

Your Energy Transition Partner



# Sustainability Report 2024





# About the report

This marks QatarEnergy’s 15<sup>th</sup> consecutive annual sustainability report.

• **Reporting period**

The report covers the period from 1 January to 31 December 2024, unless otherwise stated.

• **Reporting boundary**

The disclosed data pertains to the consolidated results of QatarEnergy Group<sup>1</sup>. This information and data are collected and compiled from different directorates within the Group.

Our direct (Scope 1) and indirect (Scope 2) greenhouse gas (GHG) emissions covered in this report were calculated and reported using two different boundaries: operational control and equity. Under the operational control boundary, we reported 100% of the emissions from assets and activities that we operate.

Under the equity boundary, we reported a proportion of GHG emissions that corresponds to QatarEnergy’s effective percent ownership. Please refer to the Supplement to this report for the list of entities included in our Scope 1 and 2 GHG emissions and the corresponding equity percent.

All other data covers QatarEnergy’s operated assets only, unless otherwise stated.

• **Reporting guidelines**

The report has been prepared with reference to, and guidance from the Global Reporting Initiative (GRI) and the Ipieca Sustainability Reporting Guidance for the Oil and Gas Industry.

• **National and global alignment**

This report highlights our impact and role in supporting the Qatar National Vision (QNV) 2030 and the United Nations Sustainable Development Goals (UN SDGs).

• **Internal processes**

We have processes in place to ensure our reporting is aligned across the company and is internally verified. This includes processes for performance data collection and calculation.

• **Independent verification**

To further enhance the credibility of our reporting, specific data disclosures undergo third-party independent verifications.

Scope 1 and 2 GHG emissions in 2024 for the energy sector assets in the State of Qatar (operated and non-operated) have been

verified by an independent third-party assurance provider to a reasonable level of assurance. The verification criteria included QatarEnergy’s procedures and the EU Emissions Trading System Monitoring and Reporting Regulation (EU ETS MRR).

We engaged LRQA to also independently assure our GHG emissions, including those of our international assets, as well as key environmental, health, and safety parameters included in this report. LRQA conducted the verification in accordance with ISAE 3000 and ISAE 3410 standards to a limited level of assurance. The assurance engagement covered QatarEnergy’s operations in the State of Qatar and its global affiliates, with a focus on specific requirements:

- Evaluation of the accuracy and reliability of the data and information for the selected indicators, including Scope 1 and 2 GHG emissions, air emissions, water, waste and biodiversity-related data, and health and safety metrics, such as fatality, recordable injuries, process safety events, and lost time injuries.

For the Independent Assurance Statements, please refer to the Supplement to this report.

• **Improvements in reporting**

We are proactive in seeking internal as well as external feedback on our report. Additionally, we continue to assess upcoming reporting trends and practices to better align with emerging sustainability standards and expectations.

• **Supplementary information**

Additional information pertaining to the content of this report is provided in a supplementary document, available at

[www.qatarenergy.qa/en/Sustainability/Pages/SustainabilityReporting.aspx](http://www.qatarenergy.qa/en/Sustainability/Pages/SustainabilityReporting.aspx)



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# About QatarEnergy

QatarEnergy is an integrated energy company committed to the sustainable development of cleaner energy resources as part of the energy transition in the State of Qatar and beyond. As a global leader in LNG, we focus on supplying lower-carbon energy to meet growing global demand while addressing the challenges of climate change.

Our activities cover the entire spectrum of the oil and gas value chain and include exploration, production, processing, refining, marketing, trading, and the sale of energy products and commodities. Leveraging advanced technologies and operational excellence, we aim to minimize environmental impacts while maintaining reliable energy supplies.

Since the discovery of the Dukhan oil field in 1939, the State of Qatar’s role in the global energy landscape has significantly evolved. Key national milestones, such as the development of the North Field—the world’s largest non-associated gas field—and the Al Shaheen Oil Field, have positioned Qatar as a leading energy supplier. These achievements reflect our technical expertise and demonstrate our commitment to enhancing efficiency and sustainable development.

To effectively manage the country’s energy resources, including those that would be discovered later, and engage in all phases of the oil industry in Qatar and abroad, Qatar General Petroleum Corporation (QGPC) was established on 4 July 1974 through Amiri Decree No. 10.

In January 2001, QGPC was renamed and rebranded as Qatar Petroleum (QP). Qatar Petroleum was subsequently rebranded to QatarEnergy in 2021. This evolution highlights our focus on environmental and social sustainable development, innovation, and collaboration as we work towards a lower-carbon future.

2024 was a special year for QatarEnergy as we celebrated 50 years since the historic Amiri Decree in 1974. As “Your energy transition partner”, QatarEnergy is committed to building a better and brighter future by helping meet today’s energy needs, while safeguarding our environment and natural resources for generations to come, bound by the highest standards of sustainable socio-economic and environmental development.



Celebrating the historic milestone since the Amiri Decree of 1974.

From exploration and production to refining, marketing, and trading, QatarEnergy covers the entire oil and gas value chain, ensuring reliable energy supplies while minimizing environmental impacts.



1974

Qatar General Petroleum Corporation (QGPC) was established.



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# Sustainability at QatarEnergy

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# Message from H.E. the President and CEO

2024 was a landmark year as we celebrated QatarEnergy's 50<sup>th</sup> anniversary and the historic achievements that have shaped and influenced the entire spectrum of the State of Qatar's energy industry. This special occasion was an opportunity to remember our extraordinary journey and reaffirm our commitment to delivering reliable and affordable energy solutions in a sustainable manner while protecting the rights and well-being of future generations.

Sustainability is central to our business strategy. We take a holistic approach that seeks to integrate environmental management, safety, social responsibility, and governance excellence across our local and global operations.

LNG remains at the core of our strategy, with ongoing projects to increase our LNG production from the current 77 million tons per annum (MTPA) to 160 MTPA. This reinforces our position as a reliable provider of affordable lower-carbon energy. All our LNG expansion projects will deploy carbon capture and storage (CCS) technologies, aiming to capture over 11 MTPA of CO<sub>2</sub> by 2035. Our existing facilities have already captured and successfully stored around 7.5 million tons of CO<sub>2</sub> since 2019.

Our investments span the entire LNG value chain, including a historic shipbuilding program encompassing 128 ultra-modern, environmentally advanced ships. The fleet will enhance QatarEnergy's capacity to meet the growing global LNG demand while reinforcing its dedication to operational excellence and sustainability.

In 2024, QatarEnergy continued to advance clean energy and emission reduction projects. In November, we celebrated the ground breaking of the first world-scale blue ammonia project, which will produce 1.2 million tons of lower-carbon ammonia annually. Furthermore, QatarEnergy aims to more than double Qatar's urea production to over 12 MTPA, positioning the country as a leading global exporter and contributing to global food security.

QatarEnergy is prioritizing solar energy aiming to reach 4,000 megawatts (MW) of solar power capacity by 2030. In 2024, QatarEnergy announced the Dukhan solar power project with 2,000 MW of capacity and joined a 1,250 MW solar project in Iraq. In 2025, the Ras Laffan and Mesaieed solar power plants will add a combined 875 MW to Qatar's solar power generation capacity, joining Al-Kharsaah's 800 MW.

As part of QatarEnergy's ongoing commitment to reduce its environmental impact, we are setting new sector-specific targets to reduce GHG emissions intensity of our downstream assets - petrochemicals, metals, and fertilizer facilities - by 10 to 15% by 2035. These targets build on QatarEnergy's sustainability strategy and complement our previously announced upstream and LNG facilities intensity targets.

QatarEnergy emphasizes collaboration for progress through the Tawteen program, aiming to strengthen the local supply chain and foster sustainability-driven innovation and economic development. Since its creation in 2018, this unique program has generated more than 100 investment opportunities. In 2024 alone, 29 opportunities were awarded, including 4 related to sustainability.

Safety remains a foundational top priority for QatarEnergy. In 2024, QatarEnergy maintained zero fatalities for the third consecutive year and continued to focus on empowering its workforce.

Creating lasting value through corporate social responsibility programs, QatarEnergy continues to address social and environmental challenges, reducing its environmental footprint, and fostering inclusive growth.

These achievements were made possible by the dedication of our employees, the trust of our stakeholders, and the support of our partners, for which we are grateful. I look forward to working together to build a more sustainable future for all.

I would like to express our deepest gratitude to His Highness Sheikh Tamim bin Hamad Al Thani, the Amir of the State of Qatar, for his vision, guidance, and unlimited support.

## Saad Sherida Al-Kaabi

Minister of State for Energy Affairs,  
The State of Qatar

President and CEO, QatarEnergy



**Sustainability is central to  
our business strategy**





# 2024 sustainability highlights




**Zero**  
work-related fatalities  
among our employees and  
contractors for  
**3<sup>rd</sup>**  
consecutive  
year

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Established  
**GHG intensity reduction targets**  
for our downstream assets

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Announced  
**2,000 MW solar power plant**  
bringing the total solar power capacity  
in Qatar to around 4,000 MW by 2030

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Reduced flaring through  
Jetty Boil-Off Gas  
(JBOG) recovery system  
by around  
**18** million  
metric  
tons  
CO<sub>2</sub> equivalent (CO<sub>2</sub>e)  
since 2014

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Invested over  
**28** million  
QR  
in social responsibility  
projects, initiatives, and  
sponsorships  
in 2024

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Secured  
**128** ultra-modern LNG carriers  
to support our LNG expansion projects

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Planted  
**295,000**  
trees as part of our One Million  
Tree Project since 2022


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Published our first  
**Supplier  
Principles of  
Conduct**

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Injected  
**>7.5** million  
metric tons  
of CO<sub>2</sub>  
through carbon  
capture and storage  
(CCS) since inception  
of the facility in 2019

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Spent  
**71%**  
of total 2024  
procurement  
on acquisition  
of goods and  
services from  
suppliers  
based in Qatar

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Tawteen generated  
**>17** billion  
QR  
and created  
around **7,500**  
jobs since its  
launch in 2019

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# Our sustainability strategy



## Our strategic pillars

Our sustainability strategy encompasses three key pillars:

### Climate change and environmental action

QatarEnergy supplies lower-carbon LNG to our global customers. We actively work to promote sustainability efforts by focusing on reducing our carbon footprint, developing new lower-carbon energy solutions, curbing operational emissions, deploying carbon capture technologies, minimizing and recycling waste and water through circular practices, and protecting the environment throughout our operational activities.

### Operational responsibility

We prioritize the safety of our people and the integrity of our assets. We aim for operational excellence through responsible practices, such as adhering to safety standards, optimizing resource use, and improving operational efficiency to reduce environmental impacts.

### Social and economic development

We place a significant emphasis on caring for our people, as well as creating value and sharing it across communities. Our efforts aim to create long-term socio-economic benefits through community empowerment, education, skills development, and contributions to local prosperity.

## Our enablers

The execution of our sustainability strategy is driven by four enablers:

### Culture of sustainability

Promoting a mindset that aims to incorporate care for the environment, communities, and each other in our decisions.

### Innovation, creativity, and a learning mindset

Pursuing continuous improvement and developing solutions and practices to drive operational excellence and sustainability.

### Collaboration, co-creation, and stakeholder engagement

Engaging with stakeholders to ensure that our sustainability initiatives are comprehensive and impactful.

### Responsible business conduct and governance

Upholding integrity, transparency, and the highest standards of governance in all our business practices.



# Focusing on what matters

## Materiality assessment approach and results

QatarEnergy’s sustainability strategy and reporting are guided by stakeholder engagements and materiality assessment results. This ensures that our efforts align with critical sustainability issues in addressing stakeholders’ needs and concerns, while supporting QatarEnergy’s sustainability objectives.

QatarEnergy conducted a materiality update prior to the publication of this report to reassess its sustainability priorities, including key focus areas, material topics, relevant UN SDGs, and associated performance metrics. This process utilized the GRI framework, which

offers a comprehensive, five-step methodology for identifying material topics. We also incorporated additional guidance from QNV 2030, Morgan Stanley Capital International (MSCI) environmental, social, and governance (ESG) benchmarking, Ipieca, and best practices from industry peers.

- 1. **Identification:** A comprehensive list of potential material topics was compiled, incorporating strategic insights and industry benchmarks.
- 2. **Stakeholder prioritization:** Internal stakeholders assessed significant ESG topics through an impact assessment survey.

- 3. **Material topics scoring:** Stakeholders assigned weights to topics based on strategic relevance and key business drivers, forming a prioritization system.
- 4. **Materiality Matrix development:** A collaborative workshop was undertaken to integrate stakeholders’ input to position topics on a materiality matrix.
- 5. **Validation:** The matrix was reviewed for accuracy and approved by senior management to ensure alignment on topic relevance and impact.

The materiality assessment process identified 25 key material topics for 2024. These topics were ranked as critical, very important or important based on their scores. The “critical” category, in particular, included 12 topics (in bold below) assessed to have actual or potential severe impacts that are very likely to occur.

We will continue to periodically conduct the materiality assessment process to ensure we remain aligned with the evolving stakeholders’ expectations and global sustainability trends.

## Material topics

### Environment



- **GHG emissions**
- **Water and effluents**
- **Climate change adaptation**
- **Investing in renewable solutions**
- **Air emissions (excluding GHG)**
- **Energy use and efficiency**
- Biodiversity
- Circularity and waste

### Social



- **Occupational health and safety**
- Training and education
- Local communities
- Labor management relationship
- Market presence
- Non-discrimination
- Diversity and equal opportunity

### Governance



- **Anti-corruption**
- **Transparency and reporting**
- **Assets integrity and reliability**
- **Compliance with ESG laws and regulations**
- **Supply chain management**
- Human rights assessment
- Technology and innovation
- Data privacy and protection
- Public policy
- External stakeholder management



# Our contributions to the UN SDGs



UN SDGs are 17 goals collectively providing a universal framework for addressing poverty, reducing inequalities, tackling climate change, fostering economic growth, and ensuring peace and prosperity for people and the planet.

QatarEnergy aims to align its activities, operations, and sustainability contributions with the UN SDGs. While we contribute directly and indirectly to all SDGs, we address the ones that are most relevant to our business activities, focusing on areas where we can potentially have the greatest impact.

## Food security



Urea fertilizer enhances agricultural yields and food production to address global food security. As one of the world’s leading exporters of urea, QatarEnergy plans to significantly expand its production. In 2024, we announced the decision to build a new, world-scale urea production complex to boost our current annual urea production of 6 million tons to more than 12.4 million tons annually.

Please refer to the case study [What is urea and why it is important](#) in this report.

## Good health and well-being



QatarEnergy supports health and wellness initiatives for employees, their families, and the communities we serve. Promoting community well-being is a focus area of the company’s corporate social responsibility efforts, ensuring a positive and lasting impact.

Please refer to [Operational responsibility](#) and [Social and economic development](#) chapters of this report.

## Quality education



QatarEnergy supports youth and new professionals through scholarships to pursue academic and vocational programs and diverse talent attraction programs followed by knowledge sharing initiatives such as internships. Employees also benefit from non-technical training programs, designed to enhance skills and performance, delivered by local and international experts.

Please refer to [Social and economic development](#) chapter of this report.



### Putting sustainability into practice

#### What is urea and why it is important?

Urea is a critical nitrogen-based fertilizer that boosts crop yields and soil fertility, making it indispensable for global food security. It provides plants with an easily accessible form of nitrogen. Widely applied in growing cereals, vegetables, and fruits, urea supports sustainable agriculture by addressing the rising demand for food and challenges of limited arable land.

Urea produced in Qatar is made from natural gas. Natural gas is reacted with steam in the presence of catalyst at high temperature to produce hydrogen. This hydrogen is then combined with nitrogen (which comes from the air) in a high-pressure reactor to produce ammonia and CO<sub>2</sub>. The ammonia is subsequently recombined with CO<sub>2</sub> to produce urea.

QatarEnergy is contributing to global food security by expanding its urea production capacity. In 2024, we announced plans to construct a world-scale urea fertilizer complex in Mesaieed Industrial City (MIC). This is expected to position Qatar as the largest urea exporter post-2030. This initiative aligns with Qatar’s vision of becoming a leader in sustainable energy and addressing agricultural and environmental challenges.



# Clean water and sanitation



Operating in a region with scarce water resources, QatarEnergy recognizes the importance of water conservation. To address this challenge, we uphold water stewardship by implementing environmental policies to protect water sources and support ecological balance. This includes the efficient use of water and operating water treatment facilities across our sites to ensure responsible water management.

Please refer to [Environmental action](#) chapter of this report.

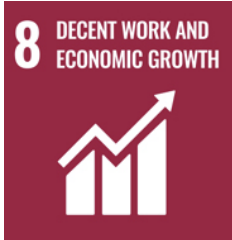
# Affordable and clean energy



QatarEnergy is advancing affordable and cleaner energy solutions through several initiatives: expanding its LNG portfolio to offer lower-carbon energy globally, developing 4,000 MW of solar energy capacity, enhancing carbon capture, utilization, and storage (CCUS) capabilities, investing in blue ammonia, and implementing measures to mitigate emissions.

Please refer to [Climate change action](#) chapter of this report.

# Decent work and economic growth



Aligned with our Foundational Policies, we prioritize the safety, well-being, and professional growth of our employees. We aim to empower our people, enhancing productivity and contributing to sustainable economic growth.

Please refer to [Social and economic development](#) chapter of this report.

# Industry, innovation, and infrastructure



QatarEnergy, in collaboration with other energy companies in the country, launched Tawteen in 2019, a supplier development initiative aimed at enhancing the localization of services and industries in the energy sector in the State of Qatar. The program promotes In-Country Value (ICV), supports the growth of local knowledge and technology based businesses and aligns with QNV 2030 to support the growth and diversification of Qatar's economy.

QatarEnergy recognizes that robust infrastructure is essential for driving economic growth, improving quality of life, and reducing environmental impacts. We aim to build high quality, reliable, sustainable, and resilient infrastructure that meets the needs of the State of Qatar.

Please refer to Social and economic development chapter and the case studies [South Fuel Depot and Multi-product Pipeline Project](#) and [Striving for operational and design excellence](#) in this report.



Putting sustainability into practice

## South Fuel Depot and Multi-product Pipeline Project

To enhance the resilience of the local supply chain for refined products, QatarEnergy is executing a South Fuel Depot and Multi-product Pipeline Project. The new depot will be strategically positioned to better serve the needs of the region.

The project will significantly increase the storage capacity and efficiency of fuel distribution. The new depot will feature multiproduct storage tanks, fire water tanks, and gantry loading arms, which will improve the overall operational efficiency and reduce safety risks.

The project is also designed to accommodate future growth and development. QatarEnergy aims to ensure that its infrastructure can meet the increasing demand for fuel and related products in the region.





# Responsible consumption and production



QatarEnergy emphasizes circularity and waste management by following a structured waste hierarchy: remove, reduce, reuse, recycle, recover, and dispose. This approach prioritizes environmentally responsible practices to minimize waste and optimize resource use across operations.

Please refer to [Climate change action](#) and [Environmental action](#) chapters of this report.

