internal capabilities and incident response readiness.

To reinforce its cybersecurity framework, QEWCo enforces strict confidentiality protocols, including systematic execution of non-disclosure agreements (NDAs) with contractors and suppliers whenever sensitive information is exchanged. Each department maintains an up-to-date data asset register to support comprehensive data classification and labelling, governed by a formal **Disclosure and Communication Policy** that ensures secure handling and integrity of information across all operations.

As part of its strategic evolution, QEWCo has established a dedicated Information Security and Data Governance section, enhancing oversight, strengthening accountability, and ensuring seamless integration of cybersecurity and data governance throughout the organization.



QEWCo’s robust cybersecurity framework is embedded in an extensive suite of IT and OT policies, covering access control, account management, logging and monitoring, patch and vulnerability management, system and network hardening, secure vendor and software management, backup and restoration, and acceptable use of corporate IT and OT assets. These policies collectively ensure that all digital and operational technology systems are protected, monitored, and maintained to minimize risk and support operational resilience.

Looking ahead, QEWCo is progressing toward full implementation and certification of the Qatar National Information Assurance (NIA) framework. The organization is also deploying Qatar PDPL-compliant personal data protection measures, embedding EU GDPR-based controls where applicable, and is working to establish a Privacy Information Management System (PIMS) in line with ISO/IEC 27701. This PIMS will extend the existing ISMS to specifically address privacy risks, define roles and responsibilities for personal data processing, and ensure ongoing compliance with international privacy standards.

These comprehensive and forward-looking initiatives underscore QEWCo’s enduring commitment to national and international cybersecurity standards, regulatory resilience, and the protection of information assets across its enterprise and affiliated entities.



Enhancing Community Livelihoods

QEWCo is committed to creating a positive and lasting impact beyond its operational boundaries by supporting initiatives that strengthen community well-being, advance public health, and contribute to national development goals. Through targeted community investments and employee engagement, QEWCo plays an active role in advancing education, culture, sports, health, environmental preservation, and social development.

In 2024, QEWCo contributed QAR 1 million to the Abdullah bin Hamad Al-Attiyah International Foundation for Energy and Sustainable Development, reinforcing its role as a socially responsible corporate partner. The Foundation is a respected independent think tank that promotes thought leadership in global energy and sustainable development. It supports the United Nations Global Compact and its Ten Principles on Human Rights, Labour, Environment, and Anti-Corruption. By supporting the Foundation, QEWCo aligns itself with both global sustainability values and Qatar’s long-term development vision.

Alongside direct financial contributions, QEWCo prioritizes employee participation in community initiatives. In 2024, volunteering hours reached 1,045, representing a substantial increase from 441 hours in 2023 and 78 hours in 2022. This sharp rise highlights the growing commitment of QEWCo’s workforce to social responsibility and the company’s success in fostering a culture of active citizenship.

Public health initiatives also remained a focus during the year. QEWCo organized a blood donation campaign at the Ras Abu Fontas (RAF) Plant Station in collaboration with Hamad Medical Corporation. The initiative attracted 58 employees and contributed directly to the Qatar National Blood Bank, providing lifesaving support for patients in need.

Through sustained investments, strategic partnerships, and the growing engagement of its employees, QEWCo continues to demonstrate that supporting community resilience and well-being is not only a responsibility but also a reflection of its values as a national utility provider.

Community Work	2022	2023	2024
Number of employee volunteering hours (#)	78	441	1,045
Total community investment (QR)	1,340,000	1,000,000	1,000,000

RESPONSIBLE PROCUREMENT PRACTICES

At QEWCo, our procurement function plays a pivotal role in advancing our sustainability ambitions and operational resilience. It serves as a key driver of value creation, enabling us to shape a supply chain that reflects our environmental,

ethical, and safety standards. Every procurement decision is viewed as an opportunity to reinforce our commitment to responsible business practices and align with Qatar’s long-term economic and sustainability ambitions.

Embedding ESG in the Supply Chain

QEWC is actively enhancing its contractor and supplier management practices by integrating ESG considerations into performance reviews and contractual requirements. Starting with formal contracts, key ESG factors – such as responsible relationship measures, environmental performance monitoring, supplier engagement for improvement, and green procurement commitments – will be systematically assessed. Over time, this framework will be extended to all suppliers, ensuring consistent oversight and accountability across our supply chain. This phased approach reflects QEWC’s dedication to ethical sourcing, continuous improvement, and alignment with both national priorities and global sustainability standards.

Central to our supplier engagement is the QEWC Supplier Code of Conduct⁹, which sets out clear expectations around ethical conduct, human rights, environmental responsibility, and compliance with all applicable laws and regulations. This framework establishes clear obligations for our suppliers and outlines enforcement mechanisms in the event of non-compliance. Crucially, the Code includes an explicit prohibition of forced and child labour, with rigorous checks embedded into our supplier qualification processes to uphold these principles.

Strengthening Responsibility and Driving Resilience

As climate risks and environmental degradation pose growing global challenges, QEWC has taken deliberate steps to integrate sustainability into procurement decisions. Environmental and social criteria are now evaluated alongside traditional considerations such as cost, quality, and delivery timelines. Initiatives include the phase-out of hazardous substances, the reduction of refrigerant use, the digitisation of procurement documentation, and the minimisation of hazardous waste generation.

We also extend our commitment to health and safety beyond our own operations, requiring suppliers to meet stringent standards that protect the well-being of employees, contractors and communities throughout the value chain. This expectation is non-negotiable and forms a cornerstone of our procurement relationships. Dedicated KPIs are being developed to measure and enhance supplier sustainability performance over time, enabling continuous improvement and greater accountability.

Procurement efficiency and risk resilience are equally prioritised. We apply strict supplier selection criteria and implement robust risk mitigation measures to ensure reliable supply continuity. Performance-based targets are applied to reduce lead times, minimise cash purchases, streamline workflows through digitisation, and adopting just-in-time delivery systems to reduce the storage of hazardous materials.

Advancing Localisation Through Tawteen

As an active contributor to Tawteen, Qatar-Energy’s Supply Chain Localisation Programme, QEWC plays a strategic role in advancing Qatar’s economic development objectives. Our procurement strategy is guided by In-Country Value (ICV) principles, ensuring that operations generate local employment, stimulate investment, and drive industrial diversification.

By supporting the growth of domestic suppliers and engaging in Tawteen’s targeted investment clusters, QEWC helps foster innovation, reduce reliance on imports, and strengthen national supply chain resilience. The adoption of Tawteen’s digital platforms enhances transparency, efficiency, and compliance, contributing to a more robust and digitally empowered utility sector in alignment with Qatar’s long-term vision.

In 2024, QEWC engaged 342 local suppliers, a 10% increase compared to the previous year. While the proportion of spending on local suppliers declined slightly from 85% in 2023 to 82% in 2024, this shift reflects evolving sourcing strategies. Our focus remains on deepening the depth and quality of local supplier relationships, expanding capabilities, and ensuring sustainable long-term growth for the domestic supply base as part of our broader localisation agenda.



Procurement	2022	2023	2024
Number of local suppliers engaged (#)	287	311	342
Spending on locally based suppliers (%)	87	85	82

HIGHLIGHTING SAFETY AND WELL-BEING

In 2024, QEWC further strengthened its commitment to workplace health and safety by organising an All Hands Safety Meeting at the Ras Abu Fontas Plant, bringing together 206 employees from across departments and worker groups. Led by the Chief O&M Officer, the session underscored the importance of health, safety, and environmental protection while fostering open dialogue and reinforcing a culture of shared responsibility. Complementing these efforts, QEWC was proud to announce that First Aid Nurse Richard Tavera Gallardo obtained official licensing from the Ministry of Public Health (valid until November 2025), further enhancing on-site emergency care and employee well-being. These initiatives reflect QEWC’s belief that a strong safety culture is fundamental not only to its operations but also to its role as a responsible employer and community partner.



⁹ To learn more, kindly find QEWC’s Supplier Code of Conduct at www.qewc.com/qewc/en/documents.

CONSERVING THE ECOSYSTEM



QEWC recognises that environmental stewardship is essential to sustainable growth and the long-term resilience of Qatar’s energy and water sector. We see the adoption of a certified environmental management system as a vital step towards meeting regulatory obligations, enhance environmental performance and minimise our ecological footprint. Our key environmental focus areas include cutting greenhouse gas emissions, managing water resources sustainably, and handling waste in a safe and environmentally responsible manner.

As part of our environmental commitment, QEWC conducts extensive third-party environmental monitoring to ensure full compliance with the Ministry of Environment and Climate Change (MoECC) Consent to Operate (CTO) requirements (Ref. No. OL-22/1418). In 2024, the Company commissioned several specialised studies – including marine, sediment, plankton, and ambient air quality assessments – to evaluate the environmental status surrounding our Ras Abu Fontas (RAF) facilities and confirm that our operations have no significant impact on the surrounding ecosystems.



Environmental Stewardship

We recognise that environmental protection is not only a compliance requirement but a core responsibility essential to the long-term sustainability of our business and the resilience of Qatar’s natural ecosystems. Our commitment is reflected in all aspects of our operations – from regulatory adherence to proactive risk management, employee engagement, and stakeholder collaboration.

Certified Environmental Management System

QEWCo maintains a combined **Corporate Health, Safety, and Environment (HSE) Policy**¹⁰ that covers our prioritised environmental aspects, ensuring a unified approach to health, safety, and environmental management. We operate under a certified ISO 14001:2015 Environmental Management System (EMS), covering all electrical power generation and water desalination operations. This EMS aligns with international best practices and Qatar’s Ministry of Environment and Climate Change (MoECC) regulations. This includes full compliance with the Consent to Operate (CTO) requirements and all other applicable legal frameworks governing our sector. Through this structures system, environmental risks are systematically identified, assessed and mitigated, enabling us to continuously improve environmental performance while supporting national sustainability objectives.

Environmental and Marine Life Monitoring, Audits, and Compliance

Our EMS framework incorporates a comprehensive programme of environmental monitoring, auditing, and compliance verification. An Aspect & Impact Register covering all operations is maintained and updated annually, serving as the basis for both internal and external ISO 14001:2025 audits. All

findings documented in our system, and corrective and preventive actions are promptly implemented to address potential non-conformities and ensure continuous improvement.

Quarterly performance reports are submitted to the MoECC, providing data on emissions, ground-water quality, sea water discharge quality, and the status of marine and terrestrial ecosystems. Regular monitoring of the marine life is carried out at the RAF Plant to assess ecosystem health and meet MOECC environmental requirements beyond the standard Consent to Operate. This includes sea surveys at outfall discharge points and the end of the mixing zone, where parameters such as Differential Temperature and Free Residual Chlorine are measured and analysed by the QEWCo Laboratory to ensure compliance with CTO Permit conditions.

In 2024, QEWCo expanded its environmental monitoring scope through third-party assessments conducted by Acciona Agua S.A. and GHD Global Pty Ltd. The studies covered seawater, sediment, and plankton quality around the Ras Abu Fontas (RAF) facilities, confirming that marine, sediment, and biological parameters remain within national and international standards. Seawater samples recorded stable dissolved oxygen and pH levels, while metal and hydrocarbon concentrations were below detection limits, indicating no contamina-

¹⁰ To learn more, kindly visit QEWCo’s Corporate Health, Safety and Environment (HSE) Policy at www.qewc.com/qewc/en/documents.



tion from operational discharges. Plankton and benthic infauna surveys reflected natural species diversity with no observed decline in marine health, confirming that ecosystem variations were driven by seasonal conditions rather than plant activities.

Environmental responsibility is a shared duty that extends beyond our internal teams. Contractors and suppliers are required to comply with QEWCo’s environmental and safety performance standards. Their compliance is monitored and verified through internal inspections and external third-party assessments, including the sea surveys and marine habitat evaluations, ensuring consistent oversight across the value chain. These measures have enabled QEWCo to maintain full compliance with legal environmental requirements, with zero fines or penalties to date, highlighting the strength of our governance, monitoring, and accountability culture.

In 2024, QEWCo further strengthened its environmental performance by successfully completing the external ISO 14001:2015 certification audit and obtaining the certification.



Employee Training and Awareness

In 2024, QEWCo conducted extensive training and awareness programmes on environmental management. Around 40 employees received third-party training on Environmental Aspects and Impacts, COSHH, and hazardous waste management, while internal Toolbox Talks and Environmental Awareness sessions enhanced understanding across departments. All employees are encouraged to actively participate, logging environmental observations through our internal platform to foster a culture of accountability and engagement.



Community and
Stakeholder Engagement

QEWC extends its environmental responsibility beyond its operational boundaries by fostering active engagement with employees, partners, and the wider community. In 2024, QEWC participated in several national and global environmental initiatives that promote collective action toward a cleaner, more sustainable future. These included World Cleanup Day, a Beach Cleaning Day at Al Wakrah Beach in partnership with ACCIONA AQUA, and an internal Plant Cleaning Day to encourage environmental stewardship among staff.

Also, building on the success of its 2023 environmental campaigns, QEWC hosted its second annual Environment Day in 2024 under the theme “Ecosystem Restoration.” Conducted in collaboration with other Independent Water and Power Project (IWPP) companies, the event featured tree planting, poster-making competitions, and recycling initiatives, actively engaging employees and their families in sustainability efforts. As part of the programme, 100 Sidra trees were planted at RAF Plant to enhance biodiversity, support Qatar’s national greening initiatives, and contribute to climate mitigation goals.

QEWC also ensures transparent communication of its Environmental Management System (EMS) performance with stakeholders. Updates are shared through quarterly and annual reports, and key operational notifications are submitted to the Ministry of Environment and Climate Change (MoECC) in line with regulatory requirements. Through these collective actions – both internal and community-focused – QEWC continues to strengthen environmental awareness, inspire sustainable practices, and reaffirm its role as a responsible corporate citizen.

Looking ahead, QEWC will continue embedding environmental awareness and action throughout the organisation. Over the next three years, we plan to conduct 48 Toolbox Talks, engage employees’ families through Environment Day poster competitions, update all departmental Environmental Aspects and Impacts Registers, and sustain clean-up efforts through recurring Beach Clean-Up Days and plant-wide cleaning initiatives. The Corporate HSE Policy revision executed in 2025, with formal environmental policies, measurable targets, and deadlines for 2026 KPIs, further strengthens QEWC’s systematic approach to environmental stewardship and accountability across the enterprise.

Climate
Action

As Qatar’s economy continues to depend heavily on natural gas and seawater, the escalating effects of climate change pose serious risks to long-term national resilience. These vital resources, essential to QEWC’s electricity generation and water desalination operations, are under growing pressure from rising temperatures, changing weather patterns, and tightening environmental regulations.

In response, we have adopted a proactive climate action strategy that positions the Company as a key enabler of Qatar’s environmental transformation. Our efforts are aligned with national climate policies and global sustainability frameworks, reflecting a deliberate shift toward reducing carbon intensity, preserving critical natural resources, and enhancing climate resilience across all operations. Through this approach, we aim to mitigate emerging environmental risks, ensure operational continuity, and contribute meaningfully to the objectives of Qatar National Vision 2030.

In 2024, we advanced our environmental resilience by commissioning a suite of third-party monitoring activities to generate accurate reliable data and support informed decision-making. These assessments covered air quality, noise levels, groundwater and process water, stack emissions, and waste management practices. The findings not only confirm our compliance with regulatory requirements, but also guide ongoing improvements in environmental performance across our plants. Looking forward, QEWC will continue evolving its climate response practices to remain adaptive and sustainable in the face of a changing climate – guided by emerging regulations, technological developments, and best practices.

ENERGY CONSUMPTION

Improving energy efficiency remains a core pillar of QEWC’s operational strategy and environmental responsibility. As a major utility provider, we rely on a diversified fuel mix to meet the energy needs of our power and water production facilities, vehicle fleets, office buildings, and critical backup systems. Natural gas remains our primary energy source for turbine operations in electricity generation, while petrol and diesel are used selectively for water removal pumps, emergency generators, and other specialized applications – ensuring uninterrupted service continuity.

While the majority of the electricity we use is self-generated, a small portion is imported and carefully monitored. Imported electricity is calculated as the net balance between what is drawn from and what is exported to Kahramaa. In our ongoing efforts to reduce dependence on conventional energy sources, we continued to expand the use of solar-powered lighting across internal facility zones – demonstrating a commitment to integrating renewable technologies where feasible.



In 2024, total energy consumption increased due to the engagement of additional outsourced contractor manpower for major maintenance activities, which led to higher site-level operational energy use. Direct energy consumption rose by 4.6%, while indirect energy use decreased slightly by 1.6%, resulting in a total energy consumption increase of 4.2% and a slight rise in energy intensity from 3.61 to 3.63 GJ consumed per GJ produced. Renewable energy usage currently comprises 60 solar panels of 5 Watts installed to support the tree plantation programme, with plans to expand renewable capacity under study to gradually increase its contribution to QEWC’s energy portfolio.

QEWC continues to advance energy efficiency through targeted initiatives that reduce fossil fuel dependency, support decarbonisation, and embed sustainability into daily operations. The large-scale conversion of plant lighting to energy-efficient LEDs has been implemented in offices, switchgear

rooms, local control rooms, transformer fence areas, and other facility zones. This transition, informed by a comprehensive site-wide audit, has reduced electricity consumption, lowered maintenance requirements, and decreased hazardous waste, while further expansion to contractor and external areas is planned.

Green transportation measures have also been introduced to replace fuel-powered internal vehicles with electric battery cars, tricycles, and bicycles, particularly at RAF Plant. These initiatives reduce fuel consumption, encourage sustainable commuting practices among staff, and support QEWC’s broader climate and decarbonisation objectives.

The revised **Corporate HSE Policy** will formally incorporate energy reduction and renewable energy commitments from 2025 onwards, with quantitative targets to be introduced in the 2026 Environmental KPIs.

Energy Consumption	2022	2023	2024
Petrol consumption from operations and vehicles (GJ)	14.71	18.81	22.57
Diesel consumption from operations and vehicles (GJ)	35,875.00	37,364.88	36,709.89
Natural gas consumption from operations (GJ)	100,726,480	102,083,874	106,753,192
Total direct energy consumption (GJ)	100,762,370	102,121,258	106,789,924
Renewable energy consumption (GJ)	0.00108	0.00108	0.00108
Total electricity consumption (GJ)	1,643,112	1,768,484	1,701,700
Total electricity purchased (GJ)	4,113,030	4,197,964	4,166,662
Total indirect energy consumption (GJ)	5,756,142	5,966,448	5,868,361
Total direct & indirect energy consumed (GJ)	106,518,512	108,087,705	112,658,286
Energy intensity (GJ consumed/GJ produced)	3.42	3.61	3.63



GREENHOUSE GAS EMISSIONS

Effective management of greenhouse gas (GHG) emissions is a strategic priority within QEWC’s broader environmental and climate action agenda. As a key utility provider in Qatar, the Company plays a critical role in supporting national decarbonisation efforts by continuously monitoring, reporting, and refining its emissions performance across all operations.

GHG Monitoring and Reporting

Emissions reporting is fully embedded into QEWC’s operational systems and aligned with QatarEnergy’s GHG Accounting and Reporting Programme. All Scope 1 and Scope 2 emissions are reported on a quarterly basis, in strict accordance with QatarEnergy guidelines and European Commission Regulation No. 601/2012. Data and calculations undergo independent third-party verification by SGS United Kingdom to ensure accuracy, transparency, and accountability.

Scope 1 emissions are generated from the direct combustion of fuels, primarily natural gas, with limited diesel use. These figures also include emissions from controlled flaring, which prevents the release of unburnt gas into the atmosphere. Petrol use is excluded from calculations due to its negligible contribution. Scope 2 emissions are derived from imported electricity. Emission factors for Scope 1 are determined through laboratory testing, while Scope 2 factors are based on standardised coefficients provided by QatarEnergy. All Global Warming Potentials (GWPs) for methane (CH₄) and nitrous oxide (N₂O) follow the IPCC Fifth Assessment Report, ensuring methodological consistency.

QEWC recognises that operating in a carbon-intensive industry exposes the company to transition, regulatory, and reputational risks associated with greenhouse gas emissions. These include evolving national and global decarbonisation policies, and growing stakeholder expectations for climate accountability. To mitigate these risks, QEWC is progressively integrating climate considerations into its strategic and operational risk management framework – focusing on enhancing energy efficiency, reducing direct emissions, and aligning with Qatar’s national decarbonisation objectives.