# Life below water



QatarEnergy has been actively involved in supporting local marine turtle conservation initiatives, focusing on the protection of hawksbill turtles (*Eretmochelys imbricata*). These projects monitor the nesting activities of hawksbill turtles across various sites in Qatar, aiming to safeguard their population and ensure the preservation of marine biodiversity.

Please refer to [Environmental action](#) chapter of this report.

# Partnerships for the goals



We recognize the important role partners play in advancing our sustainability goals. As per our Code of Conduct, our business relationships are built on trust and transparency, and we seek to work with business partners who have similar values.

Please refer to [Social and economic development](#) chapter of this report.



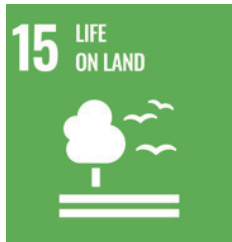
# Climate action



QatarEnergy is addressing climate action within a local and global context. We have set greenhouse gas (GHG) intensity reduction targets for our upstream, LNG, and downstream operations, and are developing CCUS and renewables capacity. To support climate action globally, we continue to export lower-carbon LNG while developing renewables infrastructure and lower-carbon products, for example blue ammonia.

Please refer to [Climate change action](#) chapter of this report.

# Life on land



The “One Million Trees” project focuses on planting native trees across QatarEnergy’s industrial cities using innovative irrigation methods to minimize resource impact. It aims to enhance biodiversity and support environmental sustainability.

Please refer to [Environmental action](#) chapter of this report.

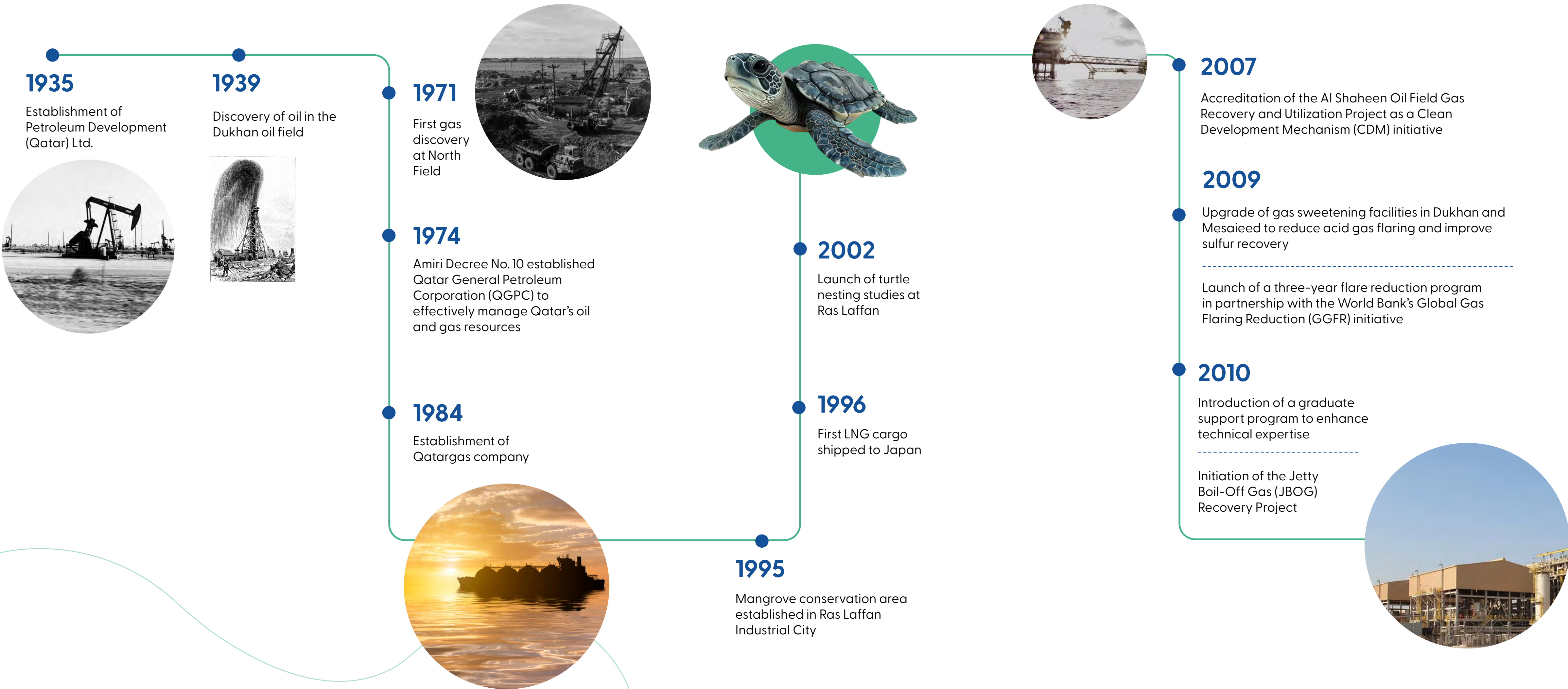
## Putting sustainability into practice Striving for operational and design excellence

QatarEnergy’s school in Dukhan has undergone an external third-party certification process and has proudly achieved a “3-Stars” sustainability rating for its design and build, along with a “Gold” rating for operational excellence. While the “3-Stars” rating places this facility on par with the best schools in the country, the “Gold” operational rating is a remarkable milestone. It is the first and highest operational rating level ever achieved by a school in Qatar.

The school design was conceptualized in-house by QatarEnergy and constructed with a specific focus on sustainability standards. The facility consumes at least 40% less electricity and 30% less water compared to conventional facilities, which is a testament to QatarEnergy’s dedication to sustainable practices.



# Our sustainability journey







**2011**  
QatarEnergy publishes its first Sustainability Report



**2012**  
Launched Flaring Mitigation Initiative in Ras Laffan Industrial City



**2014**  
Commencement of operations at the Jetty Boil-Off Gas Recovery facility, achieving a recovery rate between 89% to 96% per year of previously flared gas

**2016**  
Establishment of Siraj Energy joint venture company with Qatar Electricity and Water Company for generation of electricity from solar power

**2018**  
Signing of Methane Guiding Principles (MGP) partnership

**2019**  
Start-up of 2.2 MTPA carbon capture and storage (CCS) facility in Ras Laffan



**2021**  
Final investment decision for the North Field East project, integrated with CCS  
Qatar Petroleum rebranded to QatarEnergy  
QatarEnergy launched its updated Sustainability Strategy  
QatarEnergy joins World Bank Zero Routine Flaring by 2030 Initiative  
Statement of Greenhouse Gas Emissions (SGE) – Launch of one of the first published methodologies to quantify GHG emissions for LNG cargo deliveries

**2022**  
Inauguration of the Al Kharsaah Solar PV Power Plant  
Commitment to the Aiming for Zero initiative, targeting near-zero methane emissions by 2030



**2024**  
Announcement of a 2,000 MW solar plant in Dukhan  
Announcement of plans to more than double urea production to 12.4 MTPA  
Ground breaking ceremony for Blue Ammonia Plant  
QatarEnergy celebrates its 50<sup>th</sup> anniversary



# Responsible business conduct and governance

- Living our values
- Governance
- Ethics and compliance
- Identifying and managing risks

## Living our values

At QatarEnergy, we are guided by our core values of integrity, excellence, collaboration, responsibility, respect, and safety, which define who we are and how we operate. These values are embedded in our Code of Conduct and reinforced through 19 Foundational Policies, setting clear expectations for our workforce and all those we do business with, including our supply chain partners.

Our Supplier Principles of Conduct define six principles aligned with our Sustainability Strategy and Foundational Policies. These principles reinforce our expectations of business partners, setting the standard of leadership, business practices, and operational excellence we expect from ourselves and our suppliers.

During 2024, we continued supporting the translation of our values and policy commitments into tangible actions by engaging in open and constructive dialogues with internal and external stakeholders. This included initiatives such as Conversation Cafés, where functional leaders facilitated meaningful dialogue on applying ethical standards in real-world scenarios. These sessions aim to create a culture where our values and commitments are not merely communicated but openly discussed and made relevant to everyone within QatarEnergy. We also held several workshops with our suppliers to share our expectations as outlined in our Supplier Principles of Conduct.

Targeting our workforce, we launched a policy embedding program in 2022. Since its launch, the program has focused on critical areas, including safety, conflicts of interest, privacy, and information disclosure. Through targeted communication, we focused on reminding our employees of the importance of these policies in their day-to-day activities and interactions with both internal and external stakeholders.

For QatarEnergy, living our values is a commitment to creating ethical culture, driving business resilience, and advancing sustainability. By aligning our practices with high standards of governance, we aim to continue to deliver value responsibly to our stakeholders and the communities we serve.



# Governance

## Group governance framework

The governance framework at QatarEnergy is designed to ensure ethical operations, transparency, and alignment with global standards. In 2021, we introduced updated Foundational Policies to strengthen decision-making, compliance, and sustainable practices. These policies provide guidance for operations across our organization and group companies, emphasizing accountability, business resilience, and environmental, social, and governance integration. Our governance structure is guided by our Code of Conduct, which applies to all employees and business partners. Please refer to [Code of Conduct](#) section in this chapter.

## Governance of group companies

At QatarEnergy, we partner with international operators to establish long-term ventures across the value chain. Recognizing the strategic importance of these ventures, we prioritize good governance practices throughout our group companies.

In 2023, as part of our Group Governance Expectations Program (GGEP), we developed a standard that provides an integrated view of how QatarEnergy’s Code of Conduct and policies apply to the group companies. The standard sets forth governance principles, roles, and expectations for the group companies in which QatarEnergy holds an ownership interest and ensures that it is complementing QatarEnergy’s Asset Management Framework.

In 2024, we completed the pilot of the functional expectations under the GGEP with three group companies. The self-assessment process facilitated purposeful discussions among leadership teams of

these companies and with QatarEnergy about governance expectations, current practices, and improvement opportunities. The process increased awareness of various resources available to these companies from QatarEnergy and led to the creation of tailored internal action plans by each company.

To evaluate the pilot’s effectiveness, we also benchmarked its outcomes against governance standards observed in leading International Oil Companies (IOCs). This comparative analysis provided valuable insights, highlighting both our strengths and areas for improvement. The benchmarking process focused on meaningful engagements with our IOC partners and helped us establish relationships with them from a governance perspective.

The results of the pilot have been presented to the Steering Committee for further refinement of the GGEP framework.

Our commitment to governance goes beyond setting standards. We engage with JV directors regularly to share best practices and reinforce QatarEnergy’s expectations. These programs aim to enhance directors’ understanding and foster a culture of continuous learning, ensuring alignment with governance principles and effective decision-making.

QatarEnergy also held a legal forum in 2024, and included the legal and compliance teams of its consolidated subsidiaries. This included external speakers on various legal and compliance topics such as sustainability and the impact of artificial intelligence.

### Elevating governance excellence

**Aisha Abdulla Al-Amadi,**  
General Counsel and Board Secretary, Qatar Petrochemical Company (QAPCO) Q.P.J.S.C.

“In 2024, I obtained my Board Secretary certification and participated in the Group Governance Expectations Program launched on a pilot basis by the QatarEnergy governance team. These experiences were instrumental in refining my skills and helped us improve accountability, transparency, and contribute to informed and impactful decision-making. By integrating these practices, we continue to focus on ethical leadership, which is vital for maintaining stakeholder trust and ensuring long-term organizational success.”



### Putting sustainability into practice

## Training and professional development of board secretaries

At QatarEnergy, we recognize that strong corporate governance is key for sustainable business success. Central to this is the role of the board secretaries, who ensure that governance policies and procedures are effectively implemented across our portfolio companies.

In 2024, we took a significant step towards enhancing the competencies of our board secretaries through a comprehensive training and certification program. We partnered with the Institute of Directors UK, who delivered the program to 50 participants from QatarEnergy and its group companies. Understanding the evolving requirements of corporate governance, we designed a tailored training program addressing the latest regulatory requirements, governance best practices, and strategic communication skills. The program included interactive workshops, expert-led seminars, and practical case studies to provide a well-rounded learning experience.

We intend to continue supporting board secretaries through regular forums and training.





# Asset Management Frameworks

## QatarEnergy’s operated assets

To maximize the value of QatarEnergy’s operated assets, in 2023 we launched the Operated Assets Management Project with the objective of achieving more effective, efficient, asset-centric, and integrated decision-making. The first phase of the project focused on evaluating current management practices, benchmarking against peers, and developing recommendations for best-in-class management practices. The pilot ran between September 2023 and December 2024 to test and refine the asset management model across three assets, focusing on a number of key areas, including planning, risk, and performance management. Results of the pilot will be used to enhance the Asset Management Framework for operated assets.

## Non-operated assets

Recognizing the importance of non-operated ventures within QatarEnergy’s portfolio, we emphasize effective asset management and governance. Following a baseline assessment in 2019, we introduced the Asset Management Framework to enhance oversight of key non-operated assets. Aligned with industry best practices, this framework establishes single-point accountability and cross-functional teams to ensure effective shareholder governance.

In 2023, the framework was fully implemented for all major assets. In 2024, the framework was implemented across four new asset teams. These teams developed strategies, scorecards, and key goals for their assets, including risk management objectives and key focus areas for partners.

Putting sustainability into practice

## Asset Management Forum

In 2024 we organized the first Asset Management Forum, aimed at developing a collaborative cross-functional Community of Practice among all personnel involved in managing our interests in joint ventures. The purpose of the forum was to share best practices and to enable asset teams to connect and network. The theme of the forum was how we can create outstanding performances by working across organizational boundaries.

## Asset Management Forum

**Ganesh Patil**  
Assistant Manager, GTL Facilities

“Structured asset management is crucial in delivering on our strategy to achieve our vision - to be one of the best energy companies in the world. It serves as the backbone in enabling our collaborative efforts across organizational boundaries to deliver real value to QatarEnergy.

As a recent joiner at QatarEnergy, attending the Asset Management Forum offered me an incredible opportunity to interact with asset management practitioners from various departments. The structured roll-out, discipline, and passion shown in the framework adoption across the organization is quite exceptional. As an asset manager, I found this experience both encouraging and empowering. Maintaining this energy and discipline is important for our continued success.”





## Internal auditing

Our Internal Audit function is an integral part of QatarEnergy’s governance structure. It provides independent assurance to the Audit Committee of QatarEnergy’s Board of Directors on the effectiveness of QatarEnergy’s governance, risk management, and control practices through a structured program of risk based internal audits. It helps QatarEnergy accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

With unrestricted access to QatarEnergy’s Board of Directors through the Board Audit Committee, Internal Audit is enabled to undertake its mandate in a transparent and accountable manner.



# Ethics and compliance

## Code of Conduct

QatarEnergy’s Code of Conduct reflects our values, outlines our expectations for ethical behavior, and helps to support a strong collaborative culture of integrity and trust. It outlines how we conduct business and how we act to successfully achieve our business strategy, while continuing to grow and thrive as an organization.

All individuals employed by or representing QatarEnergy or its fully owned subsidiaries, including our directors, officers, employees, and secondees, must understand and comply with these standards. We expect agents or intermediaries acting on our behalf to comply with our Code.

We expect our majority-owned subsidiaries and joint ventures to adopt standards of behavior that conform to our own, either by accepting our Code or creating and adopting a similar one.

We only work with consultants, contractors, suppliers, vendors, joint venture partners, and other stakeholders (our business partners) who share our standards of business conduct and values.

## Preventing bribery and corruption

At QatarEnergy, we have zero tolerance for any form of bribery or corruption. We actively work to prevent corruption in all aspects of our operations and comply with all relevant anti-bribery and corruption laws and international conventions. As part of this commitment, the direct or indirect offering, payment, solicitation, or acceptance of bribes in any form is strictly prohibited. This includes giving or receiving an improper advantage through undue influence, preferential treatment, or any form of illegal payment.

We prohibit making payments to public officials, including facilitation payments. We exercise extra caution when conducting business in countries known to have high corruption levels and ensure that we know and trust our business partners, agents, and intermediaries.

## Data privacy

We respect the privacy of our employees, contractors, suppliers, consultants, and other business partners, and commit to acting responsibly when collecting, processing, retaining, disclosing, and disposing of personal information, as described in our Foundational Policy on Privacy of Personal Information. The policy describes our commitment to high standards when managing employees’ and external stakeholders’ information and defines our minimum compliance requirements.



## Our standards and policies

Our standards and policies underline our commitment to ethical leadership, sustainable business practices, and operational excellence. These policies provide the framework for advancing sustainable practices across our operations. They aim to meet stakeholders’ expectations while delivering long-term environmental and social values.

- Code of Conduct
- Our Foundational Policies:
  - Human Rights Policy
  - Occupational Health and Safety Policy
  - Privacy of Personal Information Policy
  - Respectful Workplace Policy
  - Anti-Bribery and Corruption Policy
  - Anti-Fraud Policy
  - Anti-Money Laundering Policy
  - Asset Protection Policy
  - Competition Policy
  - Confidential Information Policy
  - Conflicts of Interest Policy
  - External Communication and Disclosure Policy
  - Regulatory Compliance Policy
  - Trade Compliance Policy
  - Climate Change Policy
  - Environment Policy
  - Stakeholder Engagement Policy
  - Sustainability Policy
  - Speaking Up Policy
- Supplier Principles of Conduct



## Business Conduct Committee

The Business Conduct Committee (BCC) plays a crucial role in providing executive oversight and in reporting to H.E. the President and CEO that QatarEnergy operates ethically and complies with relevant laws, regulations, and QatarEnergy's Code of Conduct and Foundational Policies.

In 2024, we conducted a review of our BCC's Terms of Reference (TOR) and are in the process of updating it. The revised TOR will strengthen the committee's ability to oversee initiatives that promote ethical conduct, environmental stewardship, and social responsibility. By embedding sustainability and regulatory considerations into the committee's mandate, we aim to ensure these priorities are central to our decision-making processes.

## BCC initiatives

In 2024, the BCC convened four times with each meeting focusing on crucial initiatives that reflect our commitment to ethical business practices. These included:

## Group Compliance Working Group:



## Collaborative efforts to enhance overall compliance measures

## 2024 Compliance Training Program:



## Planning and discussions on the annual compliance training initiatives

## Trading Compliance and Surveillance Project:



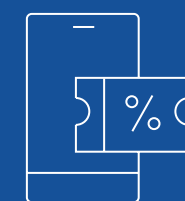
## Considerations in relation to the activities of QatarEnergy Trading

## 2024 Ethical Leadership Embedding Program:



## Strategies for embedding ethical leadership principles across QatarEnergy

## Annual e-Code survey results:



Deliberation on the outcomes of the e-Code survey, which measures employees' perceptions of the ethical conduct of the organization

## Anti-Fraud Framework:

## Comprehensive discussions on fortifying measures against fraudulent activities

## Speaking up

Governed by QatarEnergy's Speaking Up Policy, employees are encouraged to voice their concerns or report any real or suspected violations of our Code of Conduct and associated Foundational Policies by discussing them directly with their supervisor or other senior leaders within the organization.

A separate Speak Up line, managed by QatarEnergy's Internal Audit team, is also available to all employees. The team is tasked with receiving concerns and conducting investigations accordingly.



# Identifying and managing risks

Our risk management process is guided by the ISO 31000:2018 standard and the Committee of Sponsoring Organizations' Enterprise Risk Management (COSO ERM) framework to ensure a standardized approach is used to identify, assess, and report risks. We believe that a risk-based management approach, where risks and opportunities influence our strategic, operational, and investment decisions, is crucial for advancing our business and ensuring sustainable growth.

Identifying risks starts with an in-depth understanding of QatarEnergy's strategy and objectives, coupled with a thorough analysis of both internal and external environments for potential threats that could affect these objectives. Our risks are categorized into four main areas: strategic, operational, financial, and compliance.

Risks can be identified at any level within the organization:

- Bottom-up risks are identified during daily operations across our portfolio of operated assets, JVs and subsidiaries
- Top-down risks that may impact QatarEnergy's business are identified at the corporate level by assessing internal and external trends
- Risks in specific areas such as HSE, cybersecurity, project management, and credit are managed by specialized business functions.

Identified risks are assessed based on their potential impact and likelihood of affecting QatarEnergy. The risks are evaluated and prioritized in the Corporate Risk Assessment Matrix as high, medium, or low. High risks undergo a more detailed evaluation with stakeholders to: 1) develop a deeper understanding of the risk, 2) validate the risk level, and 3) ensure appropriate measures are established.

When risk treatment is necessary, actions are formulated to either mitigate the impact of a potential risk or reduce the likelihood of the event happening. Mitigation strategies are developed using the 'SMART' (specific, measurable, achievable, relevant, and time-based) criteria, ensuring sufficient resources are allocated, and clear accountability is assigned.

The ERM framework connects decision-making across business areas such as strategic planning, budgeting, investment evaluation, business continuity, and crisis management. It ensures risks are identified at all organizational levels and across all directorates.

QatarEnergy maintains a robust risk governance system through active leadership participation, clear segregation of duties, regular monitoring, assessments, and reporting. Enterprise risks are reported to the Executive Leadership team (ELT) and Board Audit Committee, including assurance on the effective functioning of the overall risk management process.

In addressing risks pertaining to climate change and environmental aspects of our sustainability strategy, we primarily focus on evaluating the environmental implications of existing and future initiatives. We regularly assess risks and opportunities related to changes in the energy landscape and stakeholder expectations. We have identified and are putting measures in place to address two risks related to regulations on carbon intensities and emissions reduction. The purpose of these measures is not only to safeguard QatarEnergy against potential threats but also to position us to capitalize on emerging opportunities within the sustainability landscape.





# Climate change action

- Energy sector emissions landscape in Qatar
- Our approach to mitigating the impacts of climate change
- Growing our LNG portfolio at reduced emissions intensity
- Reducing emissions from our facilities
- Developing lower-carbon energy
- Deploying carbon capture, utilization, and storage
- Embracing circularity to reduce emissions

**The State of Qatar, a signatory to the Paris Agreement, has a national commitment to reduce GHG emissions by 25% by 2030<sup>1</sup>.**

QatarEnergy's role is key in supporting the State of Qatar's efforts and is reflected through our significant investments in renewable power generation and the implementation of mitigation measures such as the expansion of our CCS capabilities to support energy sector emission reductions. At the national level, Qatar's National Climate Change Action Plan (NCCAP) prioritizes sustainable development and emission reductions across sectors, including energy. The plan sets ambitious targets for reducing energy consumption and emissions while driving economic growth. QatarEnergy contributes to these efforts, collaborating with government agencies, international organizations, and stakeholders to meet climate goals.

<sup>1</sup>Relative to a business-as-usual case compared to the 2019 baseline.



# Energy sector emissions landscape in Qatar

The energy sector is the leading economic sector within the State of Qatar and consequently, accounts for the greatest proportion of the total national emissions.

The figure below illustrates direct (Scope 1) GHG emissions in 2024 from the energy sector in Qatar, comprising upstream, refining and GTL, petrochemicals, power and water, and metals segments. QatarEnergy’s activities (on an equity basis) accounted for 44% of Qatar’s energy sector GHG emissions.

These emissions originated from more than 20 entities, including assets solely owned and operated by QatarEnergy, as well as assets owned in partnership with our JV partners. For the detailed breakdown of our Scope 1 and 2 GHG emissions please refer to Appendix A of this report.

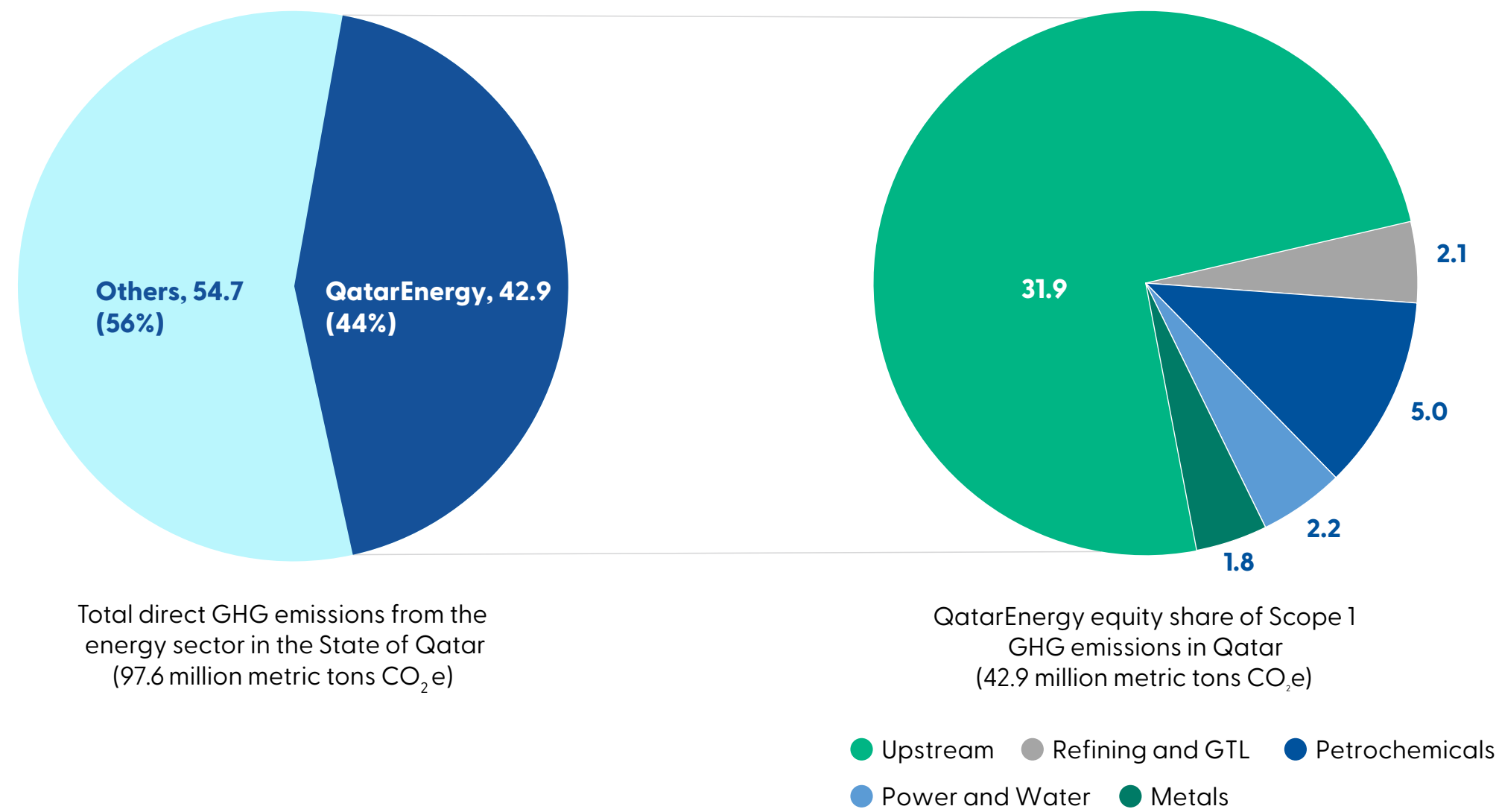
## Our performance

Our Scope 1 GHG emissions on operated basis decreased to 5.7 million metric tons CO<sub>2</sub>e in 2024, compared to 5.9 million metric tons CO<sub>2</sub>e in 2023, mainly due to lower flaring at our offshore assets compared to last year.

Scope 2 GHG emissions in 2024 remained relatively flat at 0.67 million metric tons CO<sub>2</sub>e compared to 0.66 million metric tons CO<sub>2</sub>e in 2023. Our Scope 2 emissions were calculated using the location-based method.

Our Scope 1 GHG emissions on equity basis (including international assets) in 2024 remained relatively flat at 44.3 million metric tons CO<sub>2</sub>e compared to 43.9 million metric tons in 2023. Scope 2 emissions were 2.3 million metric tons CO<sub>2</sub>e in 2024 compared to 2.2 million metric tons CO<sub>2</sub>e in 2023.

2024 direct GHG emissions (million metric tons CO<sub>2</sub>e)



### Taking national action



#### Supporting the development of key national frameworks and strategies

- Carbon Management Framework, which includes:
  - A national monitoring, reporting, and verification (MRV) system
  - A renewable energy certificates (REC) framework
  - And CCS regulatory standards.
- National strategies around environmental protection, water management, and renewables.



#### Future energy leaders

Collaborating on education, research, and skills development to empower future leaders in addressing key challenges within the energy industry.

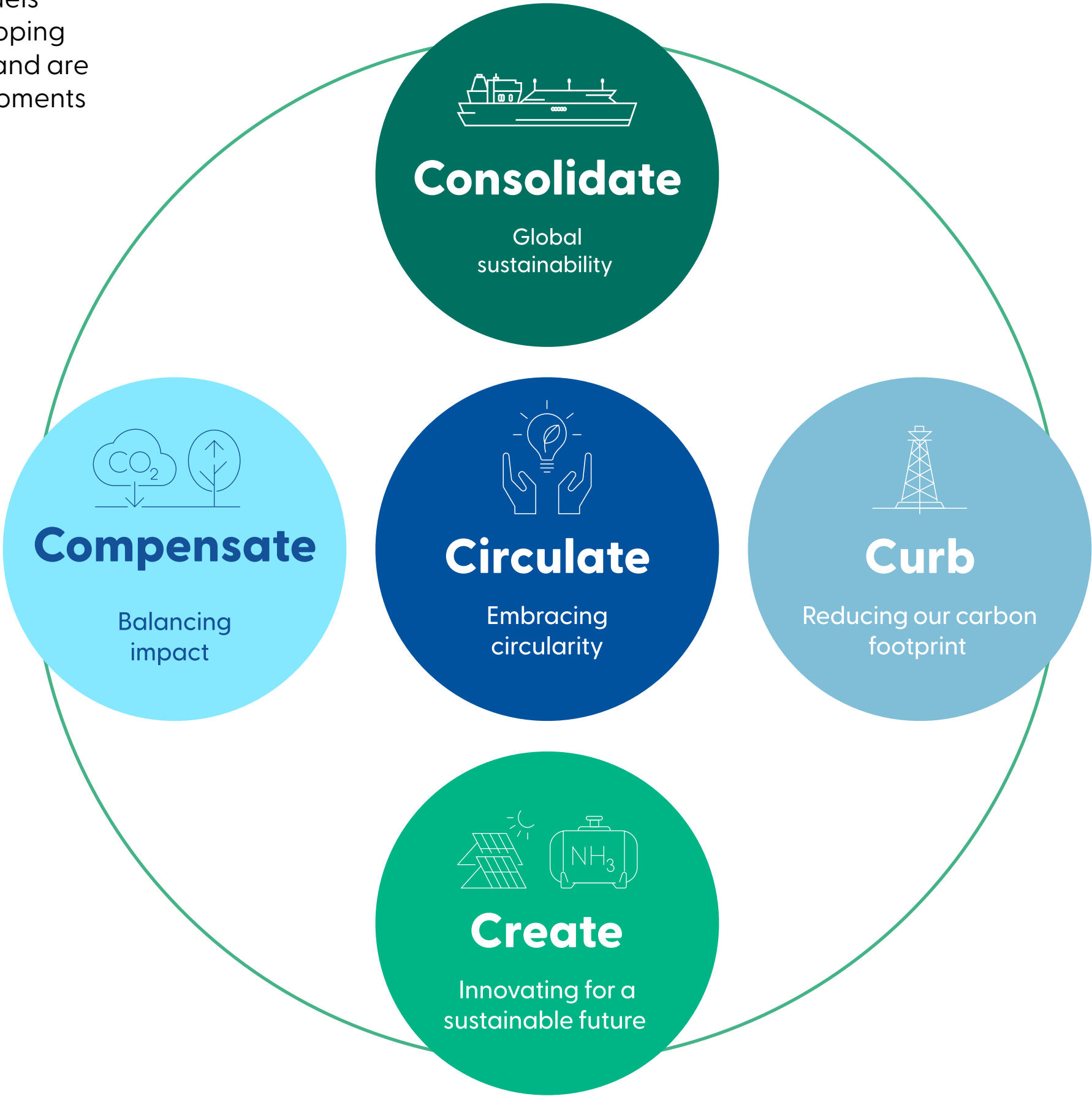


# Our approach to mitigating the impacts of climate change

We are proactively working on reducing the GHG intensity across our upstream operations (including LNG facilities) and downstream assets, and developing renewable power generation in Qatar. At an international level, by supplying LNG produced with a lower-carbon intensity, we help meet current and future energy demand while supporting customers to replace high-carbon intensity fuels with a cleaner alternative. We are also developing clean energy vectors such as blue ammonia and are supporting renewables infrastructure developments internationally.

## Our climate change framework

Climate action is an integral part of our core values and identity. It is embedded within our Foundational Policies, Corporate Strategy, and Sustainability Strategy. Our approach to climate change comprises five broad categories of action:



### Consolidate: Global sustainability

We aim to supply the world with LNG produced with lower-carbon intensity. Our role not only supports emissions mitigation by displacement of higher-carbon intensity fuels, but also improves access to secure and affordable energy.

### Curb: Reducing our carbon footprint

We focus on undertaking measures to reduce emissions and enhance energy efficiency across our assets and operations. For future projects, we focus on employing best-in-class and energy-efficient technologies, to minimize future operational emissions.

### Create: Innovating for a sustainable future

Aligned with our Corporate Strategy, we are establishing a position in the low-carbon energy business by developing a renewable energy portfolio and producing lower-carbon products (e.g., blue ammonia).

### Compensate: Balancing impact

We are developing carbon capture capacity and infrastructure to capture, utilize, and store CO<sub>2</sub> from our operations.

### Circulate: Embracing circularity

We are proactively minimizing waste production and optimizing resource use. Circularity will enable us to recycle and repurpose waste and avoid additional emissions.



## Our targets

To support our approach on climate change action, we have defined a number of short- and medium-term targets to lower emissions. Key focus areas for our near-term actions include:

- Growing our LNG portfolio while reducing emission intensities of our LNG facilities
- Reducing methane emissions and flaring from our facilities
- Improving energy efficiency across operations
- Developing low-carbon energy via renewables through solar deployment
- Developing lower-carbon energy vectors through producing blue ammonia
- Deploying carbon capture, utilization, and storage.

### New targets for downstream sectors

As part of our ongoing commitment to addressing climate change, in 2024 we set new targets to further reduce GHG emissions intensities from our downstream facilities. Our new GHG targets include reducing emissions intensities by 15% for the petrochemical and 15% for the fertilizer sectors, and 10% for metals sector by 2035. To achieve these targets, we will continue focusing on improving energy efficiency across our assets, optimizing processes, using solar energy to power our facilities, and embedding circularity, among others.

### Our sustainability journey: from upstream to downstream

**Ahmad Saeed Al-Amoodi**  
Executive Vice President, Surface Development & Sustainability



“QatarEnergy’s sustainability journey has evolved over time, shaping both our upstream and downstream operations. In upstream, our focus has expanded from efficient resource extraction to minimizing environmental impact. We are aligning our energy production operations by capturing and storing carbon emissions, reducing flaring and methane emissions, and using energy more efficiently. The North Field expansion projects are prime examples, integrating lower-carbon solutions to support our ambition to contribute to global energy security in a sustainable way.

Building on this progress, we are extending our sustainability focus to the downstream sector. Reinforcing our commitment to reducing greenhouse gas emissions, we are setting targets to lower the GHG intensity of our petrochemicals, metals, and fertilizer operations. This will complement the GHG intensity reduction efforts in our upstream and LNG operations, further strengthening the foundations of our holistic sustainability strategy.

Our contribution to sustainability is not limited to our operations or the local economy alone. Our investment in urea production capacity will make a significant contribution to global food security. Strategic moves like these demonstrate our commitment to balancing economic, social, and environmental objectives by constantly exploring innovative and sustainable ways of maximizing value from the natural resources the State of Qatar is blessed with.”

## Supporting global transition



### Curbing emissions and reporting improvements

Actively participating and contributing to various initiatives targeting emission reductions. Focusing on best practices in measurement, mitigations, and transparent reporting.



### Lower-carbon transition fuels

Collaborating with diverse stakeholders to support the transition to lower-carbon fuels such as LNG. QatarEnergy will be hosting the International Conference and Exhibition on Liquefied Natural Gas (LNG 2026) in February 2026.



### Lower-carbon energy infrastructure

QatarEnergy is collaborating with various energy industry partners in addressing infrastructure developments to transition to lower-carbon energy.





Meaningful impact through realistic targets

		By 2025	By 2030	By 2035	Our actions
Supplying the world with lower-carbon energy	 LNG		160 million metric tons per annum (MTPA) of LNG production		 Consolidate
	 Blue ammonia		1.2 MTPA of lower-carbon ammonia		 Create  Compensate
Reducing GHG intensity <sup>1</sup>	 Upstream		15% reduction <sup>2,6</sup>	25% reduction <sup>2,6</sup>	 Curb  Create  Circulate  Compensate
	 LNG facilities		25% reduction <sup>2,6</sup>	35% reduction <sup>2,6</sup>	 Curb  Create  Circulate  Compensate
	 Petrochemicals			15% reduction <sup>3,7</sup>	 Curb  Circulate  Create
	 Fertilizers			15% reduction <sup>4,7</sup>	 Curb  Create  Circulate  Compensate
	 Metals			10% reduction <sup>5,7</sup>	 Curb  Circulate  Create
Targeting operational excellence	 Methane	0.2% weighted methane intensity <sup>6</sup>			 Curb
	 Flaring		Zero routine flaring <sup>8</sup>		 Curb  Circulate
	 Energy efficiency		150 MMSCFD gas saving due to energy efficiency <sup>2,7</sup>		 Curb  Circulate
Lowering carbon footprint with mitigation technologies	 Renewables		2 - 4 GW solar capacity	>5 GW solar capacity	 Create
	 Carbon capture, utilization, and storage		7 - 9 MTPA CCS capacity <sup>7</sup>	>11 MTPA CCS capacity <sup>7</sup>	 Compensate  Circulate

<sup>1</sup>Scope 1 + 2 emissions

<sup>2</sup>Against 2013 baseline

<sup>3</sup>Against 2020 baseline

<sup>4</sup>Against 2021 baseline

<sup>5</sup> Against 2022 baseline

<sup>6</sup>Includes all operated and non-operated assets in Qatar on an equity share basis

<sup>7</sup>Includes all operated and non-operated assets in Qatar on a 100% basis

<sup>8</sup> Includes all operated assets in Qatar on a 100% basis



# Growing our LNG portfolio at reduced emissions intensity

QatarEnergy continues to grow its LNG portfolio by expanding its production capacity while reducing carbon intensity. We aim to achieve a capacity of 160 MTPA post-2030, solidifying our role as a major provider of cleaner energy solutions globally. This capacity target includes the North Field West Expansion Project announced by QatarEnergy in 2024.