At the same time, QEWC recognises that its greenhouse gas emissions are inherently linked to off-taker load demand. As a power and water producer operating in response to national demand, QEWC’s production levels – and therefore emissions – vary according to the needs of the country’s electricity and water systems. Within these parameters, the company continues to prioritise operational efficiency and emission-reduction measures wherever possible.

2024 Emissions Performance

In 2024, QEWC’s total Scope 1 and Scope 2 emissions reached 5,879,691 tonnes of CO₂ equivalent, marking a 3.3% increase from 2023. This rise was primarily driven by higher energy consumption resulting from increased operational activity. Scope 1 emissions rose by 3.8% in line with higher production output as per off-takers load demand, while Scope 2 emissions decreased by 1.3%, reflecting operational efficiency improvements. Importantly, QEWC achieved a 0.4% reduction in its GHG intensity ratio, also highlighting improved energy efficiency per unit of energy produced.

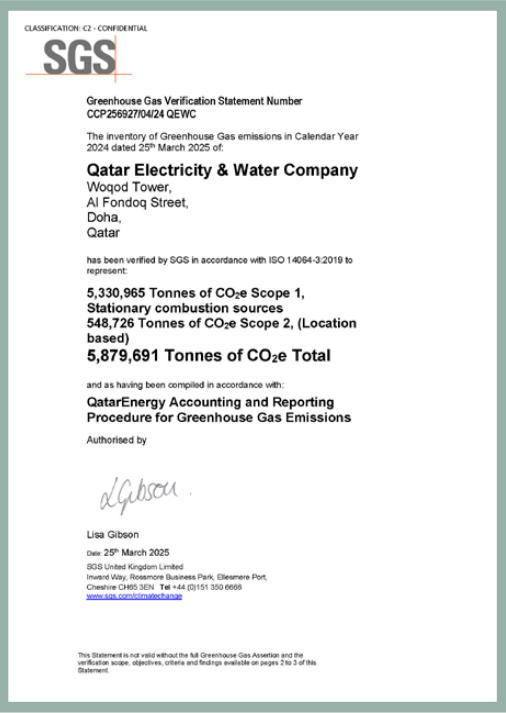
Non-GHG Air Emissions Compliance

In parallel with GHG accounting, a third party monitors toxic air pollutants on a quarterly basis to ensure air quality compliance and safeguard local communities and ecosystems. In 2024, ambient air quality monitoring was conducted by Spring International W.L.L. across eight locations within the RAF complex, measuring concentrations of PM₁₀, PM_{2.5}, SO₂, NO_x, O₃, CO, and NH₃. The assessment confirmed full compliance with Qatar’s

Executive By-Law for Environmental Protection Law (30/2002) and the World Health Organization (WHO, 2011) guidelines, reaffirming the effectiveness of QEWC’s emission control measures and alignment with national air quality objectives.

Complementing these studies, QEWC also monitors toxic emissions, particularly sulphur oxides (SO_x) and nitrogen oxides (NO_x), in accordance with the Consent to Operate (CTO) permit issued by the Ministry of Environment and Climate Change (MoECC). These parameters are tracked through weekly in-house monitoring and verified by accredited external laboratories as part of periodic emissions testing. Together, these assessments ensure robust oversight of both point-source and ambient air emissions, demonstrating QEWC’s commitment to maintaining environmental quality and regulatory compliance.

Building on this strong foundation, QEWC will further expand its toxic emissions reporting once new national guidelines are implemented from 2025 onward, supporting continuous improvement and enhanced transparency in environmental performance.



GHG Emissions	2022	2023	2024
Scope 1 emissions (tonnes of CO ₂ e)	5,214,856	5,135,717	5,330,965
Scope 2 emissions (tonnes of CO ₂ e)	554,574	555,997	548,726
Total Scope 1 and Scope 2 emissions (tonnes of CO ₂ e)	5,769,430	5,681,754	5,879,691
GHG Intensity (tonnes of CO ₂ e/GJ of energy produced)	0.185	0.190	0.189



LEAK DETECTION AND REPAIR (LDAR) AT QEWC

QEWC remains committed to going beyond regulatory requirements by addressing methane emissions, a potent greenhouse gas. Through a comprehensive Leak Detection and Repair (LDAR) programme, the company identifies and repairs gas leaks from components such as flanges and connections, significantly reducing fugitive emissions.

In 2023, QEWC conducted its first LDAR campaign, during which 62 methane leak points were detected and quantified. Immediate corrective actions in 2024 resulted in the repair of 52 leaks, achieving a 75% reduction in methane emissions. By the time of publishing this report, a follow-up LDAR campaign had been completed, repairing the remaining and identifying 23 additional methane leak points. Of these, 9 were repaired immediately, with the remainder planned for repair during upcoming maintenance shutdowns.

Looking Ahead

QEWC will continue to enhance its emissions management practices, building toward a more comprehensive and data-driven approach to environmental reporting. In the coming years, the company also plans to begin reporting on Scope 3 emissions to capture its wider value chain impact and further align with international best practices. This expansion will strengthen QEWC’s understanding of its full carbon footprint and support informed decision-making on emissions reduction opportunities across its operations and supply chain.

In parallel, QEWC aims to progressively align its climate-related disclosures with the requirements of the IFRS S2 Climate-related Disclosures, integrating and building on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), to ensure transparent communication of climate risks and opportunities to investors and stakeholders.

Through these efforts, QEWC reaffirms its commitment to transparency, continuous improvement, and proactive environmental stewardship in alignment with Qatar’s sustainability ambitions.

Sustainable Water Practices

In a country where freshwater resources are extremely limited, QEWC recognises water as a vital and scarce resource that must be managed responsibly to ensure both operational efficiency and environmental protection. Sustainable water use is a cornerstone of our environmental stewardship, reflecting our commitment to Qatar’s National Environment and Climate Change Strategy and the Tarsheed Programme for water conservation.



Policy and Governance

QEWC’s water management practices are governed by the Corporate HSE Policy, which includes provisions on sustainable water use, wastewater management, and marine protection. The Corporate HSE Policy has been revised and published in 2025, strengthening QEWC’s water stewardship framework and introducing measurable objectives that can be progressively integrated into future performance indicators.

The company operates under QEWC-2.1.1.23 Legal & Other Requirements Procedure, in alignment with the Consent to Operate (CTO) Clause 10.5, ensuring full compliance with national environmental laws. Executive oversight of water-related risks and performance sits under the HSE Department, which reports to senior management.

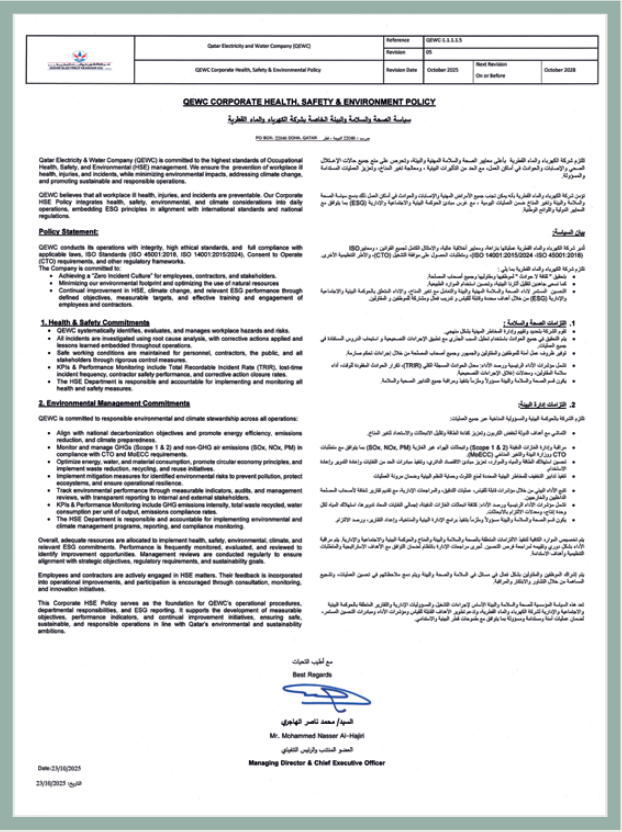
QEWC recognises that operating in Qatar’s water-stressed environment exposes the company to physical, regulatory, and reputational water-

related risks, including potential supply disruptions, evolving environmental regulations, and stakeholder expectations for responsible water management. To mitigate these risks, QEWC has initiated the integration of water considerations into its operational and strategic risk management framework, focusing on efficient desalination, minimising discharge impacts, and enhancing recycling and reuse opportunities.

Operational Practices and Performance

QEWC’s systems are designed to rely entirely on seawater drawn from the Arabian Gulf, which is treated and purified on-site to meet potable standards. This water supports a wide range of operational and domestic applications, including equipment cooling, chemical preparation, plant processes, and facility maintenance, eliminating any reliance on Qatar’s freshwater reserves. Water consumption is carefully monitored to improve efficiency and minimise waste. QEWC calculates net water consumption by deducting volumes sold to Kahramaa and those discharged into the sea from total withdrawals. In recent years, Kahramaa has diversified its offtake from other joint venture plants, leading to a gradual decline in demand for QEWC-produced water. In response, we continue to refine internal water use and promote operational flexibility.

In 2024, water withdrawal declined by 1.2% and discharge volumes fell by 1%, while potable water production increased by 1.8%. However, total water consumption rose by 13%, primarily due to the increased presence of outsourced contractors supporting maintenance activities. This also contributed to a rise in water consumption intensity (up 11%) and sewage volumes, which are now measured more accurately following improvements in QEWC’s data collection systems.



Water Management	2022	2023	2024
Total water withdrawal (m³)	1,357,401,624	1,283,862,952	1,268,601,685
Total water discharged (m³)	1,239,581,627	1,160,265,883	1,149,254,608
Total potable water produced (m³)	111,994,692	117,290,017	119,343,967
Total water consumption (m³)	5,825,305	6,307,052	7,123,910
Water consumption intensity (m³ water consumed/ Mm³ water produced)	52,014	53,773	59,692

Seawater Source and Discharge

QEWCo’s sole source of water withdrawal is seawater from the Gulf Bay, ensuring that no freshwater reserves are used for production. After use, discharged seawater is released at the sea shore, following natural cooling through culverts, and in full compliance with environmental standards and CTO conditions.