Advanced energy-efficient technologies and carbon capture systems are being integrated into new LNG facilities, alongside ongoing improvements in existing operations to reduce emissions and flaring.

Our efforts encompass the entire LNG value chain, mitigating emissions from natural gas extraction and production to LNG delivery. In shipping, we are modernizing our fleet with advanced vessels designed for higher efficiency and equipped with dual-fuel systems that utilize LNG as the primary fuel. Additionally, we are exploring the use of biofuels to further reduce emissions in LNG transportation.

## Putting sustainability into practice Investing in advanced LNG vessels

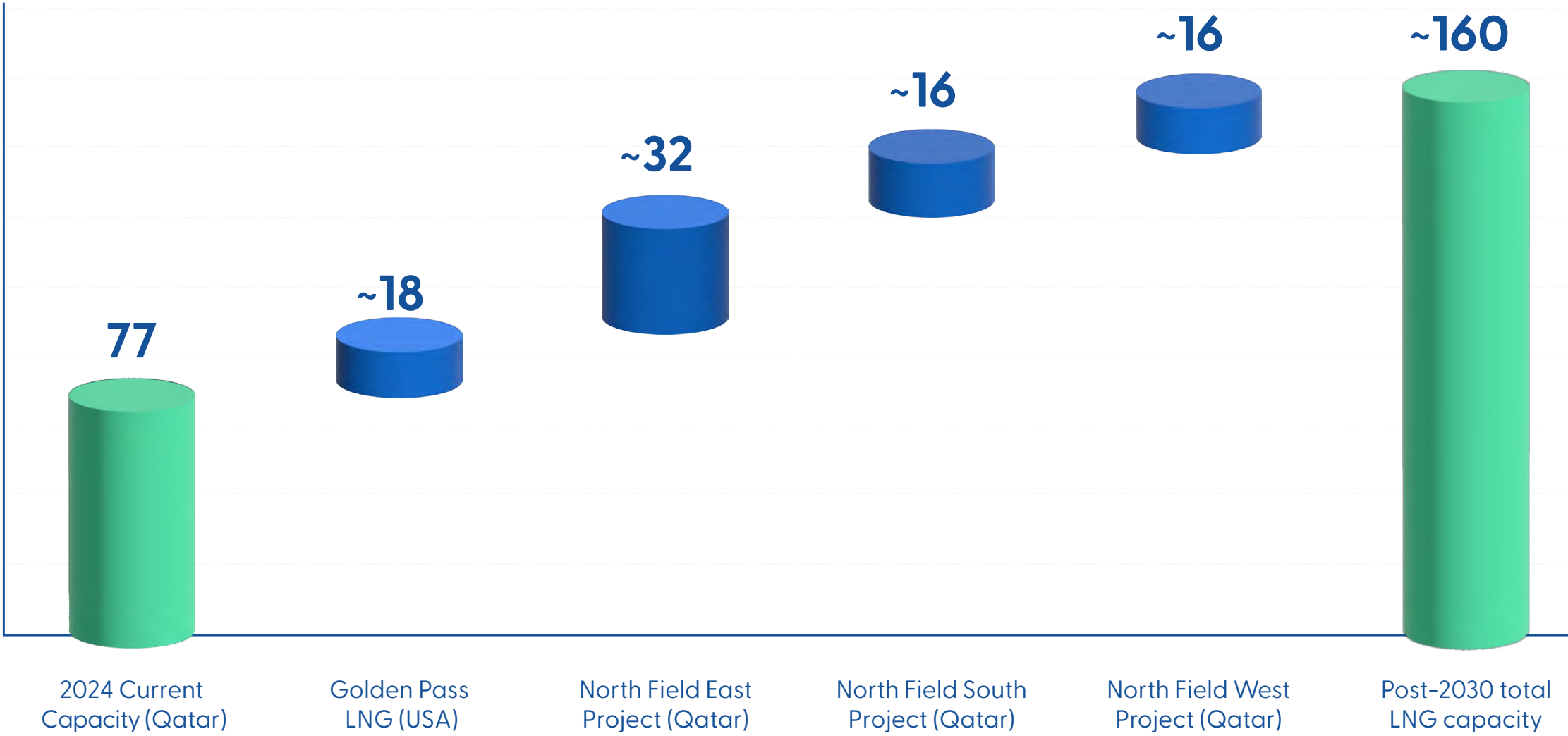
As part of our ongoing commitment to sustainability and reducing the environmental impact of our operations, we have taken a significant step forward by ordering a fleet of 128 new LNG vessels, designed with the latest technologies that will enhance operational efficiency while minimizing environmental impacts. The new fleet will be equipped with highly efficient dual-fuel engines, advanced hull designs, and underwater coatings to reduce resistance, optimize fuel consumption, and significantly decrease emissions.

The new LNG vessels will feature dual-fuel engines, enabling them to operate on both LNG and conventional marine fuels. This flexibility allows for a significant reduction in GHG emissions compared to traditional fuel sources. LNG, being a cleaner alternative, helps lower CO<sub>2</sub> emissions, while the vessels' efficient engine systems minimize NO<sub>x</sub> and SO<sub>x</sub> emissions. Additionally, the advanced hull design and underwater coatings will reduce drag and resistance, enabling smoother voyages with less fuel consumption and, consequently, fewer emissions.

Another standout feature of these vessels is the air lubrication system. This technology creates a thin layer of bubbles beneath the hull, effectively reducing friction between the vessel and the water, which in turn lowers fuel consumption and further reduces emissions. By optimizing fuel efficiency through this cutting-edge technology, the new LNG vessels will not only help to reduce the operational carbon footprint but also enhance fuel savings.



## LNG production capacity, MTPA





# Reducing emissions from our facilities

## Methane emissions reductions

Mitigating methane emissions is a top priority for QatarEnergy. We are a member of the Oil and Gas Methane Partnership (OGMP 2.0) and the Methane Guiding Principles (MGP), as well as a signatory of the Oil and Gas Climate Initiative's (OGCI's) Aiming for Zero methane emissions initiative. We are aiming at achieving near-zero methane emissions across all our operations.

In 2019, we set a methane target to achieve and maintain our methane intensity below 0.20% by 2025. We focus on all sources of methane emissions, including incomplete combustion, flaring, venting, and fugitive leaks in our operations. We have implemented Leak Detection and Repair (LDAR) programs across all of our assets in Qatar. We are also making changes to


how we operate to minimize emissions. For example, by improving subsurface operations, we minimize the need for workovers, leading to lower methane emissions.

We require all of our upstream and midstream assets in Qatar to develop methane emissions management plans that would enable them to progress to OGMP's Levels 4 and 5 reporting levels. To support these requirements, we are employing satellites, drones, advanced cameras, and sensors across our assets.

In 2024, we maintained the methane intensity of our LNG facilities at 0.004% of total monetizable products. The methane intensity of our upstream assets in 2024 in Qatar was 0.007% of total monetizable products.

We collaborate with stakeholders and industry peers. For example, QatarEnergy hosted the Methane Guiding Principles (MGP) Roundtable in 2024 in Doha, Qatar.





Putting sustainability into practice

### Drone Flux Measurement pilot for OGMP 2.0 reporting

QatarEnergy is committed to achieving OGMP 2.0 Gold Standard reporting. In the transition from Level 3 calculations to Level 4 measurements at our operated offshore assets we faced logistical challenges due to the lack of stack sampling ports. To address this challenge, we approached the United Nations Environment Programme (UNEP) to approve a pilot Proof of Concept (PoC) exercise where Level 4 measurements from our combustion sources at our North Field Alpha Platform would be undertaken using the Drone Flux Measurement (DFM) method. The PoC measurements were successfully undertaken in June 2024. Following submission of the detailed measurement methodology and the results of the PoC campaign, the DFM method was approved as a Level 4 measurement technique in October 2024.





# Flare reduction

Reducing flaring to a minimum in the short term and eliminating routine flaring by 2030 is a priority for QatarEnergy. We have worked to reduce flaring for several decades through initiatives such as the Al Shaheen Oil Field Gas Recovery and Utilization Project in 2007, flaring mitigation program at Ras Laffan Industrial City (RLIC) in 2012, and the LNG loading facilities Jetty Boil-Off Gas (JBOG) Project in 2014. We continue enhancing tools and processes to accurately quantify flaring emissions (e.g., by installing flare meters) and analyze data to identify and correct issues leading to flaring events.

QatarEnergy has implemented and is implementing a range of measures aimed at minimizing flaring across its upstream, LNG, GTL, and petrochemical assets locally and globally.

Examples include:

- Jetty Boil-Off Gas (JBOG) recovery facility: Captures 29 billion standard cubic feet of natural gas annually, which is equivalent to providing energy for 350,000 homes every year. In 2024, we celebrated 10 years since JBOG was commissioned. Since its inception, the facility has captured and recovered more than six million metric tons of boil-off gas (representing more than 60% of QatarEnergy LNG flaring reduction), which is equivalent to reducing flaring emissions by around 18 million metric tons CO<sub>2</sub>e.
- Pearl GTL has reduced its flaring by over 80% since 2015. As part of the flaring reduction plan, the asset has recently implemented several initiatives, for example, reducing flaring by >90% per reactor (Pearl GTL consists of 24 reactors). Pearl GTL is continuing efforts to reduce flaring from the passing valves, and imbalances between sources and flaring flowmeters, which are currently the largest contributor to flaring.

- Ras Laffan Industrial City-Flare Reduction Project (RLIC-FRP) redirected 2 MMSCFD of otherwise flared gas to LNG trains in 2024, reducing LNG flaring intensity by 0.01%.
- Dolphin Energy Limited (DEL) has completed a project to capture and transport subsea pipeline gas to gas trains for processing instead of flaring it during shutdowns. In addition, it completed a project to capture and reroute gas from some other sources (e.g., seal gas) to export instead of the gas being flared during start-up and in the idling mode.
- Sour Water Degasser Recycling Project is aimed to minimize flare from sour water degassers at QatarEnergy LNG south assets by capturing and recycling gas back into the process, targeting a reduction of over 5 MMSCFD of flared gas by 2030.

In addition to reducing flaring emissions from our operations, QatarEnergy is also involved in other flare reduction projects. In 2023, we joined the Gas Growth Integrated Project (GGIP) in Iraq. The purpose of GGIP is to design and construct facilities for recovering significant volumes of otherwise flared gas throughout the Basra region and supplying this recovered gas to power stations, as well as seawater treatment and distribution systems to supply water for injection into oil reservoirs for pressure maintenance purposes.

Jetty Boil Off Gas (JBOG)  
Recovery facility celebrated

10 years  
in 2024

JBOG facility  
captures around

29 billion cubic feet  
of natural gas  
annually

JBOG facility reduced flaring emissions  
by around

18 million metric tons  
CO<sub>2</sub>e since 2014

JBOG facility recovers enough gas to  
provide energy to

350,000 homes annually

JBOG facility celebrates 10 years of operation in 2024

Abbas Toprawalla  
LNG Asset Management Coordinator



“Our JBOG facility, among the largest in the world, has played a critical role in reducing greenhouse gas emissions from LNG loading facilities since its startup 10 years ago. As of the end of 2024, we have recovered more than 6 million tons of boil-off gas that would otherwise have been flared during the LNG ship loading process, thereby reducing flaring and associated GHG emissions by about 18 million tons. The facility handles more than 1,000 LNG ships annually, maintaining strong safety performance and reliability well in excess of its design.

These achievements highlight the facility’s integral role in reducing our carbon footprint. The project, one of many GHG reduction initiatives, demonstrates QatarEnergy’s leadership in LNG environmental stewardship and sustainable LNG production, in complete alignment with Qatar National Vision 2030.”



# Energy efficiency improvements

Energy efficiency (EE) is integral to QatarEnergy’s strategy of reducing operational emissions across our operated and non-operated assets. QatarEnergy’s energy efficiency program includes upstream (including LNG), refining and GTL, and petrochemical assets. It focuses on monitoring energy consumption, benchmarking it against design conditions, and using key performance indicators (KPIs) to minimize the energy consumption gap between plant operation and the baseline design case. The program also explores initiatives to achieve further savings in fuel consumption and feed gas. Our target is to achieve 150 MMSCFD of total natural gas savings by 2030.

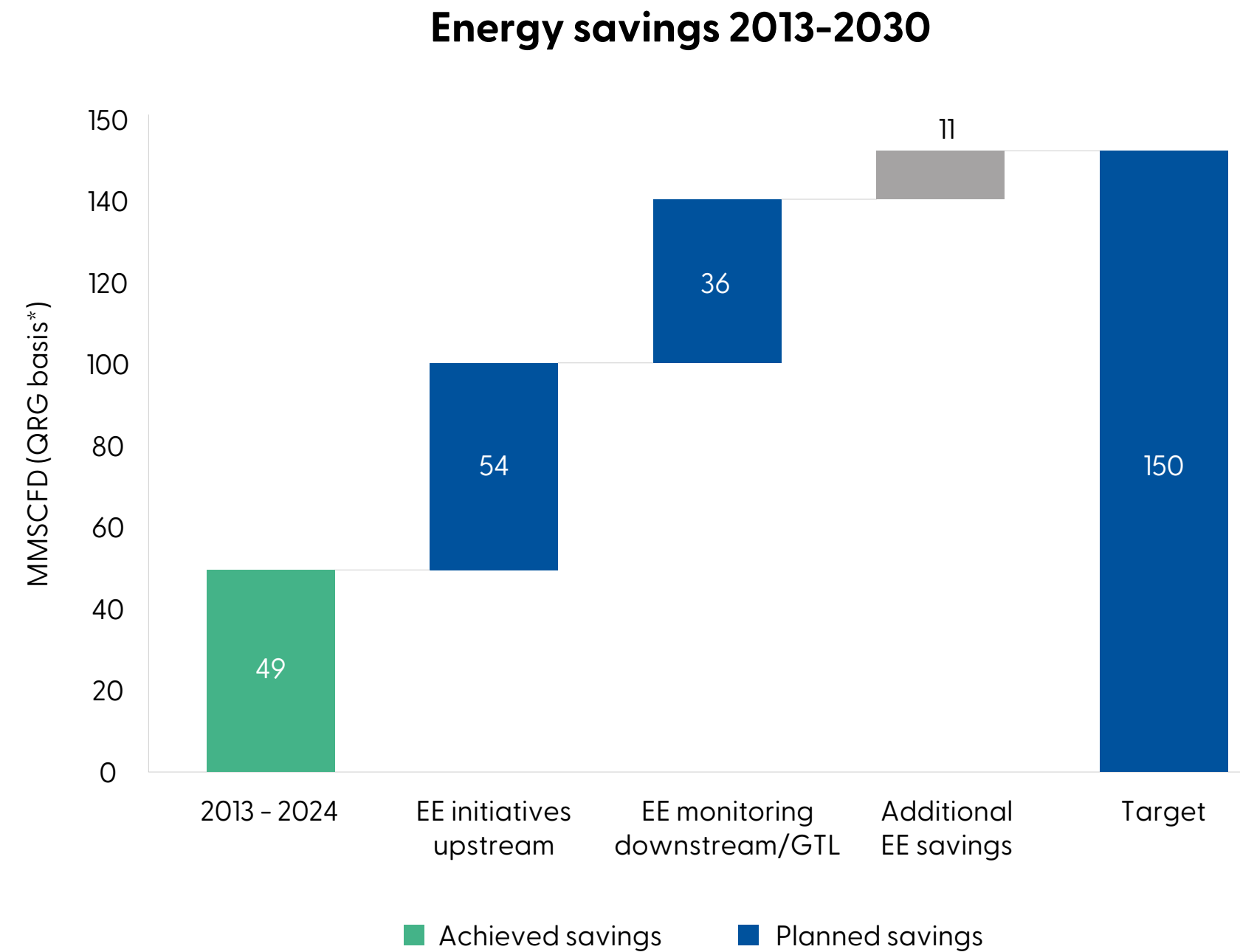
Since 2013, we have achieved on average annual savings of about 49 MMSCFD, which translates to a reduction of approximately 1 million metric tons of CO<sub>2</sub> emissions per year. The total savings in 2024 have decreased compared to 2023 (57 MMSCFD) mainly due to planned and unplanned downtime across several assets. Work is ongoing to improve energy efficiency and minimize energy consumption.

Some of the energy efficiency highlights from 2024 include:

- QatarEnergy LNG advanced with the Front-End Engineering Design (FEED) study for a number of energy efficiency opportunities, including the rebundling of refrigeration compressors, recycling surplus fuel gas to liquefaction unit for LNG production, and recovering valuable heavy hydrocarbons such as LPG and condensate from flash gas in the acid gas recovery systems, while establishing a recycling capability for saved fuel gas.
- DEL improved efficiency with LED lighting, a pilot solar power system, and optimized the use of imported and own power generation.
- Optimization of fuel, steam, and power systems at Pearl GTL resulted in about 90% reduction in excess steam and enabled the asset to increase the amount of electricity exported to national grid.
- Qatalum upgraded all gas turbines with advanced gas path (AGP) technology to enhance their efficiency, performance, reliability, and lifespan. This improvement, along with enhanced turbine operations synchronized with variable weather conditions, contributed to a reduction in total electricity and steam consumption.

We look at various aspects of energy efficiency and invest resources in many projects, irrespective of their size. For example, during 2024, we gradually replaced neon lights with new LED lightings in our laboratories and offices in Dukhan. Replacing high pressure sodium lighting with LED lighting in RLIC resulted in estimated annual energy savings of over 16 MWh.

A number of our assets have implemented or are in the process of implementing an ISO 50001:2018 – Energy management systems standard. This standard provides a framework for companies to improve energy efficiency, reduce energy use, and save costs. For example, QAFAC made significant progress in 2024, including updating standard operating procedures, training internal ISO 50001 auditors, and reviewing relevant KPIs.



\*Normalized figures based on heating value of 1,000 BTU/scf known as “Qatar Reference Gas” (QRG)





# Other measures to reduce GHG emissions in our operations

In addition to the emission reduction initiatives described above, we are actively implementing a range of supplementary measures to further reduce emissions across our operations. These include promoting the use of compressed natural gas (CNG) in transport and using technologies to monitor and minimize emissions.

## CNG in transport

CNG offers several advantages over conventional transport fuels used in heavy duty vehicles such as buses. These include lower GHG emissions and air pollutants, improved engine longevity and less noise pollution. QatarEnergy aims to further advance the adoption of CNG as a cleaner fuel in buses. We are targeting the transportation fleet used by contractors and sub-contractors that provide various services to the energy sector companies (for example, supporting turnarounds, maintenance activities, projects, security, catering, etc.), and are operating outside companies' premises. QatarEnergy's objectives are as follows: 50% of the contractors' buses used under the contracts to be awarded from October 2024 up to the end of 2026 must be CNG buses and 100% of the contractors' buses used under the contracts to be awarded from 2027 must be CNG buses.

## Use of technologies to monitor and minimize emissions

We use technologies and processes to monitor and minimize emissions through all phases of our operations and across all assets:

- Real-time data centers at QatarEnergy enable live monitoring of rig operations, allowing for precise decision-making that optimizes fuel use, reduces emissions, and minimizes waste. Continuous tracking of drilling parameters allows us to improve energy efficiency by adjusting operations in real time, while predictive maintenance helps prevent unplanned downtime, reducing resource waste. These centers also support sustainable practices in water and waste management by providing immediate feedback for adjustments, ultimately minimizing the environmental impact of rig activities.
- We have incorporated an advanced simulation tool into our operations enabling us to reduce computational demands and energy consumption. Unlike traditional simulators, the tool we are using is optimized to use less computational power, enabling faster processing times, and reducing the overall energy required for complex simulations. Moreover, higher speeds allow for more frequent and refined modelling, which improves decision-making for sustainable resource management and reduces the environmental footprint of operations.
- In our Dukhan operations, we have improved the flaring monitoring program through the rollout of a dashboard to track all flaring events and view them in an easy-to-understand format. A monthly review of top 10 contributors is undertaken to identify underlying causes and implement improvements. The overall GHG emissions from flaring in 2024 decreased by more than 15% compared to 2023.
- We utilize continuous emission monitoring systems for furnaces, totalizers, and analyzers for flare systems across our assets to accurately monitor emissions.
- In order to better understand the emissions from marine crafts visiting Ras Laffan Port, QatarEnergy initiated a project to identify and implement a robust, dependable, and efficient tool that would enable us to measure the emissions. We anticipate that the tool will offer a number of benefits, for example:
  - i) provide baseline data to evaluate the effectiveness of emission reduction strategies
  - ii) identify inefficiencies in scheduling to optimize port operations to reduce idling of ships and offshore vessels
  - iii) reduce fuel use and associated costs.





# Developing lower-carbon energy

## Solar energy

QatarEnergy is advancing its low-carbon energy initiatives, with a focus on solar power to harness Qatar’s abundant sunlight. As part of our contribution to the Third National Development Strategy (NDS3), QatarEnergy is targeting a renewable energy capacity of 4,000 MW by 2030.

QatarEnergy launched its first renewable energy project in 2022 with the 800 megawatt (MW) Al Kharsaah solar photovoltaic (PV) plant, which now provides around 10% of Qatar’s peak power consumption. This plant is expected to help avoid around 26 million metric tons of CO<sub>2</sub> emissions over its lifetime.

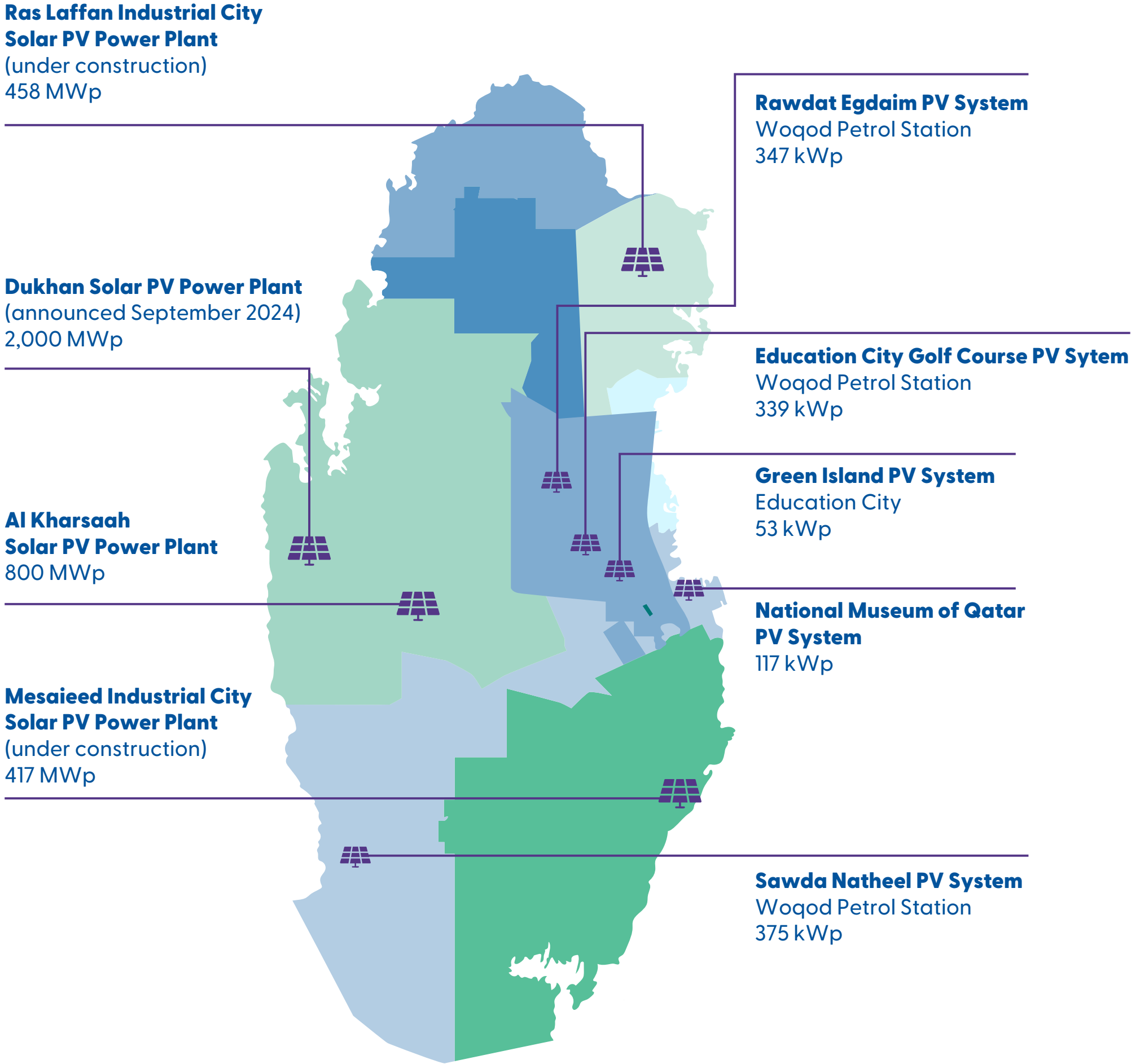
To expand its renewable capacity, QatarEnergy is advancing the Industrial Cities Solar Power (IC Solar) project, which includes two PV plants in MIC (417 MW) and RLIC (458 MW). Together, these plants will add 875 MW of capacity, bringing Qatar’s total renewable energy capacity to 1,675 MW before the end of 2025.

In 2024, QatarEnergy announced that it will build a new solar power mega project that will more than double the State of Qatar’s solar energy production, significantly contributing to lower carbon emissions in the framework of a realistic energy transition. The new project will boost Qatar’s PV solar power production capacity to about 4,000 MW by 2030 by building one of the world’s largest solar power plants in the Dukhan area, with a production capacity of 2,000 MW.

Alongside large-scale projects, we have also deployed smaller scale solar power systems, such as rooftop panels at our headquarters, a pilot system at DEL, and solar panels at Al Khaleej Gas workshop on Halul Island. QatarEnergy has also supported the installation of a

PV system at the National Museum of Qatar and is exploring additional small-scale solar initiatives.

In 2024, QatarEnergy signed an agreement with TotalEnergies to partner in Iraq on one of the largest solar projects in the world. This project will consist of 2 million high-efficiency bifacial solar panels mounted on single-axis trackers and will, upon its completion, be capable of supplying up to 1,250 MW of solar-generated power to the electricity grid in the Basra region of Iraq. The project will be developed in phases that will come online between 2025 and 2027 and will have the capacity to provide electricity to about 350,000 homes in the Basra region.



Notes:  
1. MWp = megawatt-peak  
2. kWp = kilowatt-peak



# Producing lower-carbon ammonia

Ammonia produced with a lower carbon intensity is essential to the energy transition. It is widely used in fertilizers, refrigeration, and pharmaceuticals. Additionally, emerging applications, such as marine fuel, co-firing in power generation, and hydrogen carrier systems, are expected to accelerate ammonia’s impact across hard-to-abate industrial and transport sectors.

QatarEnergy is focused on producing lower-carbon ammonia, particularly for these hard-to-abate sectors. The blue ammonia project (also known as QAFCO-7 project), currently under construction, will be one of the world’s largest blue ammonia projects, with an

integrated CCS facility. Once operational, it will produce 1.2 MTPA of blue ammonia, with a CCS capacity of 1.5 million metric tons of CO<sub>2</sub> per year.

In November 2024, His Highness Sheikh Abdullah bin Hamad Al Thani, the Deputy Amir of the State of Qatar and the Chairman of the QatarEnergy Board of Directors, laid the foundation stone of the blue ammonia plant at a special ceremony held in Mesaieed Industrial City.

1.2MTPA

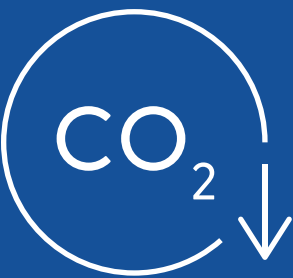
blue ammonia capacity being developed to supply lower-carbon ammonia as an alternative fuel



1.2 MTPA of blue ammonia is equivalent to substituting over 0.5 MTPA of marine fuel oil. This can power over a 100 round trip ultra-large container vessel journeys between Doha and Tokyo ports<sup>1</sup>.

CCS capacity

~1.5MTPA



<sup>1</sup>Based on vessel speed of 21 knots and marine fuel oil use of 200 metric tons per day.



Photo from the ground breaking ceremony of the blue ammonia plant held in MIC.



# Deploying carbon capture, utilization, and storage

Carbon capture, utilization, and storage (CCUS) is central to QatarEnergy's lower-carbon strategy. So far, we have successfully deployed 2.2 MTPA of CCS capacity in Qatar, capturing CO<sub>2</sub> from feed gas used in LNG trains and sales gas assets, contributing to lower-carbon LNG exports. Since the inception, we have successfully captured and stored around 7.5 million metric tons of CO<sub>2</sub>.

QatarEnergy aims to scale its CCS capacity to 7–9 MTPA by 2030 and over 11 MTPA by 2035. Our North Field East (NFE), North Field South (NFS), and North Field West (NFW) expansion projects will be integrated with CCS infrastructure, targeting total capacity of over 5.5 MTPA once fully operational.

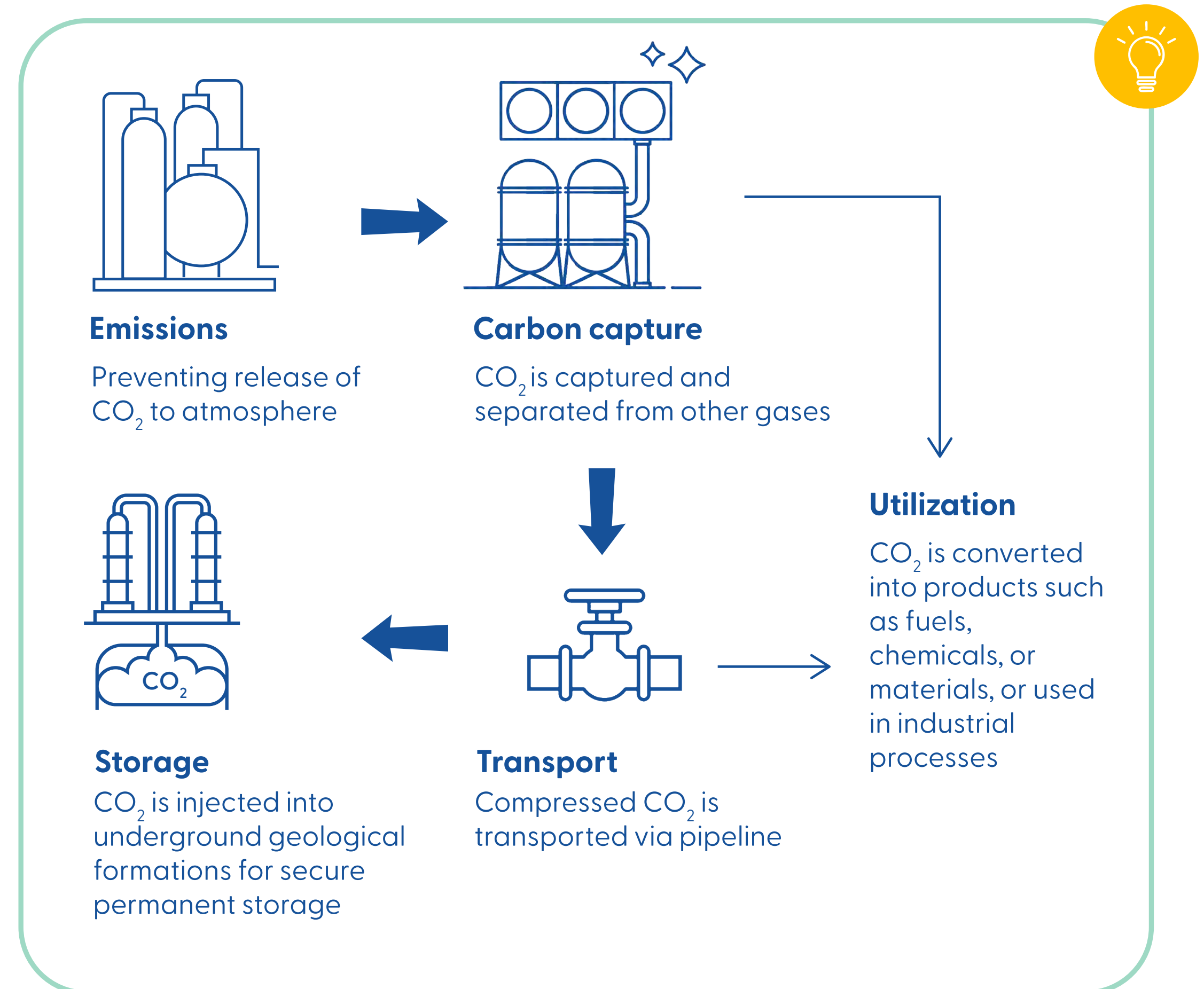
Other CCUS plans include:

- Expanding CCS capacity at existing LNG trains
- Capturing CO<sub>2</sub> in the production of lower-carbon ammonia
- Studying post-combustion carbon capture at gas-fired turbines
- Further design modifications of the existing CCS infrastructure to increase the annual injection capacity closer to its design limits
- Developing infrastructure to pilot utilization of captured CO<sub>2</sub> from RLIC for enhanced oil recovery (EOR) in Dukhan.

Key CCUS developments in 2024 included:

- **QatarEnergy LNG North and South CO<sub>2</sub> Capture Project:** Front-End Engineering Design (FEED) is complete, and the tendering activities are currently underway for the Engineering, Procurement, and Construction (EPC) phase. The project aims to capture around 4 MTPA of CO<sub>2</sub> from the existing LNG facilities by compressing and injecting it via six wells within RLIC by 2030.
- **CO<sub>2</sub> Export Pilot Project:** This project will transfer captured CO<sub>2</sub> from QatarEnergy LNG facilities in RLIC to Dukhan for EOR. The captured CO<sub>2</sub> will be dehydrated, compressed, and transported via a new 154 kilometers pipeline to Dukhan. The pilot project is part of QatarEnergy's long-term strategy for the redevelopment of Dukhan fields that will contribute to the recovery of additional crude. The pilot project is expected to last for five years, and after the completion of a successful pilot phase a full field development is planned for the other parts of Dukhan. The project will directly reduce CO<sub>2</sub> emissions because some of the injected CO<sub>2</sub> will remain in the reservoir after injection. The project is expected to start before the end of 2027.

Efforts continued to support the development of a CCUS framework and standards for Qatar, ensuring a robust and scalable approach to reducing emissions.





# Embracing circularity to reduce emissions

We actively investigate and invest in opportunities that support circularity as it:

- i) promotes closed-loop systems that minimize landfill waste and extend product lifecycles
- ii) improves resource efficiency through reduced demand for raw materials
- iii) reduces the overall environmental impact.

For example, QAFAC has a Carbon Dioxide Recovery (CDR) plant, commissioned in 2014. This unit effectively reduces GHG emissions by capturing CO<sub>2</sub> from the reformer stack and converting it to methanol within the production process. In 2024, QAFAC successfully captured

around 175 thousand metric tons of CO<sub>2</sub> and converted it into methanol. The CDR plant also recycles recovered water vapor from flue gases.

Previously landfilled, molecular sieves and spent catalyst waste from QatarEnergy LNG are now recycled to produce “clinker”, which is a main component of cement.

The metals industry in Qatar is adopting circular practices with both Qatar Steel and Qatalum increasing recycling and scrap reuse to produce finished steel and aluminium products.

In 2024, a strategic partnership was formed to establish Qatar Salt Products Company (QSalt), an initiative by the Tawteen localization program. The new plant will use reject water (also known as brine) generated by reverse osmosis desalination units to produce table and industrial salts essential for the petrochemical industry, along with bromine, potassium chlorides, and demineralized water, contributing to product diversification and economic growth. This project offers multiple benefits, including reducing environmental impact, improving resource efficiency, and lowering the carbon footprint of salt production.

Putting sustainability into practice

## Using recycled raw materials in steel making

Using scrap in steel making offers several significant climate change benefits, contributing to both carbon footprint reduction and resource efficiency.

Qatar Steel aspires to be the foremost leader in recycling and reusing scrap within Qatar’s industrial sector. To accomplish this ambition, Qatar Steel remains committed to utilizing responsibly sourced materials and maximizing the utilization of recycled or scrap materials whenever feasible, while optimizing the management of the by-products that are generated within its processes.

Scrap serves as the primary raw material for recycling at Qatar Steel, sourced from both local suppliers and internal processes. In addition to scrap, the company recycles materials such as MgO-C bricks and reduced briquettes from its operations.

In 2024, Qatar Steel used around 312 thousand metric tons of recycled raw materials (scrap and reduced briquettes) in steel making.





# Environmental action

- Environmental management
- Protecting local natural resources – air, water, and land
- Circularity and waste management
- Protecting habitats and biodiversity

Environmental action is a key pillar of our sustainability strategy and complements our efforts related to climate change action (please refer to [Our sustainability strategy](#) section of this report). All of QatarEnergy’s operated assets are located in the State of Qatar. Environmental action starts with responsible use of Qatar’s natural resources, including air, water, and land. We focus on minimizing the impact from our operational activities and are promoting waste management and circular practices. Our efforts also focus on protecting Qatar’s natural habitats and biodiversity.