The majority of wastewater generated across sites stems from cooling and desalination activities, while a smaller share is from sewage, which is managed as hazardous waste under MoECC guidelines. QEWCo maintains a rigorous monitoring and testing programme to ensure that all discharges meet regulatory requirements and do not adversely impact marine ecosystems.

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Recycling and Reuse Initiatives

While the percentage of wastewater reused or recycled remains small, QEWCo continues to explore avenues for improving water circularity. In 2024, all sewage wastewater was transported by MoECC-approved third-party contractors for reuse and recycling at their facilities, ensuring regulatory compliance and supporting national waste-to-reuse objectives.

Wastewater Management	2022	2023	2024
Total seawater discharged (m³)	1,239,581,627	1,160,265,883	1,149,254,608
Total sewage water (m³)	2,927	12,848	15,446
Total wastewater (m³)	1,239,584,557	1,160,278,732	1,149,270,054
Total volume of wastewater reused or recycled (m³)	2,930	12,848	15,446
Percentage of total volume of wastewater reused or recycled (%)	0.00024	0.0011	0.00134

Waste Management

Responsible waste management is a critical component of QEWCo’s environmental strategy, integrated into the company’s broader **Corporate HSE Policy**. Under our ISO-certified Environmental Management System, formal procedures such as the **Waste Management Procedure** and the **Spill Management Plan** ensure consistent, compliant, and responsible waste handling across all facilities. Our approach covers both hazardous and non-hazardous waste, including used batteries, empty drums, wooden pallets, sewage water, and e-waste, and is guided by the principles of reduction, reuse, recycling, and safe disposal.

All waste is systematically segregated, quantified, and processed in accordance with national regulations and ISO standards. Solid waste is primarily directed to licensed landfills, while sewage water is transferred to licensed third-party contractors for treatment and potential reuse. Complex waste streams, such as used oil, batteries, and electronic components, are handled through authorised recycling vendors to ensure environmental compliance, traceability, and sustainability.

In 2024, total waste generation across QEWCo’s operations increased by 16%, primarily due to higher operational activity and the engagement of additional outsourced contractor manpower for maintenance works. Despite this rise, the waste recycling rate improved to 93%, up from 90% in 2023. It is important to note that the “0” tonnes reported as recycled in 2023 reflects that waste generated in 2023 was not yet processed through recycling vendors during that year. The 2024 figure of 15,446 tonnes includes the recycling of 12,848 tonnes of waste generated in 2023, alongside 2,598 tonnes generated and recycled in 2024. This increase

reflects enhanced segregation practices, the use of reusable materials such as plastic and fibre pellets in place of one-time wooden pallets, and expanded partnerships with certified recycling vendors.

To further strengthen our waste management performance, several initiatives were implemented in 2024. These included ongoing recycling through certified vendors, the launch of a Paper Saving Campaign with the installation of wastepaper collection boxes, and external training on hazardous waste management for 30 staff members. We also initiated the process of selecting authorised third-party recycling partners for oil, batteries, and e-waste. Purchase requisitions were submitted with clear requirements for MoECC-approved permits, and offers from licensed companies are under evaluation. Once finalised, the partnerships will ensure full compliance with ISO requirements and all processes will be properly documented.

Waste Management	2022	2023	2024
Total waste generated (tonnes)	3,243	14,238	16,577
Hazardous waste generated ¹¹ (tonnes)	2,927	12,874	15,469
Non-hazardous waste generated (tonnes)	316	1,364	1,108
Total waste recycled (tonnes)	2,931	0	15,446
Percentage of total waste recycled (%)	90	0	93

WASTE RECYCLING
RATE REACHED
93%



BEST PRACTICES
HOUSEKEEPING DAY

Housekeeping Day was launched in March 2024 as a plant-wide initiative coordinated by the Health, Safety and Environment Department. This activity promoted cleanliness, environmental awareness, and shared responsibility, complementing QEWC’s participation in World Cleanup Day and reinforcing our commitment to a safe and sustainable workplace.

Looking Ahead

Looking ahead, QEWC’s Corporate HSE Policy provides the overarching framework for its waste management approach. As part of the next management review, QEWC will assess opportunities to further strengthen its waste management practices by refining internal objectives and performance indicators for hazardous and non-hazardous

waste, recycling, and effluent management. These enhancements will build on existing ISO standards, regulatory requirements, and operational data. Continuous improvement will remain the guiding principle, ensuring QEWC’s waste management practices evolve in line with national regulations, ESG expectations, and the company’s broader commitment to environmental responsibility and sustainable operations.

¹¹ This includes wastewater.

ENRICHING OUR TALENTS

Understanding the vital contribution of our workforce to our operations, we place strong emphasis on ensuring the health, safety, and well-being of all employees. This is achieved through the development of robust safety management systems, effective hazard control, and the promotion of a safety-first culture. In parallel, we have adopted a Human Capital strategy centred on attracting, developing, managing, and rewarding talented individuals to fulfil Qatarisation objectives and support our broader strategic goals. The strategy also addresses performance management, career progression, employee retention, and succession planning, all within an inclusive and equitable workplace.



Health, Safety, and Wellness

Providing a safe, healthy, and secure working environment is fundamental to QEWC’s operational integrity and employee well-being. Our occupational health and safety (OHSE) practices are governed by **ISO 45001:2018 – Occupational Health and Safety Management Systems**, which guides the consistent implementation of risk controls and the prevention of workplace incidents. These principles are formally embedded in our **Corporate Health, Safety, and Environment (HSE) Policy**¹², reflecting QEWC’s commitment to high standards of safety performance and regulatory compliance. Planned revisions to this Policy will explicitly integrate ESG considerations, strengthening alignment with climate-related risks, reinforcing ESG commitments, and ensuring adherence to evolving operational, environmental, and best practice standards across the organization.

Oversight of health, safety and environmental performance is managed by a dedicated HSE Committee, chaired by the Chief Operation and Maintenance Officer. The HSE Manager convenes the Committee, maintains records of meeting minutes, and coordinates follow-ups on action items, while the HSE Department arranges meetings, prepares documentation, and ensures communication of outcomes. The Committee comprises representatives from senior leadership, operational management, and employee stakeholders, including two permanent employee

representatives selected as part of QEWC’s Consultation, Participation, and Communication Procedure for Health and Safety. These representatives actively participate in HSE Committee meetings and Monthly Review Meeting (MRM), sharing employee concerns, reviewing meeting minutes, and providing a transparent channel for HSE-related communication with management. Meetings are held monthly to monitor progress, evaluate risks, and ensure alignment with company-wide safety objectives.

In 2024, the HSE Department underwent a strategic restructuring to reflect QEWC’s updated organisational framework. This included revised staff designations and enhanced role clarity, enabling more efficient oversight. As part of this transition, the HSE Manager assumed additional responsibility for the Environmental Management System (EMS),



WE OPERATE UNDER ISO 45001:2018

reinforcing the integration of safety and environmental functions under a unified approach. Key initiatives undertaken in 2024 were a combined effort of the HSE, Operations, and Maintenance teams, ensuring a holistic approach to OHSE performance.

Several initiatives strengthened occupational health and safety across the business. The review and update of our Corporate HSE Policy was initiated to ensure continued relevance, as well as the assessment of risk management practices and mitigation strategies in line with ISO 45001:2018 requirements. A new in-house Safety Document Control System was launched in May 2024, covering critical functions such as job risk assessments, method statements, fire impairments, logic forcing and protection bypasses, excavation approvals, and maintenance workflows. This system also features an integrated Permit to Work process and a defect tracking function within the Maintenance Management System, improving oversight

and response capabilities. Additionally, QEWC developed and implemented the RAF Emergency Preparedness & Response Plan and conducted both internal audits and external third-party audits in 2024, successfully achieving ISO 45001 and 14001 certification.

QEWC has set clear and measurable OHSE targets for 2024, including zero fatalities and Lost Time Accidents (LTA), zero major environmental violations, and full compliance with ISO standards. The 2025 update of the Corporate HSE Policy will guide the next cycle of OHSE objectives, incorporating lessons learned, emerging climate and ESG considerations, and evolving industry best practices. The OHSE objectives are formally documented and accessible via the QEWC intranet and message boards. Structured HSE communications and feedback channels were enhanced to facilitate cross-functional engagement, promote shared accountability, and ensure continual improvement.



Occupational Health and Safety (OHS) Objectives

- Zero lost time incidents
- Effective implementation of the 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 programme
- Compliance with OHS regulations
- Increased reporting of safety hazard observations at all levels

¹² To learn more, kindly find QEWC’s Corporate Health, Safety and Environment (HSE) Policy at www.qewc.com/qewc/en/documents.

HEALTH AND SAFETY MANAGEMENT SYSTEM AND RISK ASSESSMENT

We are committed to preventing workplace illnesses, injuries, and incidents through the application of high standards in occupational health, safety, and environmental control. Our fully digital Health and Safety Management System (HSMS), certified to ISO 45001:2018, ensures alignment with international best practices across all operations, which covers all employees, contractors, and third-party personnel. In 2024, 100% of QEWC employees and non-employee workers remained under HSMS coverage.

HSMS coverage	2022	2023	2024
Percentage of employees covered by an HSMS (%)	100	100	100
Percentage of employees and workers who are not employees covered by an HSMS (%)	100	100	100

ALL EMPLOYEES AND
NON-EMPLOYEE WORKERS
COVERED BY THE HSMS



Throughout the year, QEWC advanced its health, safety, and environmental management systems while addressing operational and compliance-related challenges. A key undertaking was the integration of Nebras operations into QEWC’s structure, which required thorough alignment of the HSMS and Environmental Management System (EMS), as well as review of all related policies and procedures to ensure consistency across entities and compliance with internal standards and national regulations.

Significant attention was also given to preparing for ISO 45001:2018 and ISO 14001:2015 internal and external certification audits. This included extensive coordination between RAF and Head Office departments to ensure documentation accuracy, system harmonisation, and operational alignment with audit requirements. Following a Lost Time Accident (LTA) in January 2024, targeted measures were implemented to mitigate similar future risks. New procedures were introduced, particularly within the machine shop, where the incident occurred. Targeted training sessions were delivered

to enhance crew awareness, strengthen technical competencies, and promote a culture of accountability and continual improvement.