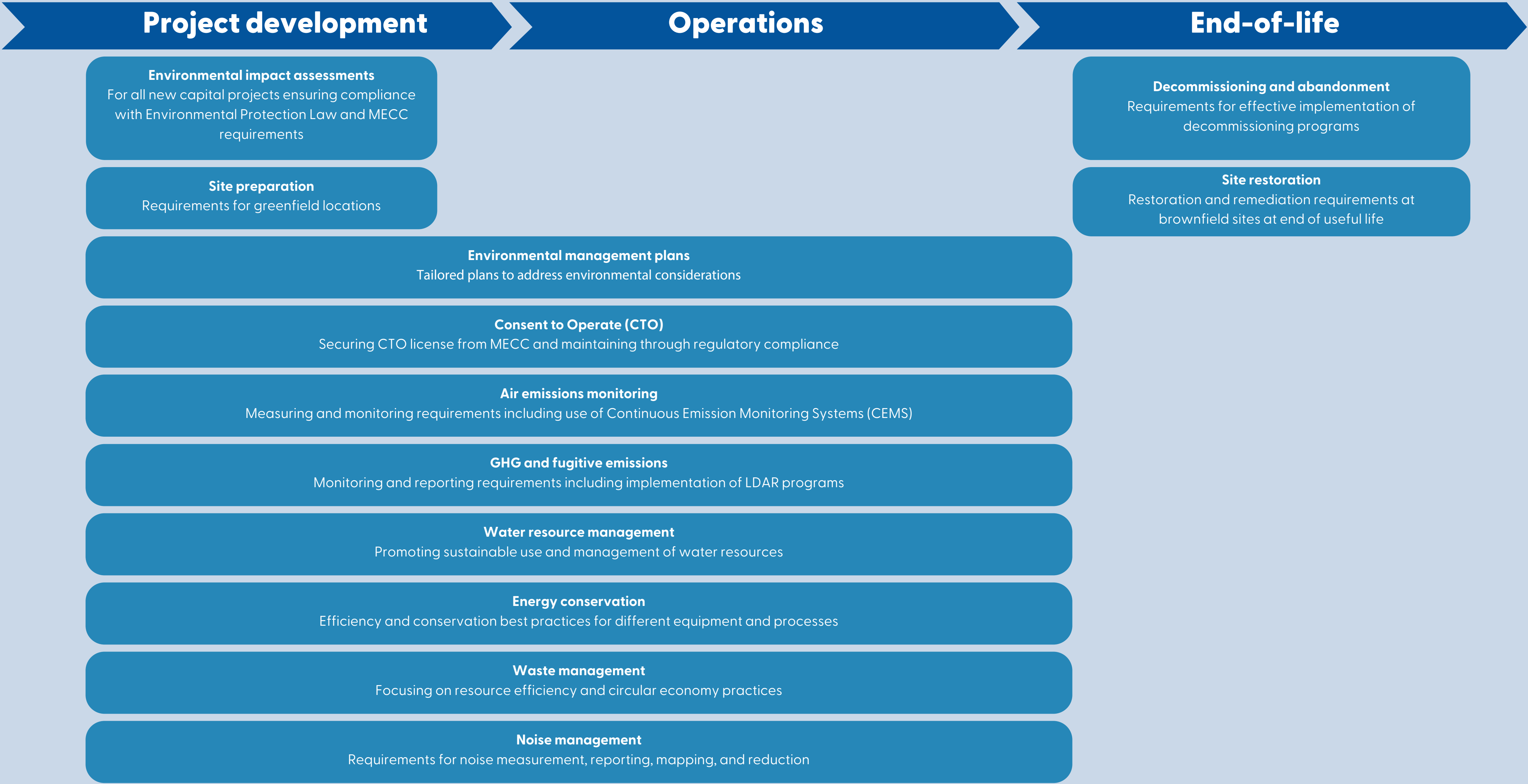
## Environmental management

QatarEnergy’s Environmental Management System (EMS) is ISO 14001:2015 certified. The EMS applies to all QatarEnergy’s current and planned activities. The system is designed to support the preservation of ecosystems while minimizing environmental impact.

QatarEnergy’s EMS complies with Qatar’s Environmental Protection Law and the Ministry of Environment and Climate Change (MECC) regulations and requirements. In addition, it is aligned with industry best practices.

The system embeds environmental considerations across operations and project lifecycle phases. QatarEnergy’s standards, procedures, and guidelines cover key environmental actions and activities. Various environmental processes are prepared during the project development phase, and the specified conditions and requirements are monitored, reported, and regulated during the operations phase.







# Protecting local natural resources – air, water, and land

Responsible management of Qatar’s natural resources remains a core focus area. Our efforts to protect air, water, and land include:

**Managing air pollution:** implementing control measures to monitor and reduce emissions and to improve air quality.

**Conserving water:** adopting water-efficient practices, decreasing consumption, and promoting reuse wherever possible.

**Preserving land:** protecting natural habitats and minimizing disturbances during project development and operations.

## Air

In 2024, sulfur dioxide (SO<sub>2</sub>) emissions from our operated assets increased by close to 70% compared to 2023, mainly due to higher acid gas flaring as a result of an exchanger breakdown at one of our sulfur recovery units in Mesaieed.

Nitrogen oxides (NOx) emissions in 2024 remained relatively flat at 10.9 thousand metric tons, compared to 11.4 thousand metric tons reported in 2023.

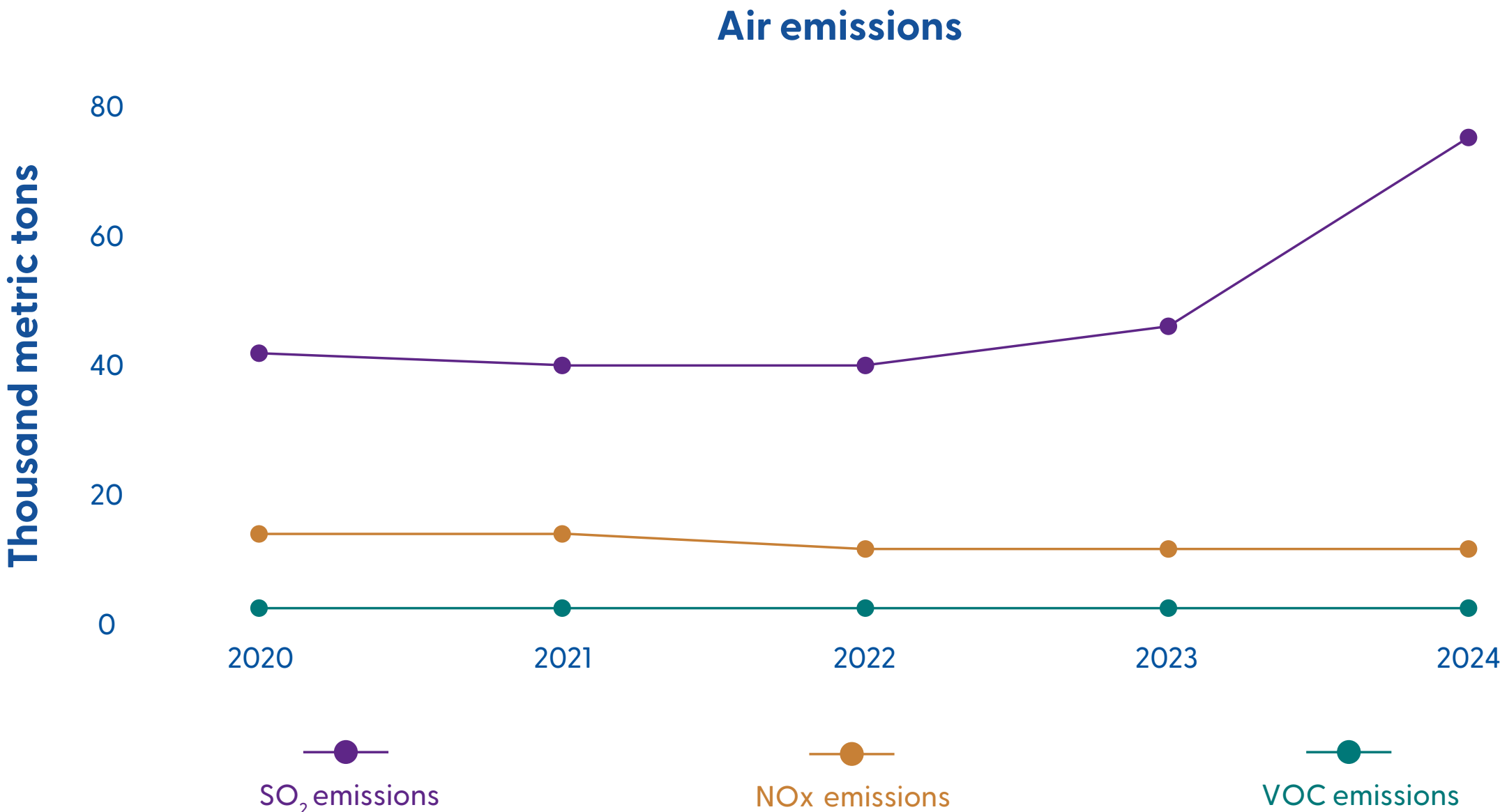
VOC emissions in 2024 decreased to 2.4 thousand metric tons, compared to 2.8 thousand metric tons reported in 2023. This decrease was primarily driven by lower overall flaring compared to the previous year.

Particulate matter (PM) emissions in 2024 decreased by 25% compared to 2023, mainly due to lower overall flaring.

Our initiatives to reduce air emissions include:

- Company-wide LDAR program, now in its third year, successfully monitors close to 600,000 components for fugitive emissions in operated assets on an annual basis.
- Progressing on zero offshore routine flaring by 2030, while also identifying and mitigating onshore emission sources. Improvements in flare management process at Dukhan through improved measurement and reporting of flaring data, while developing action plans for flaring mitigation.
- Progressing on emissions reduction projects including the NGL-5 plant in MIC and crude oil stabilization at Halul Island. Both projects are being designed for zero routine flaring, supporting air emissions reduction associated with our production activities.
- Company-wide GHG emissions management and energy efficiency study covering onshore and offshore operated operations. The opportunities identified by the study are also expected to help improve air quality by reducing non-GHG air pollutants.
- To monitor maritime emissions at Ras Laffan Port, we are acquiring a system to measure emissions from marine vessels. VOC and JBOG facilities are being developed at new berths to reduce fugitive emissions and flaring in product loading operations at the port.

- Developing plans to install a new gasoline production facility in Ras Laffan to produce Euro V specification gasoline. The project aims to primarily meet local fuel demand and the stringent product specifications will support improved local air quality by reducing SO<sub>2</sub>, NOx, and particulate matter emissions from vehicles.
- Relocating a gasoline and jet fuel storage facility in Doha to MIC to support local air quality improvements in a central urban area.
- Phasing out and replacing air conditioning units that use ozone depleting HCFC refrigerants.
- The Particulate Matter Speciation Project began ambient monitoring in November 2024. All sensitive receptor locations in Dukhan and Mesaieed will be sampled during the winter months. The same sensitive receptor locations will be monitored in the summer months to assess seasonal differences. Stack testing of combustion sources in Dukhan and Mesaieed will commence in early 2025.





Air emissions monitoring system

QatarEnergy is legally required to measure and report air quality parameters in accordance with our CTO permits issued by MECC. Along with GHG emissions monitoring, these air quality indicators help us track and assess our environmental performance.

We operate 16 ambient air quality monitoring stations across Qatar in our industrial areas and adjacent residential areas, as well as offshore Halul Terminal. These stations are audited every three years and contribute to the national air quality monitoring network.

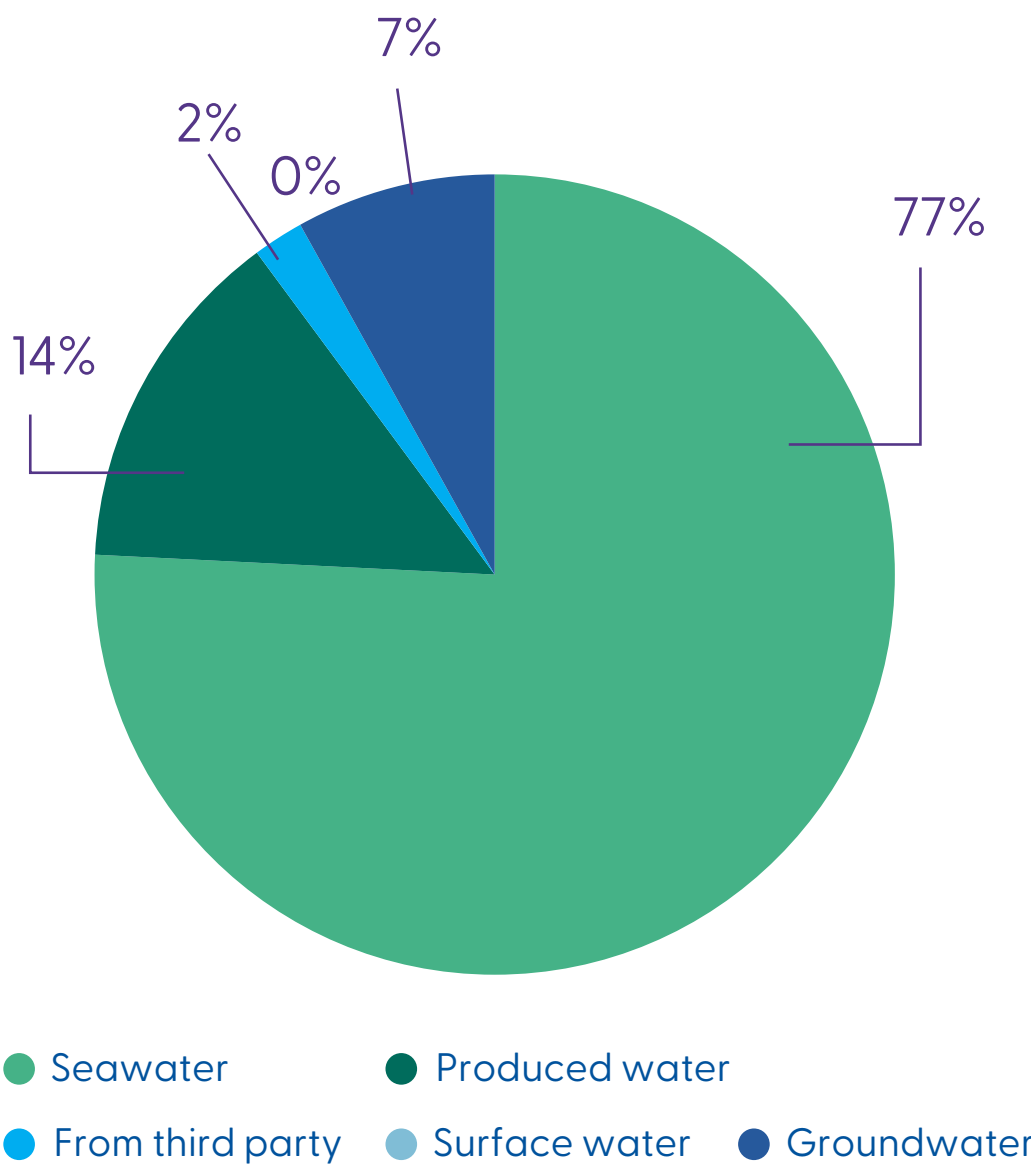
We use Continuous Emission Monitoring Systems (CEMS) for larger (>25 MW) combustion emission point source monitoring in industrial plants, while smaller sources are manually assessed on a monthly basis.

Water

We report our water data as per GRI 303: Water and Effluent Reporting Standard. The level of disclosure was enhanced in 2023 due to improved water metering and measurements. In 2024, QatarEnergy continued to maintain this level of reporting on water metrics and is making further improvements. Monitoring also covers water quality to ensure compliance with environmental standards.

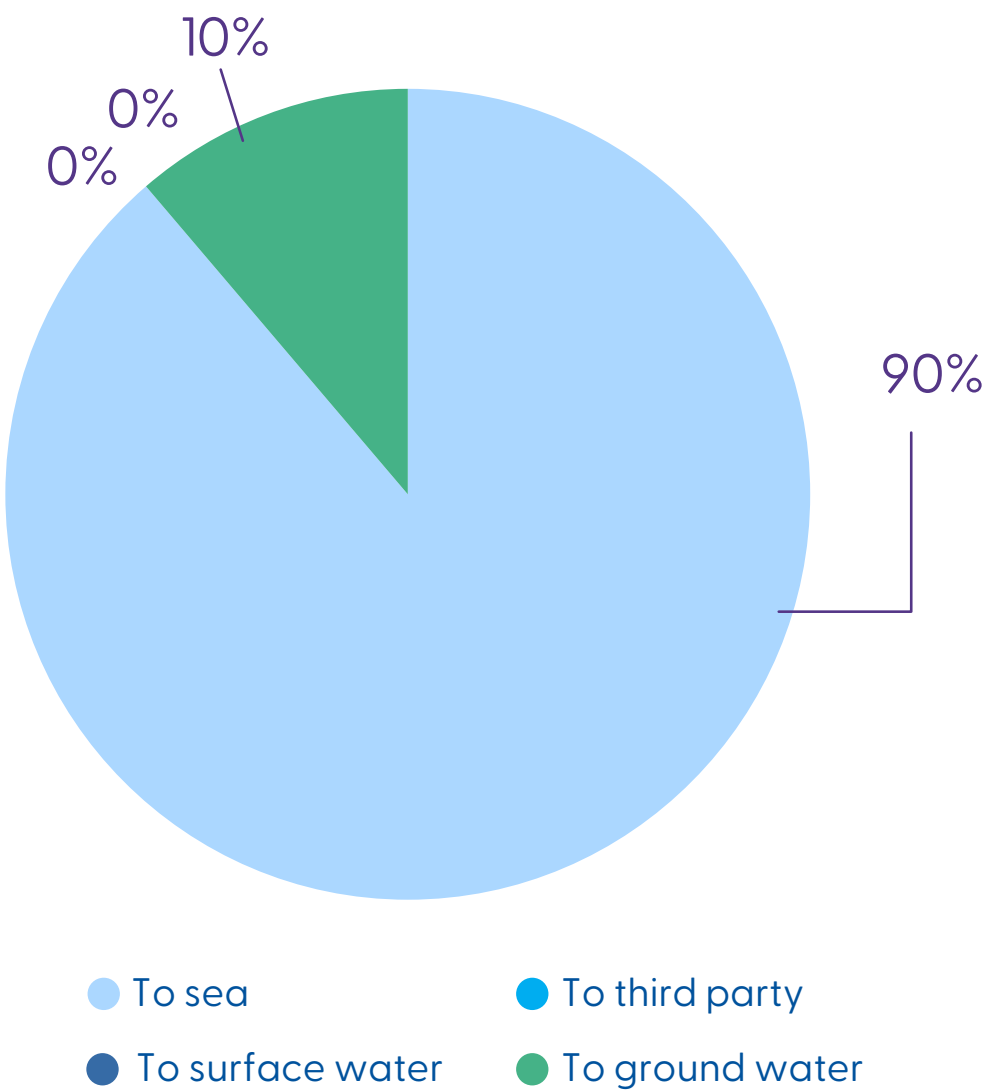
QatarEnergy’s total water withdrawal in 2024 remained relatively flat at 331 million cubic meters (m³) compared to 336 million m³ withdrawn in 2023. The majority of total water withdrawal was seawater and produced water co-produced with hydrocarbons. The remainder of our water withdrawal comprises groundwater sources and from third-parties, such as municipal water suppliers.

Total water withdrawn by source - 2024



Our water consumption in 2024 was 54 million m³, a 2% decrease compared to 55 million m³ consumed in 2023. QatarEnergy’s total water discharge decreased from 281 million m³ in 2023 to 278 million m³ in 2024. We recycled or reused 9 million m³ of wastewater in 2024, a more than 20% increase compared to the 2023 volumes. This increase is largely due to the commissioning and operation of a new sewage treatment plant at RLIC. Additionally, from 2024 we started including

Total water discharged by destination - 2024



produced water reinjected into the reservoir for EOR in our recycled/reused water volumes. This addition has increased the total recycled/reused water by close to 16 million m³ compared to 2023.

Qatar is located in a high water stress region, therefore, 100% of our water withdrawn, discharged, and consumed in 2024 was in areas with water stress.

Water conservation initiatives

In 2023, we initiated a water conservation project that involved identifying and screening various initiatives. Throughout 2024, we conducted workshops to present these initiatives to leadership teams across QatarEnergy’s operational areas and to develop water management action plans for each operational area. These plans outline various water reduction options, initiatives, and potential targets for water savings to be implemented in each operational area by 2030.

Aligned with NDS3 environmental ambitions of preserving groundwater, we are undertaking extensive assessments and studies aimed to mitigate and remediate impacts from our operational activities on the main groundwater aquifer. In 2023, a detailed groundwater assessment was completed for the Dukhan Concession Area (DCA) with a detailed corrective action strategy. QatarEnergy is extending groundwater assessments and monitoring to other operational areas through a comprehensive corporate study planned to start in 2025. Additionally, in 2024, we progressed with Ras Laffan groundwater monitoring study through collaborative efforts with our JVs and partners within RLIC.

Various initiatives are underway to improve water treatment, discharge, and reuse. In collaboration with Ashghal (Public Works Authority) and Kahramaa (Qatar General Electricity and Water Corporation), QatarEnergy assisted in the disposal of treated water in appropriate locations. We monitor these locations to ensure compliance with environmental protocols to minimize any potential negative impacts on local water reservoirs and surrounding ecosystems.



We are commissioning produced water secondary treatment (PWST) systems to increase water recycling and utilization. The implementation of PWST systems at seven degassing stations in Dukhan is expected to increase the recycling and utilization of produced water for EOR, thereby reducing the impact of disposal at current discharge to the Umm Er Radhuma aquifer.

We are also undertaking operational improvements and utilizing new technologies in our subsurface operations to achieve more efficient drilling, reduce produced water, and minimize emissions associated with water handling and compression.

As part of our One Million Trees project (please refer to [Protecting habitats and biodiversity](#) section of this report), we have installed an irrigation control system integrated with remote monitoring to ensure timely and effective irrigation. This system supports our conservation efforts, minimizing usage of potable water sources and optimizing water utilization.

Additional potable water replacements have included the use of treated sewage effluent (TSE) in heating, ventilation, and air conditioning (HVAC) systems at QatarEnergy headquarters. In 2023, we negotiated agreements with local authorities for this replacement and to secure a TSE supply from Ashghal. In 2023, a reverse osmosis plant was constructed at the headquarters to further treat TSE for cooling towers and irrigation. The switchover to TSE is planned by 2025 following the completion of the necessary connections and related infrastructure in 2024. Once fully implemented, this project will support the conservation of 0.5 million m<sup>3</sup> of desalinated freshwater per year, equivalent to the volume of 200 Olympic-sized swimming pools.

To further improve water usage and conservation in our operations, we are implementing blowdown water recovery projects. These projects aim to recover more than 85% of blowdown from cooling towers and boilers, resulting in lower water losses and reduced water make-up requirements.



Every drop counts: conserving water for a more sustainable future

**Wissam Noaman Omar Al-Ashaq**  
Environmental Lead (Water)

“At QatarEnergy, we recognize that water is a precious and limited resource, essential to both our operations and the environment. Operating in a water-stressed region, we are committed to reducing consumption, enhancing water use efficiency, and implementing innovative water-saving initiatives. Driven by QNV 2030 and global sustainability goals, we have completed a company-wide water conservation project aimed at optimizing water management across our operations and facilities. Through improved metering, proactive leak detection, and large-scale recycling efforts, we aim to embody environmental stewardship and industry best practices to minimize our water footprint. By integrating these measures into water conservation plans for our operations, we are turning challenges into opportunities, contributing to a sustainable and resource-efficient future for generations to come.”



Putting sustainability into practice

### Ras Laffan groundwater monitoring study

A phased study is being undertaken at Ras Laffan to provide an understanding of groundwater dynamics and impact from natural and operational activities.

#### Phase 1: Historical data mapping

The first phase of this project focused on collecting and consolidating historical data. Data dating back to the start of operations at RLIC was collected to assess impact of construction and legacy operations on RLIC aquifers. Data collection and consolidation included dewatering activities, groundwater monitoring data, geological data, results from previous studies, meteorological data, and information on underground freshwater storage and distribution infrastructure.

#### Phase 2: Wells monitoring

This phase focused on an inventory and mapping study of the existing wells and their conditions in a dedicated database. A total of 348 groundwater monitoring (GWM) wells were identified during the well inventory in Ras Laffan. Out of these, 212 GWM wells were selected for inclusion in the final groundwater well database. Each well is individually catalogued with details on its location, elevation, position and type of the screen interval, and total depth of the well.

In addition, a survey of each well using known benchmarks was undertaken. The key project milestone was the installation of water level loggers, which will continue to monitor dynamic changes in groundwater elevations over time.

#### Future phases (2025-2026)

The next phase of assessments in Ras Laffan will span the next two years, focusing on enhanced physical monitoring, chemical sampling, and numerical 3D transient modelling.

#### Project outcomes

The current phases of the study have provided significant insights on historical trends related to groundwater and the infrastructure used for groundwater monitoring. The completion of the project will provide greater insights into the static and transient nature of groundwater systems. It will also support in strategic planning related to issues such as high groundwater table, contamination, spills and leak response, as well as maintenance requirements.



## Land

Aligned with NDS3 to protect and better manage Qatar’s land resources and safeguard them for future generations, QatarEnergy has undertaken various land management studies. In 2022, we initiated work on protecting dune sand – a limited resource – which has been used as backfill material for buried onshore pipelines. Dune sand was primarily used given the limited compatibility of pipeline coating materials used on QatarEnergy projects with alternative materials. In 2024, we finalized new requirements for QatarEnergy projects for trench bedding materials and pipeline coating systems. These updated requirements will eliminate the use of dune sand and instead utilize alternative backfill materials such as construction soil.

In 2023, we conducted a detailed assessment of the environmental impact of sand quarrying during construction activities, as well as the use of primary construction raw materials. This study identified opportunities to reduce sand consumption and promote sustainable resource utilization. Based on the outcomes of the study, we are reviewing the impact and requirements to update our construction specifications and waste management practices to maximize the use of alternative construction materials.

Our land ecosystem protection measures also include waste management, soil contamination and environmental spills prevention (please refer to [Protecting habitats and biodiversity](#) section of this chapter), and the preservation of land resources and land-based cultural heritage for future generations (please refer to [Social and economic development](#) chapter of this report).



# Circularity and waste management

QatarEnergy’s sustainable practices relating to promoting a circular economy align with NDS3. Our waste management approach follows the waste hierarchy principle: removal, reduction, reuse, recycling, recovery, and disposal.

QatarEnergy aims for responsible sourcing, maximizing the use of recycled materials, and optimizing by-product management. We identify and evaluate opportunities to utilize recycled materials. Key waste management indicators help monitor our hazardous/non-hazardous waste recycling rates and disposal methods.

In 2024, QatarEnergy generated around 172 thousand metric tons of waste, a 5% increase compared to 2023. Our waste streams include hazardous and non-hazardous materials, with approximately 92.5% of the total waste generated in 2024 classified as non-hazardous.

While we strive to minimize waste generation, we recognize the importance of responsible waste management to protect the environment and conserve resources. In 2024, we diverted 12 thousand metric tons of waste for recycling, a 78% increase from 2023 due to an increase in vegetation and landscape waste utilized as compost at RLIC for landscaping. This represents around 7% of the total waste generated. The remaining waste was disposed of in accordance with regulatory requirements.

## Industrial waste management

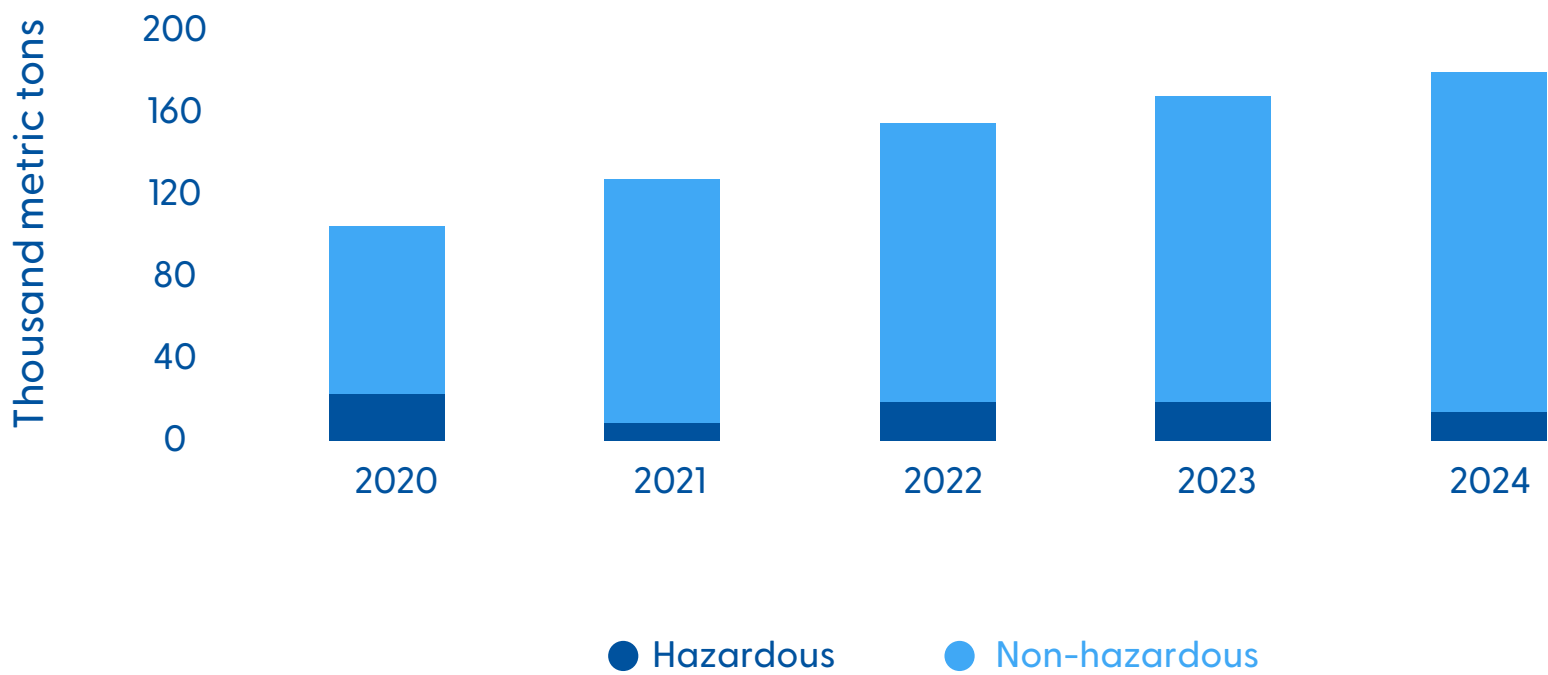
At QatarEnergy, sustainable industrial waste management involves categorizing waste based on type, quantity, and handling requirements to ensure proper disposal or recycling. Our operations generate various types of waste, such as oily sludge, spent catalysts, and spent oils. In 2024, we completed an assessment to identify the largest waste

streams with the highest potential for circularity improvements across all operated QatarEnergy assets. The assessment helped benchmark internal practices, optimizing costs and improving circular initiatives.

Our measures to reduce environmental impact from waste and optimize resource recovery include:

- **Waste segregation and collection:** We segregate waste at the source to facilitate efficient recycling and disposal.
- **Waste minimization:** Continuous efforts are made to reduce waste generation through process optimization and efficient resource utilization.
- **Safe disposal:** Hazardous waste is disposed of in accordance with regulatory requirements and industry best practices.
- **Recycling and recovery:** We prioritize recycling and recovery of recyclable materials, such as paper, plastic, and metal.

Waste generated



### Putting sustainability into practice

## Waste management at Mesaieed Industrial City

In 2024, the Hazardous Waste Treatment Center (HWTC) at MIC continued its commitment to environmentally responsible waste management and industrial safety. This year, the center successfully treated and processed various waste materials, contributing to the reduction of environmental impact in Qatar. Notably, 90 metric tons of lead acid batteries and 548 metric tons of crushed metal drums were treated and sent to authorized recyclers. Additionally, the HWTC processed 95 metric tons of shredded plastic. A total of 799 metric tons of raw materials were reconstituted for use as landfill soil cover and treatment chemicals, utilizing pre-treated waste received at the facility.

This year also marked the successful execution of several key projects aimed at enhancing operational efficiency and minimizing environmental impact. Construction of the Anaerobic Thermal Desorption

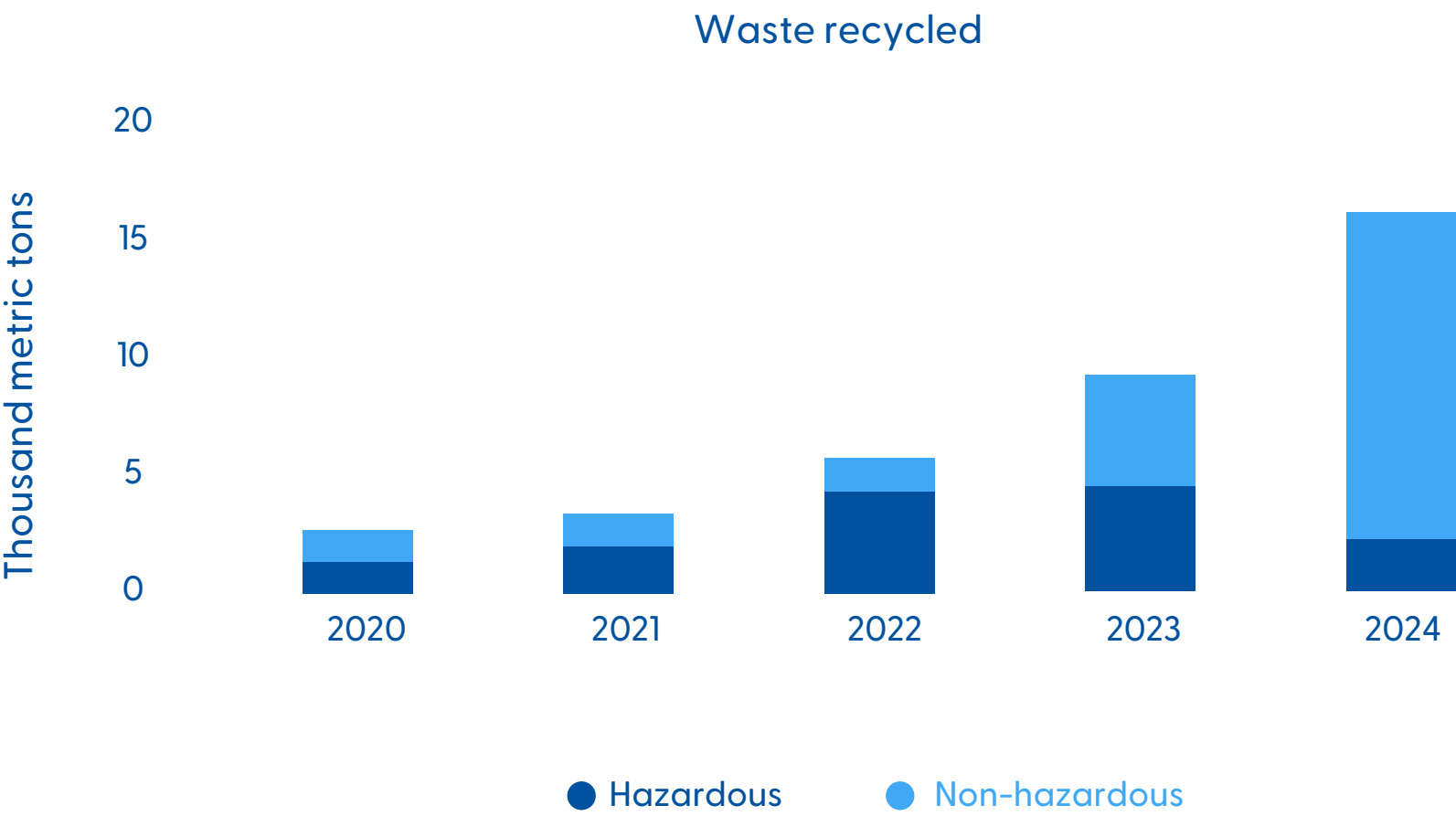
Unit (ATDU) continued, with expectations for commissioning in 2025. The ADTU will handle oily sludge waste, with the goal of recovering oil from this material. Furthermore, the Mixing Facility project was launched to improve air quality by incorporating a dust suppression system to reduce fugitive dust emissions during waste unloading from trucks, which will significantly improve air quality and safeguard the health of nearby personnel. By adopting best industrial practices, these initiatives not only enhance waste treatment efficiency but also contribute to a safer, cleaner, and more sustainable working environment.



Waste recycling programs

To strengthen our circularity efforts, the Facilities Management team has implemented a comprehensive waste management program at QatarEnergy headquarters. This initiative includes recycling program, medical waste management, awareness and engagement, community outreach, and resource optimization.

In 2023, we launched the office waste recycling program across QatarEnergy’s administrative buildings to standardize and streamline recycling practices. The implementation of the program was further improved in 2024 with the deployment of third-party recycling services to recycle archived documents across directorates. These efforts support both environmental protection and digitalization.



Recycling Program



Systematically tracking and monitoring recycling activities to enhance efficiency

Community outreach



Delivering awareness training programs for schools managed by QatarEnergy to foster environmental stewardship

Medical waste management



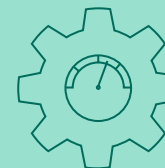
Ensuring safe and compliant disposal of medical waste in accordance with regulations

Awareness and engagement



Educating employees and contractors on waste reduction and recycling, complemented by training for third-party vendors and housekeeping staff to improve recycling practices

Resource optimization



Extending the lifespan of fixtures, furniture, and equipment through reuse of existing inventories to minimize waste and disposal costs



Waste is nothing but an intermediate phase of the continued life of our resources

**Aisha Sultan Johar Al-Abdulla**  
Senior Environmental Analyst (Land and Waste)

“At QatarEnergy, we believe that waste streams generated across the company are a valuable source of renewable resources. Our ultimate approach is to transform the view on waste generated from waste management to resource management. Consequently, in 2024 we conducted a comprehensive lifecycle assessment study of all waste streams generated across our operations. The objective was to develop optimal waste management plans and identify management technologies that will result not only in cost savings for QatarEnergy, but also enables us to identify circular economy opportunities. We aim to turn challenges into opportunities, paving the way for a more resource-efficient future.”