QEWC’s commitment extends to emergency preparedness and response, with a comprehensive Emergency Response Plan (ERP)/ Business Continuity Plan (BCP) designed to safeguard employees, contractors, visitors, and the environment. The plan prioritises human life, environmental protection, asset integrity, and corporate reputation, and is regularly reviewed, tested, and updated. The Chief Operations & Maintenance Officer serves as Emergency Commander, leading the Emergency Management Team (EMT) composed of senior managers from Operations, Maintenance, HSE, and Laboratory teams. The EMT oversees the implementation and continual improvement of emergency protocols, supported by head-office and site-level response teams, including Incident Commanders, trained rescue and medical personnel, and supporting security and coordination staff. Company-wide guidelines specify procedures for hazard detection,

internal and external communication, evacuation, and incident management, while clearly defined protocols ensure timely communication with external stakeholders and the QEWC Head Office during emergencies.

Risk Assessment and Hazard Control

Risk assessment and hazard control are another central aspect to QEWC’s proactive approach to safety. Our structured methodology, guided by ISO 45001:2018, NEBOSH, and OSHA frameworks, ensures thorough identification of hazards, assessment of associated risks, and implementation of appropriate mitigation measures across all operations. A digital risk assessment platform facilitates the preparation, review, and approval of Risk Assessments (RAs), while centralised storage in the Safety Document System improves accessibility, traceability, and knowledge sharing.

For routine operations and maintenance tasks, engineers and technicians collaboratively prepare RAs, which are assessed by section heads, further reviewed by the HSE Team, and approved by the respective Manager. Each RA is attached to the Permit to Work and remains accessible during task execution. Non-routine activities and contractor work follow the same structured process, with

contractor-submitted RAs reviewed by QEWC focal points before final departmental and HSE approval, and archived in the RA Data Bank to support compliance, institutional learning, and audit preparedness. All procedures and controls are implemented in line with the revised Corporate HSE Policy and will be further updated in 2025 onwards to integrate enhanced climate change and ESG risk considerations.

Our company applies the internationally recognised hierarchy of controls to manage operational risks. Wherever possible, we prioritise hazard elimination, reduction, or substitution. This is followed by the application of engineering and administrative controls, with personal protective equipment serving as the final layer of defence. This approach ensures that risk management is proactive, consistent, and embedded in daily operations, strengthening the safety culture at QEWC.

Together, QEWC’s HSMS, risk assessment processes, and emergency preparedness measures demonstrate a comprehensive and integrated approach to safeguarding employees, contractors, and operational integrity, while embedding safety and environmental stewardship into the company’s core operations.



BEST PRACTICES ROSPA GOLD AWARD

RAF Plant received the Royal Society for the Prevention of Accidents (RoSPA) Gold Award in 2024, recognising our commitment to excellence in occupational health and safety and proactive risk management.

HEALTH AND SAFETY TRAINING

Building a knowledgeable, competent, and safety-conscious workforce is essential to maintaining operational excellence across QEWC’s facilities. Our company has established a structured and responsive occupational health and safety training programme that empowers employees and contractors to carry out their duties with confidence and care.

We take a blended approach to training, combining certified external courses, internal sessions delivered by our Health, Fire and Safety teams, and video-based awareness content tailored to operational risks. Department-specific briefings complement these efforts, ensuring that training is role-relevant and aligned with the risk profile of each function. This approach allows us to address both general safety awareness and task-specific competencies in a meaningful and engaging way.

Training content spans a comprehensive range of topics. Technical subjects include first aid and CPR, working at height, handling hazardous materials, confined space entry, and hydrant and hose drills. These are complemented by non-technical training on hazard recognition, environmental impact, risk assessment, near-miss reporting, and behaviour-based safety. Through this balanced mix, we ensure employees are prepared to identify, prevent, and respond to potential risks in real time.

In 2024, QEWC collaborated with specialised third-party training providers to deliver targeted courses in areas such as risk assessment, safe scaffolding inspection, overhead travelling crane operation, authorised gas testing, and basic first aid. Behaviour-based safety training was also prioritised to strengthen personal responsibility and awareness on the ground.

To reinforce safety practices across all levels of the organisation, we continued to deliver regular HSE inductions for new employees, contractors, and visitors. Daily toolbox talks were conducted for maintenance teams, while weekly video briefings supported ongoing awareness. Department-specific authorisations were backed by customised training modules, and tailored sessions were provided for interns and junior staff to support early-stage professional development.

Over the course of 2024, employees completed a total of 7,307 hours of health and safety training – an 18.5% increase from the previous year – averaging 15.4 hours per employee. This growth reflects QEWC’s continued investment in cultivating a safety-first culture, where every individual has the tools and understanding needed to contribute to a safe and resilient workplace.

HSE trainings	2022	2023	2024
Number of total HSE training hours delivered to employees (#)	10,212	5,556	7,307
Average HSE training hours per employee (#)	22.1	13	15.4

15.4 HOURS
OF HSE TRAINING PER EMPLOYEE

BASIC FIRST AID & CPR	No	QATAR ELECTRICITY & WATER COMP	No	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BASIC FIRST AID & CPR	No	QATAR ELECTRICITY & WATER COMP	No	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
BASIC FIRST AID & CPR	No	QATAR ELECTRICITY & WATER COMP	No	<input checked="" type="checkbox"/>	<input type="checkbox"/>
BASIC FIRST AID & CPR	No	QATAR ELECTRICITY & WATER COMP	No	<input checked="" type="checkbox"/>	<input type="checkbox"/>

BEST PRACTICES

2025-2028 TARGET FOR HSE TRAININGS

Building on lessons learned in 2024, we will deliver monthly training on ten HSE topics to enhance employee and stakeholder competency. Sessions will include video-based content presented during HSE Committee meetings and additional sessions as needed. Attendance will be recorded through the intranet HSE&F system, ensuring full participation and compliance with ISO 45001 and QEWC procedures.



SAFETY PERFORMANCE

Building on our robust training and risk management programmes, QEWC continues to uphold high standards of health and safety performance through the application of internationally recognised frameworks and a preventative, systems-based approach. By combining rigorous control measures, well-maintained infrastructure, and a culture of shared responsibility, QEWC works to ensure the well-being of all employees and contractors across its operations.

In 2024, we surpassed one million safe man-hours without a Lost Time Injury (LTI), reflecting our sustained focus on operational discipline and risk

mitigation. During the early part of the year, one LTI occurred in the Mechanical Workshop when a machinist’s hand became caught in a rotating lathe machine while cleaning and filling bolts. The employee received immediate care and returned to duty after full recovery and medical fitness clearance. All corrective and preventive actions recommended by the investigation committee were successfully implemented, reinforcing hazard identification and compliance measures.

Safety Performance	2022	2023	2024
Number of total hours worked (employees and contractors)	1,080,839	1,069,353	1,142,651
Number of total employee manhours	882,911	856,796	882,659
Number of total contractor manhours	197,928	212,557	259,992
Number of fatalities (employees and contractors)	1	0	0
Number of total recordable injuries (employees and contractors)	0	0	0
Number of lost time injuries (employees and contractors)	0	1	1

Over the year, QEWC continued to strengthen safety accountability and embed proactive behaviours across all levels of the organisation. Internal HSE walk-throughs focused on high-risk activities, enabling real-time observation and intervention. A safety recognition programme highlighted individuals demonstrating exemplary safety behaviours, promoting visible leadership and peer accountability. Leadership engagement was further reinforced through quarterly review meetings, during which plant health, safety, and environmental performance, audit findings, and risk register updates were discussed at executive level.

To strengthen frontline preparedness, targeted training was delivered to security personnel, covering fire safety, first aid, and behavioural-based safety.

In support of employee privacy and dignity, QEWC formalised strict protocols for managing health-related data. These measures ensure confidential recordkeeping, controlled access to medical information, and full separation of such data from employment-related decisions.

Throughout 2024, QEWC also advanced safety awareness through several key initiatives. Fire and evacuation drills were held across RAF Plants to test emergency readiness, and a company-wide All-Hands Safety Meeting was also convened to reaffirm safety priorities. In parallel, we upgraded the fire drill system by introducing electronic attendance tracking for improved monitoring and accountability. As part of our internal communications strategy, we launched the HSE campaign video “Working Hand in Hand to Ensure

Everyone’s Safety,” reinforcing shared ownership of workplace safety.

Looking forward, QEWC aims to achieve zero major fire incidents at RAF Plant through strengthened prevention, training, and policy compliance – ensuring that safety remains a cornerstone of operational excellence and a shared responsibility among all employees and contractors.



BEST PRACTICES
HEAT STRESS AWARENESS
AND PREPAREDNESS DRILL

In July 2024, we conducted a heat stress awareness campaign and live drill at the RAF Workshop to promote safe outdoor work during peak summer. Two scenarios showed the impact of proper heat stress controls. The campaign improved awareness, prevented incidents, and identified needs like mobile cooling stations. It has been integrated into the annual HSE calendar, and the training video was shared with five IWPP companies.



BEST PRACTICES

**HSE AWARENESS VIDEO:
WORKING HAND IN HAND TO
ENSURE EVERYONE’S SAFETY**

The HSE Department an internal HSE video to unify safety messaging under 2025 HSE Vision. It summarized the year’s HSE events, including Housekeeping Day, Beach Cleanup Day, World Cleanup Day, Blood Donation Campaign, RAF evacuation drills (combined with contractors), All-Hands Safety Meeting, Heat Stress Campaign, Outage HSE Campaign, and the “Safety Man of the Week” awards. It featured real employees delivering safety messages on key topics such as Permit to Work, working at height, and confined space entry. The video was shared across platforms and toolbox talks, with quarterly updates planned to maintain time spirit, company engagement, and cultural alignment.

WELLNESS PRACTICES

Promoting physical and mental well-being is essential to sustaining a healthy, engaged, and high-performing workforce at QEWC. Our wellness practices are designed to ensure employees have access to quality healthcare, preventive services, and immediate medical support throughout their employment, supporting both individual health and organisational resilience.

All staff members undergo a pre-employment medical examination, followed by annual health assessments aligned with their work anniversary. These health checks help identify risks early and allow for continuous monitoring of employee well-being. To ensure access to comprehensive care, QEWC provides both private and public healthcare options. Private health insurance is extended to employees and their families, covering outpatient and inpatient services, specialist consultations, diagnostic tests, and prescribed medications.

In addition, employees and their dependents receive government health cards, enabling access to Qatar’s public healthcare system. On-site First Aid Units, staffed by certified nurses, provide immediate care for minor injuries, emergency response support, and coordination with external medical providers as required.

Preventive care and well-being is actively promoted through HSE campaigns, awareness initiatives, and regular communication from the HSE team. QEWC encourages employees to take a proactive approach to their physical and mental health, and medical information is treated with the utmost confidentiality. Records are securely maintained by the Human Capital Department and accessed only by authorised personnel, with participation in health-related services entirely voluntary and independent of employment decisions, ensuring privacy and trust.



BEST PRACTICES

**RAF PLANT
BLOOD DONATION CAMP**

As part of our social responsibility and in alignment with QEWC’s OHSE targets, a large-scale blood donation campaign was successfully organised at the RAF Plant on 9 May 2024, in coordination with Hamad Medical Corporation – Qatar’s National Blood Donation Center. The event was inaugurated by the Managing Director and CEO of QEWC and brought together both employees and contractors in a shared act of community solidarity. A total of 107 participants, including 90 QEWC employees and 17 contractor staff members, registered for the campaign – with 57 donors successfully donating blood following medical screening and travel history checks. Medical staff from Hamad Medical Corporation were recognised and honoured with Certificates of Appreciation for their valuable support and collaboration.

Staff medical evaluations were also conducted at Al Reyada Hospital in Doha, further reinforcing our commitment to employee health and preventive care.

Beyond healthcare, QEWC provides a comprehensive range of non-salary benefits to support employee well-being and work-life balance. These include statutory and company leave entitlements (annual, sick, maternity, compassionate, examination, short leave, and Hajj leave where applicable), health insurance and life/accident coverage (often extended to dependents), controlled shift rostering and overtime, time-off-in-lieu for eligible roles, and flexible working arrangements for office-based functions where operationally feasible. Duty hours are adjusted during Ramadan in compliance with Qatari labour requirements.

Wellbeing initiatives extend beyond formal health programs to include site-based amenities and support, such as transport services, battery cars, bicycles, canteen facilities, and prayer areas, alongside targeted campaigns on fitness, mental health awareness, and heat stress prevention. Through these initiatives, QEWC demonstrates a holistic approach to employee wellness, ensuring a safe, healthy, and supportive work environment that fosters engagement, resilience, and high performance.

Talent Acquisition and Management

Developing and retaining a skilled, motivated, and diverse workforce is central to QEWC’s long-term business success. As part of our strategic human capital agenda, we have implemented an integrated approach to recruitment, retention, performance management, and Qatarisation – ensuring alignment with both national objectives and company goals.

Our Human Capital (HC) strategy focuses on placing the right individuals in suitable roles, supported by structured performance systems, succession planning, competitive remuneration, and continuous development. We maintain a structured, forward-looking workforce planning process with a five-year forecast for attrition, recruitment, and departmental demand. This framework enables QEWC to anticipate future staffing needs and strategically align recruitment, training, and development initiatives with operational requirements. It also supports national talent development by integrating Qataris into key functions through scholarship programmes and in-house development pathways tailored to each department’s needs.

To evaluate the effectiveness of our human capital strategy and guide improvement, QEWC tracks several key performance indicators (KPIs):

- **Employee Turnover Rate:** Tracks the percentage of employees who leave the organisation within a specific period. Persistent monitoring of this metric helps us identify trends in workforce stability and proactively address areas such as job satisfaction, retention, and career progression.

■ **Recruitment and Staffing Cost:** Measures the total financial outlay associated with sourcing, recruiting, and onboarding new hires. Optimising this KPI reflects the effectiveness of our talent acquisition strategies and contributes to cost-efficient growth.
- **Time to Fill Positions:** Captures the average duration required to fill vacant roles. A shorter time-to-fill is indicative of an agile and responsive recruitment process that supports uninterrupted operations and enhances our market competitiveness.

■ **Training and Development Investment:** Quantifies the company’s financial commitment to upskilling and advancing employee capabilities. Sustained investment in this area correlates strongly with higher levels of engagement, productivity, and long-term retention.



Name: Fahad Jassim Moham
Position: Shift Team Leader
Years of service: 20 years

In 2024, QEWC’s workforce totalled 474 employees, marking a period of successful organisational transformation and strengthened talent integration. A major milestone during the year was the completion of QEWC’s full acquisition of Nebras Power, which involved an extensive organisational restructuring process. This strategic initiative involved optimising the organisational structure, aligning job descriptions, updating policies, and issuing revised employment contracts. As part of the integration process, 43 Nebras Power employees were successfully

absorbed into QEWC’s workforce, ensuring seamless operational continuity and knowledge transfer.

Reflecting the positive impact of these initiatives, QEWC’s employee turnover rate decreased significantly from 11.5% in 2023 to 4.2% in 2024. The higher 2023 rate had reflected a temporary spike associated with the reorganisation of RAF stations. The marked reduction in 2024 highlights enhanced employee stability, stronger engagement, and the effectiveness of the company’s retention measures.

Human Capital	2022	2023	2024
Total number of employees (#)	462	427	474
Number of full time employees (#)	462	427	462
Number of part time employees (#)	0	0	0
Employee wages and benefits (USD Million)	54.93	51.92	58.18
Total number of new hires (#)	40	17	65
Male (#)	40	16	57
Female (#)	0	1	8
Number of employees who left the company (#)	27	53	19
Employee turnover rate (%)	6.0	11.5	4.2

EMPLOYEE ENGAGEMENT PROGRAMMES

QEWCo continues to strengthen employee engagement by promoting a culture of recognition, accountability, and shared purpose. The company places strong emphasis on open communication, professional growth, and wellbeing, ensuring that employees remain motivated, connected, and aligned with organisational values and objectives.

To maintain transparency and inclusion, QEWCo facilitates regular dialogue through town hall meetings, suggestion channels, and the Employee Relations Committee, which serve as key platforms for feedback and to ensure needs and suggestions are heard. These mechanisms ensure that employee perspectives are reflected in decision-making and that continuous improvement remains embedded in our culture.

In 2024, QEWCo reinforced its culture of appreciation and loyalty through the Years of Service Awards Ceremony, held in January at the St. Regis Hotel, Doha. During the event, employees reaching 10-, 15-, 20-, 25-, and 30-year milestones were honoured with certificates and recognition from their Function Heads and the Managing Director & CEO. The celebration served not only as a moment of pride but also as a valuable opportunity for cross-functional networking and engagement.

Employee recognition also extended to the operational level through ongoing initiatives such as the “Safety Man of the Week” Award, which continues to spotlight exemplary safety performance across sites. The company’s commitment to safety engagement was further reinforced through initiatives such as behaviour-based safety observations, toolbox talks, heat-stress awareness campaigns, environmental concern reporting channels, and beach clean-up activities. Blood donation drives in partnership with local authorities reflected QEWCo’s broader social responsibility and employee volunteerism.

QEWCo’s Graduate Traineeship and Apprenticeship Programmes, jointly facilitated by the Recruitment and Learning & Development (L&D) departments, continued to play an important role in nurturing early-career talent. These programmes recruit fresh graduates – both nationals and expatriates – in alignment with the company’s approved Workforce Plan and equip them with the technical and soft skills required for their target roles. Through mentoring, technical training, and on-the-job learning, participants gain valuable experience that supports their integration into the company’s long-term talent pipeline.



Performance management remains a cornerstone of employee engagement and accountability. All active employees (100%) undergo annual performance appraisals, with evaluations conducted against predefined job-related and HSE Key Performance Indicators (KPIs) set at the beginning of each year. The review process follows a structured timeline: performance appraisals take place in November, followed by a two-week period in December during which employees may raise grievances or appeals to the designated committee. A distribution

curve is applied to ensure fairness and consistency, while targeted improvement programmes are delivered through L&D for employees requiring additional support.

Through these comprehensive engagement, development, and recognition initiatives, QEWCo fosters a motivated, skilled, and resilient workforce, that takes pride in contributing to the company’s success while upholding its values of safety, excellence, and sustainability.

AVERAGE TRAINING HOURS UP TO 14%

TRAINING AND DEVELOPMENT

QEWCo views training and development as a strategic driver of organisational excellence and long-term sustainability. The company’s learning framework is designed to build a capable, agile, and future-ready workforce, aligning individual growth with corporate objectives and operational priorities.

All training policies are governed by a structured framework accessible through the company intranet, ensuring transparency and consistency. Employee selection for training is guided by performance evaluations, succession planning priorities, and identified competency gaps. Learning programmes are tailored to specific job requirements and delivered through a blended approach – combining instructor-led sessions, digital learning platforms, and practical, hands-on coaching. Effectiveness is measured through structured post-training evaluations, feedback mechanisms, and progress tracking to ensure tangible skill enhancement and impact.

In 2024, QEWCo implemented a succession plan targeting key leadership positions, ensuring business continuity and knowledge transfer across the organisation.

The company also achieved significant progress against key quantitative targets, including:

- 100% compliance policy acknowledgment rate, with all employees reviewing and confirming acceptance of the Code of Ethics and related compliance policies;
- 100% placement rate for employees completing structured development programmes into their targeted positions;
- Manpower cost optimisation through systematic overtime reviews; and
- ≥90% conversion and 100% 12-month retention for graduates and scholarship recipients entering full-time roles.

Throughout the year, the company continued to provide both local and international learning opportunities to expand technical, managerial and strategic capabilities. These included professional upskilling, succession-focused development plans, and leadership training. Employees also participated in specialised development programmes across Qatar and abroad, including on-the-job training (OJT) in Japan through partnerships with JERA, as well as training sessions in the USA, UAE, and Hungary. Higher education sponsorships were provided to employees pursuing bachelor's degrees, reflecting our long-term investment in talent. These opportunities enhanced technical competence, leadership readiness, and global collaboration within QEWC's international network.

Following the organisational restructuring, QEWC conducted extensive ERP and systems training to support smooth integration and workflow adaptation. Every employee also completed at least one safety-related training module, reinforcing the company's strong alignment with Health, Safety, and Environmental (HSE) objectives. QEWC's Learning & Development (L&D) and Human Capital (HC) departments also continue to collaborate closely with the Supply Chain division to ensure contractors receive appropriate training on-site, with attendance tracked and monitored by HC. This ensures a consistent standard of awareness and compliance across the extended workforce.

To sustain continuous improvement, QEWC maintains full financial sponsorship for approved training, complemented by mentoring from senior staff and structured career development discussions to support growth, performance, and succession readiness.

In 2024, the total number of training hours reached 27,171, translating into an average of 57 hours per employee, a 14% increase compared with the previous year. This steady upward trend underscores QEWC's ongoing investment in professional growth, operational excellence, and the empowerment of its people.

Training and Development	2022	2023	2024
Total number of training hours	13,348	21,369	27,171
Average hours of training per employee	28.9	50	57.1



Qatarisation

In 2024, QEWC deepened its contribution to national workforce development through targeted investments in recruitment, training, and strategic planning aligned with the Energy Sector’s priorities. We continued to support Qatarisation through our active participation in the Energy Sector Recruitment Campaign, engagement with sector-wide strategic workforce planning forums, and collaboration with academic institutions to strengthen the national talent pipeline.

Our aim is to create an inclusive and future-oriented workplace where Qatari nationals are empowered to grow, lead, and shape the company’s long-term success. This ambition is embedded in our Human Capital Strategy and reinforced through equal opportunity policies, structured development programmes, and leadership succession plans that reflect national expectations.

Throughout the year, QEWC deepened collaboration with QatarEnergy, serving as the sector’s focal point for initiating and coordinating scholarship pipelines that link academic pathways to future employment opportunities within the energy industry. The company also participated in local career fairs to attract young Qatari talent and expand visibility among emerging professionals. As part of the 2025–2026 workforce plan, QEWC aims to broaden scholarship eligibility to include individuals born in Qatar and children of Qatari female employees, reinforcing national inclusion and opportunity

In 2024, QEWC also conducted targeted recruitment activities across technical and administrative functions, resulting in the onboarding of four fresh female Qatari graduates – placed in structured learning roles within Human Capital, Business Development, and Finance departments. In addition, we supported three Qatari secondary school graduates to pursue engineering degrees, two of whom were enrolled at UK universities and one at Qatar University. Additionally, three existing Qatari employees received full sponsorship to continue their higher education at the University of Doha for

Science and Technology. All degree programme participants and trainees are exempted from duty and fully supported until graduation, after which they transition into QEWC’s development programmes.

The company continued to strengthen national capacity through a combination of leadership development and international training exposure. Qatari employees were selected for technical and managerial training opportunities with General Electric in the UAE and Hungary, JERA in Japan, and Donaldson in the USA. Others participated in local professional certification programmes, such as the Korn Ferry Hay Job Evaluation course in Qatar. These initiatives not only expand technical competence but also enhance global perspective and leadership readiness.

To embed national development in organisational governance, QEWC worked on its Qatarisation Committee Charter from year’s end, aiming to formalise oversight of strategic workforce planning, performance monitoring, and annual variance tracking against nationalisation targets. Qatarisation remains a standing agenda within the company’s five-year Workforce Plan, ensuring alignment with recruitment, scholarship, and succession priorities.

Several Qatari nationals assumed senior and mid-management roles during the year following succession planning exercises and organisational restructuring. Among them, three Qatari

The 25th Energy Sector Annual Qatarization Review Meeting



استراتيجية التقطير
Strategic Qatarization
قطاع الطاقة • Energy Sector

الاجتماع السنوي الخامس والعشرين للتقطير في قطاع الطاقة



employees advanced into senior engineering roles after completing post-bachelor development programmes, while one employee was seconded to the UHP Plant to take on a leadership position supporting operational integration and knowledge transfer. These efforts were supported by ongoing benchmarking of compensation packages to maintain competitiveness in a dynamic labour market.

While QEWC successfully navigated sector-wide challenges such as graduate onboarding timelines and cross-sector salary competition, the company continues to prioritise national workforce retention, competitiveness, and representation of Qatari

women in leadership. As of the end of 2024, Qatarisation stood at 32.35%, with the 2025 target adjusted to 32.5% to reflect a refined and sustainable growth trajectory.

These initiatives demonstrate QEWC’s ongoing commitment to building a skilled, motivated, and nationally representative workforce. By combining strategic recruitment, structured development, and targeted retention efforts, the company continues to strengthen Qatarisation while fostering a culture of excellence, inclusion, and leadership readiness – laying the foundation for broader organisational performance and diversity objectives.

Qatarisation	2022	2023	2024
Number of nationals among total full-time workforce	144	145	143
Female national full-time employees	20	20	25
Male national full-time employees	124	125	118
Nationalisation rate (%)	31.2	34.0	32.35
Qatarisation rate at senior management level (%)	92	100	78.6
Qatarisation rate at middle management level (%)	76.5	78.9	61.5
Qatarisation rate at staff level (%)	25.7	26.7	27.5

Inclusiveness and Diversity in the Workplace

QEWCo is dedicated to fostering an inclusive and diverse workplace that empowers all employees to reach their full potential. Recognising that diversity across gender, age, background, and experience drives innovation, enhances decision-making, and supports long-term organisational success, the company continues to implement structured initiatives to promote equity and opportunity at all levels.

In 2024, we expanded female representation through the integration of Nebras Power employees and the creation of office-based positions that are more accessible to women. Female leadership was further strengthened with appointments to key positions, including Head of Information Security and Data Governance, Acting Head of Maintenance Planning, Head of Learning and Development, and Head of Warehouse. In parallel, four fresh female Qatari graduates were recruited into structured development programmes, accounting for one-third of all graduate hires, reinforcing QEWCo’s commitment to increasing female participation and professional development.

To further support women in advancing in their careers, QEWCo introduced mentorship and leadership development initiatives, offering tailored coaching, training, and guidance to prepare female employees for managerial roles. We also enhanced workplace flexibility by offering remote work options, adaptable schedules, and extended maternity support – including reduced working hours during the first year after returning from leave. These measures are complemented by standardised, merit-based recruitment and compensation practices, transparent grievance and appeal channels via the Employee Relations Committee, and adherence to the company’s Code of Ethics and Conduct, which underscores the commitment to equal opportunity.

Youth employment and early-career development also remain a priority. QEWCo actively recruits from national talent pipelines, including high school scholarship intakes, university internships, and vocational and diploma programmes. In 2024, three developpees and three scholarship recipients joined the company through these initiatives, and seven experienced youth employees were promoted to head positions, demonstrating the effectiveness of internal development pathways. Targeted engagement with educational institutions, local career fairs, and partnerships with QatarEnergy ensures a steady flow of young, qualified professionals into QEWCo’s workforce.

Quantitative data reflects these efforts. As of the end of 2024, female employees numbered 32 – an increase from 23 in 2023 – representing 6.96% of the workforce. Women occupy four managerial-level positions, while youth development and scholarship programmes achieved 100% placement of participants in target roles. Parental leave entitlements were fully respected, with female employees returning to work maintaining long-term employment, and no discrimination incidents were reported for the third consecutive year. Importantly, the median female salary exceeds that of male employees, highlighting that women at QEWCo are compensated equitably and, in fact, earn slightly more than their male counterparts on a median basis.

Females in the Workforce	2022	2023	2024
Number of male full-time employees (#)	439	404	430
Number of female full-time employees (#)	23	23	32
Rate of female full-time employees (%)	5.0	5.4	7.0
Ratio of median male salary to median female salary (#)	0.47	0.50	0.57

At the managerial and board level, diversity and inclusion remain a shared responsibility, with performance KPIs tracking the recruitment, retention, and advancement of underrepresented groups. Initiatives prioritise recruitment from diverse talent pools, including Qatari nationals, children of Qatari mothers, individuals born in Qatar, and locally educated graduates, ensuring alignment with both national objectives and organisational goals.

Additionally, QEWCo established internal networking and support platforms that enable female staff to collaborate, share knowledge, and build a stronger sense of community. We also ensure full compliance with Qatar Labour Law regarding parental leave, with both male and female employees receiving their entitlements in full.

Parental Leave	2022	2023	2024
Number of female employees that were entitled to parental leave	0	2	1
Number of male employees that were entitled to parental leave	0	0	0
Number of female employees that took parental leave	0	2	1
Number of female employees that returned to work in the reporting period after parental leave ended	0	2	1
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	1	1

Through these comprehensive measures, QEWCo cultivates a workplace that not only values diversity and inclusiveness but also actively empowers women, youth, and local talent to contribute meaningfully to the company’s long-term success.

APPENDICES



Appendix A.

Consolidated ESG Data Disclosure

GOVERNANCE

Average Availability	2022	2023	2024
Water plants (%)	99.79	98.30	99.46
Power plants (%)	97.53	96.11	93.61

Average Reliability (%)	2022	2023	2024
Water plants (%)	99.92	99.50	99.81
Power plants (%)	99.77	99.63	98.78

Board Structure	2022	2023	2024
Number of total members on the Board of Directors	11	11	11
Number of independent members	6	6	6
Number of non-independent members	5	5	5
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

Ethics and Compliance	2022	2023	2024
Governance body members that the organization's anticorruption policies and procedures have been communicated to	N/A	11	11
Percentage of governance body members that the organization's anticorruption policies and procedures have been communicated to (%)	N/A	100	100
Employees that the organization's anti-corruption policies and procedures have been communicated to (#)	N/A	427	474

Ethics and Compliance	2022	2023	2024
Percentage of employees that the organization's anticorruption policies and procedures have been communicated to (%)	N/A	100	100

Community Work	2022	2023	2024
Number of employee volunteering hours (#)	78	441	1,045
Total community investment (QR)	1,340,000	1,000,000	1,000,000
Pre-tax profits invested in the community (%)	0.077	0.064	0.070
Community investment ratio to company revenue (%)	0.049	0.034	0.033

Procurement	2022	2023	2024
Number of local suppliers engaged (#)	287	311	342
Spending on locally based suppliers (%)	87	85	82

CONSERVING THE ECOSYSTEM

Energy Consumption	2022	2023	2024
Petrol consumption from operations and vehicles (GJ)	14.71	18.81	22.57
Diesel consumption from operations and vehicles (GJ)	35,875.00	37,364.88	36,709.89
Natural gas consumption from operations (GJ)	100,726,480	102,083,874	106,753,192
Total direct energy consumption (GJ)	100,762,370	102,121,258	106,789,924
Renewable energy consumption (GJ)	0.00108	0.00108	0.00108

Energy Consumption	2022	2023	2024
Total electricity consumption (GJ)	1,643,112	1,768,484	1,701,700
Total electricity purchased (GJ)	4,113,030	4,197,964	4,166,662
Total indirect energy consumption (GJ)	5,756,142	5,966,448	5,868,361
Total direct & indirect energy consumed (GJ)	106,518,512	108,087,705	112,658,286
Energy intensity (GJ consumed/GJ produced)	3.42	3.61	3.63

GHG Emissions	2022	2023	2024
Scope 1 emissions (tonnes of CO2eq)	5,214,856	5,135,717	5,330,965
Scope 2 emissions (tonnes of CO2eq)	554,574	555,997	548,726
Total Scope 1 and Scope 2 emissions (tonnes of CO2eq)	5,769,430	5,681,754	5,879,691
GHG Intensity (tonnes of CO2eq/GJ of energy produced)	0.185	0.190	0.189

Water Management	2022	2023	2024
Total water withdrawal (m³)	1,357,401,624	1,283,862,952	1,268,601,685
Total water discharged (m³)	1,239,581,627	1,160,265,883	1,149,254,608
Total potable water produced (m³)	111,994,692	117,290,017	119,343,967
Total water consumption (m³)	5,825,305	6,307,052	7,123,910
Water consumption intensity (m³ water consumed/ Mm³ water produced)	52,014	53,773	59,692

Wastewater Management	2022	2023	2024
Total seawater discharged (m³)	1,239,581,627	1,160,265,883	1,149,254,608
Total sewage water (m³)	2,927	12,848	15,446
Total wastewater (m³)	1,239,584,557	1,160,278,732	1,149,270,054
Total volume of wastewater reused or recycled (m³)	2,930	12,848	15,446
Percentage of total volume of wastewater reused or recycled (%)	0.00024	0.00111	0.00134

Waste Management	2022	2023	2024
Total waste generated (tonnes)	3,243	14,238	16,577
Hazardous waste generated ¹³ (tonnes)	2,927	12,874	15,469
Non-hazardous waste generated (tonnes)	316	1,364	1,108
Total waste recycled (tonnes)	2,931	0	15,446
Percentage of total waste recycled (%)	90	0	93

ENRICHING OUR TALENTS

HSMS coverage	2022	2023	2024
Percentage of employees covered by an HSMS (%)	100	100	100
Percentage of employees and workers who are not employees covered by an HSMS (%)	100	100	100

HSMS trainings	2022	2023	2024
Number of total HSE training hours delivered to employees (#)	10,212	5,556	7,307
Average HSE training hours per employee (#)	22.1	13	15.4

Safety Performance	2022	2023	2024
Number of total hours worked (employees and contractors)	1,080,839	1,069,353	1,142,651
Number of total employee manhours	882,911	856,796	882,659
Number of total contractor manhours	197,928	212,557	259,992
Number of fatalities (employees and contractors)	1	0	0
Number of total recordable injuries (employees and contractors)	0	0	0
Number of lost time injuries (employees and contractors)	0	1	1

¹³ This includes wastewater.

Human Capital	2022	2023	2024
Total number of employees (#)	462	427	474
Number of full time employees (#)	462	427	462
Number of part time employees (#)	0	0	0
Employee wages and benefits QR million (QR million)	200	189	213
Total number of new hires (#)	40	17	65
Male (#)	40	16	57
Female (#)	0	1	8
Number of employees who left the company (#)	27	53	19
Employee turnover rate (%)	5.90	11.49	4.21

Training and Development	2022	2023	2024
Total number of training hours	13,348	21,369	27,171
Average hours of training per employee	28.9	50	57.1

Qatarisation	2022	2023	2024
Number of nationals among total full-time workforce	144	145	143
Female national full-time employees	20	20	25
Male national full-time employees	124	125	118
Nationalisation rate (%)	31.2	34	32.35
Qatarisation rate at senior management level (%)	92	100	78.6
Qatarisation rate at middle management level (%)	76.5	78.9	61.5
Qatarisation rate at staff level (%)	25.7	26.7	27.5

Females in the Workforce	2022	2023	2024
Number of male full-time employees (#)	439	404	430
Number of female full-time employees (#)	23	23	32
Rate of female full-time employees (%)	5.0	5.4	7.0
Ratio of median male salary to median female salary (#)	0.47	0.50	0.57

Parental leave	2022	2023	2024
Number of female employees that were entitled to parental leave	0	2	1
Number of male employees that were entitled to parental leave	0	0	0
Number of female employees that took parental leave	0	2	1
Number of female employees that returned to work in the reporting period after parental leave ended	0	2	1
Number of female employees that returned to work after parental leave ended that were still employed 12 months after their return to work	0	1	1

Appendix B.

QSE ESG Dashboard

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

QSE INDICATOR	2022	2023	2024
ENVIRONMENT			
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)	230,561	253,133	237,675
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 m³ by the organization per year	0	0	0
Total amount of energy used (GJ)	106,518,512	108,087,705	112,658,286
Total GHG emissions (tonnes)	5,769,430	5,681,754	5,879,691
Total waste produced (tonnes)	3,243	14,238	16,577
Hazardous waste generated (tonnes)	2,927	12,874	15,469
Non-hazardous waste generated (tonnes)	316	1,364	1,108
Total waste recycled (tonnes)	2,931	0	15,446
Total water used (m3)	5,825,305	6,307,052	7,123,910
SOCIAL			
Average hours of training per employee	28.9	50	57.1
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	Yes
Does the company publish and follow a policy for occupational and global health issues?	Yes	Yes	Yes

Employee turnover rate (%)	6.0	11.5	4.2
Employee wages and benefits (USD million)	54.93	51.92	58.18
Nationalization rate (%)	31.2	34.0	32.35
Number of grievances about human rights issues filed, addressed, and resolved	0	0	0
Pre-tax profit invested in the community (%)	0.077	0.064	0.070
Spending on locally based suppliers (%)	87	85	82
Total number of injuries and fatal incidents (employees and contractors)	1	1	1
Total number of injuries and fatal incidents (employees)	1	1	1
Total number of injuries and fatal incidents (contractors)	0	0	0
Total workforce (FTE)	462	427	474
Women in the workforce (%)	5.0	5.4	7.0
GOVERNANCE			
CEO Officer pay ratio	9.83	10.12 ¹⁴	12.7 ¹⁴
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	Yes
Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes	Yes	Yes

¹⁴ CEO of RAF Plant has been re-designated as Chief O&M Officer.

GOVERNANCE			
Executive compensation linked to performance indicators. Yes/No	Yes	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	0.47	0.50	0.57
ESG REPORTING GENERALLY			
Does the company publish a GRI, CDP, SASB, IIRC or UNGC report?	Yes	Yes	Yes
Are the company's ESG disclosures assured by an independent third party?	No ¹⁵	No ¹⁶	No ¹⁷

¹⁵ GHG emissions verified by independent third party.

¹⁶ GHG emissions verified by independent third party.

¹⁷ GHG emissions verified by independent third party.

Appendix C.

GRI Content Index

Statement of use	QEWC has reported in accordance with the GRI Standards for the period 1/1/2024 till 31/12/2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2-1 Organizational details	12-19
	2-2 Entities included in the organization's sustainability reporting	4-5
	2-3 Reporting period, frequency and contact point	4-5
	2-4 Restatements of information	N/A
	2-5 External assurance	While the Sustainability Report as a whole has not undergone third-party assurance, specific data points — including product water quality, environmental quality around the RAF Plant, and toxic emissions — have been externally verified.
	2-6 Activities, value chain and other business relationships	12-19
	2-7 Employees	75, 90
	2-8 Workers who are not employees	75, 90
	2-9 Governance structure and composition	35-36

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	35
	2-11 Chair of the highest governance body	35
	2-12 Role of the highest governance body in overseeing the management of impacts	24
	2-13 Delegation of responsibility for managing impacts	24
	2-14 Role of the highest governance body in sustainability reporting	24
	2-15 Conflicts of interest	39
	2-16 Communication of critical concerns	40
	2-17 Collective knowledge of the highest governance body	35-36
	2-18 Evaluation of the performance of the highest governance body	35-36
	2-19 Remuneration policies	38
	2-20 Process to determine remuneration	38
	2-21 Annual total compensation ratio	38
	2-22 Statement on sustainable development strategy	20-21, 24-26
	2-23 Policy commitments	35-36, 38-41, 48, 50, 52, 56, 59, 61, 64-65, 67, 71, 77
	2-24 Embedding policy commitments	35-36, 38-41, 48, 50, 52, 56, 59, 61, 64-65, 67, 71, 77
	2-25 Processes to remediate negative impacts	21, 24
	2-26 Mechanisms for seeking advice and raising concerns	40
	2-27 Compliance with laws and regulations	34, 36-37
	2-28 Membership associations	16-17

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	25
	3-2 List of material topics	25
	3-3 Management of material topics	25, 26-29
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	21, 51, 55
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	44-45
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	39
	205-3 Confirmed incidents of corruption and actions taken	39
GRI 103: Energy 2025	103-1 Energy policies and commitments	51-52
	103-2 Energy consumption and self-generation within the organization	51-52, 87
	103-3 Upstream and downstream energy consumption	51-52, 87
	103-4 Energy intensity	51-52, 88
	103-5 Reduction in energy consumption	51-52
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	56-58
	303-2 Management of water discharge-related impacts	56-58
	303-3 Water withdrawal	57, 88
	303-4 Water discharge	57, 88
	303-5 Water consumption	57, 88
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	54, 88
	305-2 Energy indirect (Scope 2) GHG emissions	54, 88
	305-4 GHG emissions intensity	54, 88
	305-5 Reduction of GHG emissions	54, 88

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	59-61
	306-2 Management of significant waste-related impacts	59-61
	306-3 Waste generated	60, 89
	306-4 Waste diverted from disposal	60, 89
	306-5 Waste directed to disposal	60, 89
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	75, 90
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	72-73, 76-79
	401-3 Parental leave	82-83, 91
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	64-67
	403-2 Hazard identification, risk assessment, and incident investigation	64-67
	403-3 Occupational health services	72-73
	403-4 Worker participation, consultation, and communication on occupational health and safety	68-71
	403-5 Worker training on occupational health and safety	68-69
	403-6 Promotion of worker health	72-73
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64-67
	403-8 Workers covered by an occupational health and safety management system	66, 89
	403-9 Work-related injuries	70, 90

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	79, 90
	404-2 Programs for upgrading employee skills and transition assistance programs	77-79
	404-3 Percentage of employees receiving regular performance and career development reviews	77
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	35, 82-83, 86, 91
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	82
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	43, 87



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