# Protecting habitats and biodiversity

QatarEnergy’s sustainability strategy focuses on protecting, restoring, and enhancing habitats and biodiversity. We recognize the intrinsic value of natural habitats and ecosystems in supporting the long-term sustainability of both the environment and local communities. Our approach ensures that environmental conservation is integrated into different stages of our project planning and operations.

## Protect

Our focus is on taking early action by identifying potential environmental concerns and proactively mitigating them. We aim to avoid negative impacts on local biodiversity and natural habitats from our activities.

As part of the CTO requirements, we regularly carry out the Marine Ecological Survey Program. This is a comprehensive program that is conducted every three years and is designed to assess and monitor the ecological health of the marine environment surrounding the offshore platforms. The program assesses the biodiversity, water, sediment, and habitat conditions, to ensure that any potential environmental impacts are identified and mitigated. In 2024, the survey was conducted around three offshore assets comprising a total of 96 sampling sites.

The expansion of activities surrounding the North Field is leading to a significant increase in subsea assets, facilities, vessels, and marine traffic. Hence, we are in the process of undertaking various assessments and studies to mitigate associated risks that could lead to potential incidents having environmental impacts. To support these efforts, we have also undertaken vessel collision studies and are in the process of deploying a centralized vessel monitoring and alerting system (CVMAS).

At Halul Island, we are implementing surface water control to manage surface water to prevent land subsidence.

Protection efforts have included improving the prevention of environmental spills and taking measures to protect marine life and land resources.

Our efforts around emergency preparedness have enabled increasing capabilities of the Emergency Pipeline Repair System (EPRS) from limited repairs and water depth levels to major rupture scenarios and near-shore repairs. These activities support containing and minimizing environmental impacts (please refer to [Operational responsibility](#) chapter of this report).

We have installed oil spill pollution control floating boom barriers and containerized oil spill control booms, supporting our efforts to protect marine life from spill events. In addition, we are deploying bubble barrier technology at our water intake channels to reduce the impact on jellyfish and seaweed. We are also collaborating with our engineering contractors to design routes for subsea pipelines and installations that avoid coral habitats, and if this preventive measure cannot be implemented, we engage experts to relocate coral reefs from project areas.

Furthermore, we commenced transporting NORM containers from Halul Island to the dedicated licensed site at Dukhan. A total of 54 containers were transported in accordance with NORM handling guidelines. These activities have resulted from the detailed NORM waste management project carried out in 2023 to protect personnel, habitats, and biodiversity from environmental risks associated with NORM.

Putting sustainability into practice

## Preventing spills and protecting natural habitats and biodiversity

We have implemented processes to prevent spills or, should a spill occur, our processes aim to minimize its impacts on our operations and the environment through the following strategies:

**Design standards:** Implementing advanced engineering controls, such as secondary containment systems and automated shutdown mechanisms in facility design to minimize the risk of spills.

**Inspection and maintenance:** Conducting routine inspections and maintenance of critical equipment, pipelines, and storage systems to detect and address vulnerabilities before they lead to spills.

**Competency and training:** Workforce training in spill prevention protocols, emergency response procedures, and equipment operation through regular competency-building programs and simulations.

**Evaluation processes:** Implementing processes to evaluate spills and Loss of Primary Containment (LOPC) incidents to identify gaps and improve risk management strategies.

We employ tailored spill response strategies for onshore and offshore operations:

**Onshore spills:** Immediate containment using barriers such as sandbags and trenches. Contaminated soil is excavated and treated through bioremediation or disposed of at licensed facilities following environmental regulations.

**Offshore spills:** Deployment of booms and skimmers to contain and recover oil spills. Dispersant use is managed to ensure minimal ecological disruption. Spill drills and preparedness plans are regularly updated to enhance response efficiency.

**Emergency preparedness:** Enhanced emergency response drills and planning to tackle potential incidents.





## Restore

Our primary focus is to undertake steps to protect local habitats and biodiversity. However, where our operations and activities impact these, we are undertaking various restoration measures.

As part of our restoration efforts, we conduct the annual beach cleanup campaign. In 2024 the RLIC beach cleanup event recorded a maximum voluntary participation from QatarEnergy, asset operators, and contractors with around 1,500 participants. The event contributes to the safe nesting for hawksbill turtles and hatchlings in Ras Laffan City.

To further restore land and marine environments, we commenced safe decommissioning of our obsolete facilities at our offshore assets and assets at Halul Island. In 2024 we initiated our first ever major decommissioning campaign. QatarEnergy has robust decommissioning standards regarding site abandonment and the safe reversal and restoration of sites to an acceptable natural environment. These are being adhered to across our decommissioning and remediation activities (please refer to [Operational responsibility](#) chapter of this report).

## Enhance

To contribute to the conservation of local ecosystems, QatarEnergy has ongoing initiatives focused on elevating biodiversity within our operational areas, as well as within the State of Qatar.

QatarEnergy has made significant strides in its continuous efforts to conserve and monitor marine turtles in different locations of the State of Qatar by implementing a monitoring program to assess the hawksbill turtles' (*Eretmochelys imbricata*) nesting activities and green turtles' (*Chelonia mydas*) distribution along the country's coastline. In 2024, the project recorded an impressive 354 hawksbill turtle nests, which is an increase of 26% year-on-year, yielding 14,987 hatchlings released into the sea. In addition, a total number of 164 female adult hawksbill turtles were recorded, which is an increase of 59% compared to previous year. These results are a testament to enhanced protection measures, including increased nocturnal patrols, 24-hour beach monitoring, increased fencing protection of nests from predators, and seasonal closures of beaches to control human disturbance, especially during the peak nesting season.

We conducted a gap analysis to compare our turtle conservation project to other similar projects in the region. It showed that QatarEnergy's marine turtle conservation projects are one of the most comprehensive studies with almost 20 years of data collection using advanced methodologies, such as satellite tracking and DNA analysis. Our efforts have primarily focused on hawksbill turtles. Moving forward, we are expanding the marine turtle conservation program to include a comprehensive study of other species such as green turtles.

During 2024, we made progress on the One Million Tree project, with a total of 295,000 trees already planted. Key project milestones included the completion of a study on tree allocations and plantation design, planting of trees, the completion of a permanent electrical network to the conservation areas in RLIC (city with highest allocated plantations), construction of boundary fences at the tree plantation site in RLIC, and installation of irrigation control systems with remote monitoring.





# One Million Tree Project

RLIC  
**727,000**  
trees

MIC  
**255,000**  
trees

DCA  
**15,000**  
trees

QatarEnergy embarked on a project to create sustainable green spaces within the industrial cities of Ras Laffan, Mesaieed, and Dukhan Concession Area as part of the One Million Tree Plantation initiative.

We have conducted land and water assessments to define the tree planting allocation for each city. The approximate allocations are:

RLIC: 727,000 trees

MIC: 255,000 trees

DCA: 15,000 trees

The design of the plantation modules considers various factors based on the local environment and natural habitats. These factors include:

- tree species selection
- planting methodologies (use of grid layout, permaculture, Miyawaki, Waterboxx etc.)
- smart irrigation with the aim of minimizing water use

- improving overall landscape aesthetics
- supporting national environmental objectives
- ecological resilience with the aim of creating a balanced ecosystem.

Each city will include a dedicated forest area with dense plantations and natural trails. The design of the forests is driven by a vision of ecological restoration and enhancement, community engagement, and educational enrichment. This will support the creation of a resilient and sustainable forest environment that serves as both a natural buffer within the urban landscape, as well as integrates seamlessly with the industrial context of the cities, offering a sanctuary for biodiversity, education, and recreation.

The forest layout will include scenic roads for leisurely drives, adventure routes offering dynamic exploration, and themed trails designed for visitor engagement in specific aspects of the forests. The forests will also include resting nodes and student areas providing opportunities for relaxation and learning. Moreover, Ras Laffan forest will also include an animal conservation area, ensuring a well-rounded experience catering to varied interests while maintaining the forest's natural integrity.

The plantations across the three areas are anticipated to be completed by 2029.



# Operational responsibility

- Protecting our people
- Protecting our assets
- Decommissioning
- Operational excellence
- Digitalization
- Cybersecurity

Operational responsibility, one of the three pillars of our sustainability strategy, entails protecting our people, including employees and contractors, and ensuring the safety, security, and integrity of our assets.

We believe that operational excellence is vital to achieving our sustainability goals. We are committed to continuous performance improvement by implementing proactive measures and industry best practices.

## HSEQ and Business Continuity Management Systems

Our Health, Safety, Environment, and Quality (HSEQ) Management System has been certified according to the following standards:

- ISO 9001:2015 for Quality Management Systems
- ISO 45001:2018 for Occupational Health and Safety Management Systems
- ISO 14001:2015 for Environmental Management Systems
- ISO 22301:2019 for Business Continuity Management Systems

We regularly assess our compliance with the HSEQ and BCM Management Systems through external third-party certification audits. We have maintained certification for all our assets and facilities in 2024. Additionally, to ensure the effectiveness of our controls and the HSEQ Management System, we conduct regular internal department risk-based audits.



# Protecting our people

At QatarEnergy, safety, efficiency, and productivity are central to the design of our processes, equipment, and facilities. We aim to provide clear procedures that enable our workforce to identify, manage, and mitigate operational risks and safety hazards, with the goal of preventing incidents or reducing the impact should an incident occur.

## HSEQ competency and training

QatarEnergy embarked on a major effort to improve the HSE competency of its personnel in 2024 through the launch of the HSE Job Family, as well as the roll out of a standard for HSEQ Competency and Training. Both initiatives define and clarify HSE competency requirements and strategies to efficiently close competency gaps.

We place great emphasis on the quality of training delivered by external providers and internally, striving to improve and enhance it. In 2024, we assessed the performance and quality of HSE training delivered by external providers using our third-party training providers effectiveness evaluation standard and developed improvement plans. We also reviewed the quality of internal training delivery across our facilities to ensure consistency and high standards.

### Our performance

In 2024, we provided new and refresher training on HSEQ for over 46,000 employees and contractors through 7,000 HSEQ training sessions. Additionally, third-party HSEQ training providers delivered training to more than 200,000 energy sector contractors during the year.

## Personal safety

Ensuring the health and safety of employees, contractors, business partners, and communities is our top priority, as outlined in our Occupational Health and Safety Policy, one of our Foundational Policies. Our approach to safety is built on risk management practices, including hazard identification and mitigation measures.

We have a number of corporate safety standards in place, such as those defining the requirements for the Permit to Work (PTW) system, Job Hazard Analysis, Worksite Safety, Road Safety, Lifting Equipment and Operations, Hand Protection, and Radiation Safety. In 2024, we strengthened our WorkSafe practices by introducing the Working at Height standard. Additionally, we re-engineered corporate standards for Personal Protective Equipment, Radiation Safety, Managing HSE in Contracts, and Ergonomics and Human Factors. To further improve adherence to the PTW standard across all operated assets, we launched a standardized procedure in the electronic PTW system.

We actively engage with employees and contractors through comprehensive HSE training, toolbox talks, and safety moments, ensuring that lessons learned are effectively communicated and applied.

Through the Stop Work Authority Program, we aim to empower our employees and contractors by giving them the authority and responsibility to stop work if they observe unsafe conditions or behaviors that may result in people injury, asset damage, or harm to the environment.

### Stop Work Authority

**Dana Abdulrahman Saad Al-Derham**  
Head, HSE Strategy and Transformation



“Stop Work Authority is more than just a program – it’s a core part of who we are at QatarEnergy. It gives every one of us, whether employee or contractor, the responsibility and the power to stop work when we observe unsafe situations or behaviors that could harm people, damage assets, or impact the environment. With the unwavering support of our CEO, this initiative reflects our shared commitment to safety, where each of us plays a vital role in creating a safe work environment. It’s about taking action, standing up for what’s right, and making sure that everyone returns home safely every day.”





## Recognizing HSE achievements

To cultivate a strong safety culture, we recognize and celebrate achievements through the annual “CEO HSE Awards.” These awards recognize teams and individuals who actively promote sustainable HSE practices and contribute to maintaining a safer work environment.



## CEO HSE Awards

The QatarEnergy CEO HSE Awards recognize individuals whose contributions drive step-change improvements in HSE performance and operational reliability. These awards reflect QatarEnergy’s commitment to prioritizing HSE in all its operations.

Open to all employees and contractors, nominees must meet criteria in any of the recognition categories, such as HSE Excellence, Doing the Right Thing, Demonstrating Care, or HSE Collaboration in Action. Final recommendations are vetted by the ELT and approved by H.E. the President and CEO.

The recipients of the CEO HSE Awards are honored as HSE excellence leaders, recognized for their commitment and exceptional contributions to QatarEnergy’s success.

In 2024, we celebrated the winners of the 2023 CEO HSE Awards:

### HSE Excellence:

The HSE team in Mesaieed Operations won the HSE Excellence category for their “Safe Summer Success” initiative, leveraging advanced weather monitoring and strong leadership to prevent heat-related illnesses.

### HSE Excellence:

The Dukhan Operations team won the HSE Excellence category for creating a new Flaring Reporting System to reduce flaring, improve regulatory compliance, and enhance data management through a dedicated events database and dashboard.

### HSE Excellence:

The Industrial Cities Directorate team was recognized for the Istijaba Project, which transformed QatarEnergy’s Fire and Rescue services, enhancing emergency management capabilities in Qatar’s energy sector with improvements in several areas including organization structure, manning, people and processes, competency and training, fitness, emergency management, and technology, among others.

### HSE Excellence:

A cross-directorate team was recognized for collaboration in preparing HSE management plans for the blue ammonia project, enabling drilling ahead of schedule through streamlined coordination on risk assessments, control measures, regulatory approvals, and preparedness plans.

### Doing the Right Thing:

The Offshore Drilling and Completions team won the Doing the Right Thing award for safely decommissioning a high-risk, unstable well, demonstrating advanced risk management and setting a benchmark for future projects.

### Demonstrating Care:

The Offshore Projects team won the Demonstrating Care award for implementing effective noise control measures aboard the Seafox Deema barge, improving crew welfare, morale, productivity, and safeguarding hearing.



Incident management

We place significant emphasis on learning from incidents to improve safety practices. In 2024, we introduced a Competency Management Framework designed to enhance the quality of HSE incident investigations. This framework established competency requirements for HSE incident investigators and pathways to achieve these competencies. In addition, we developed tailored internal training modules and conducted two pilot sessions with key front-line and mid-line staff to evaluate their effectiveness.

Our performance

In 2024, we maintained a zero work-related fatality record for employees and contractors.

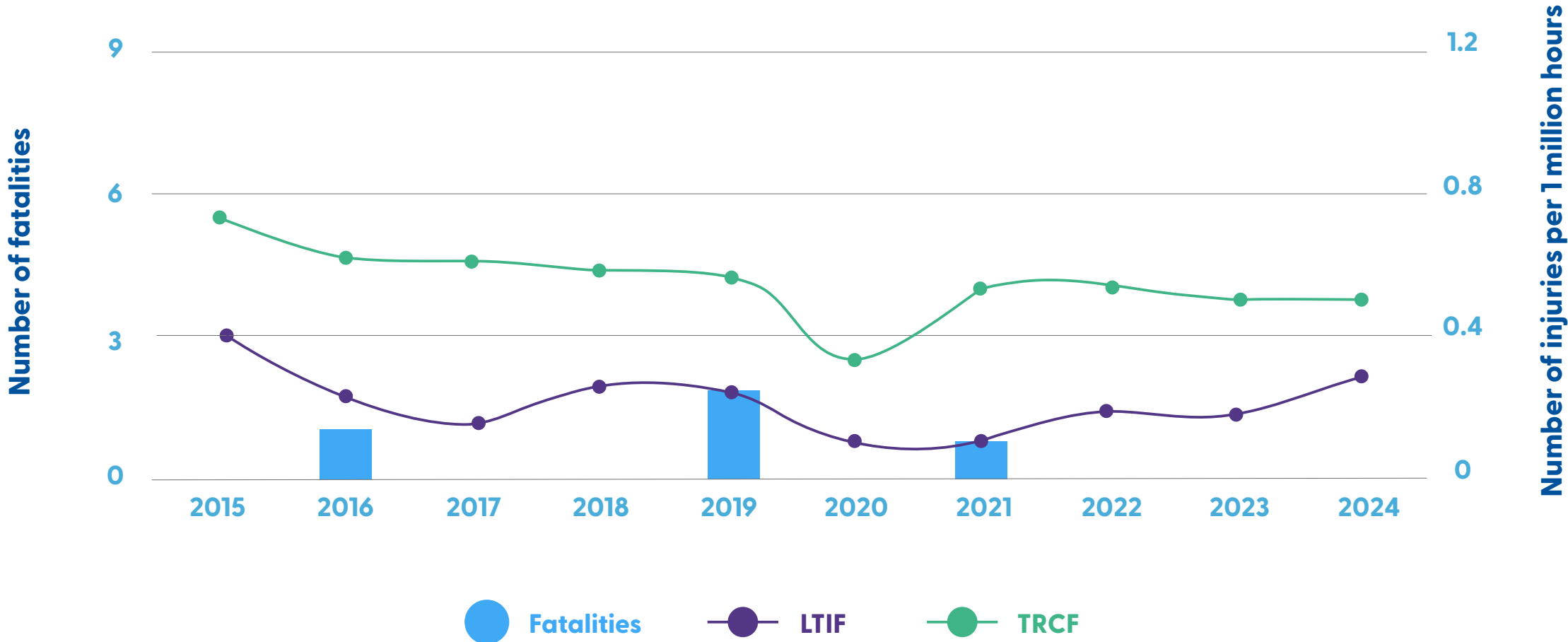
The total recordable case frequency (TRCF) in 2024 was 0.51, compared to 0.52 in 2023. The lost-time injury frequency rate (LTIF) in 2024 was 0.28 compared to 0.16 in 2023.

In 2024, we developed a five-year strategic HSE Business Plan, aimed at achieving significant improvements in QatarEnergy and its partners’ HSE performance by 2030.

Road safety

At QatarEnergy, road safety is a fundamental part of our operations. We are committed to creating a safe environment for everyone on the road, including our drivers, pedestrians, cyclists, and other road users. Our Road Safety Standard is designed to minimize the risk of accidents and reduce the severity of injuries. Adherence to this standard is mandatory for all journeys, prioritizing the safety of drivers, passengers, and third-party road users.

Personal safety performance



We use an In-Vehicle Monitoring System (IVMS) across our fleet of over 900 vehicles. This system tracks vehicle usage and driver behavior by using staff access cards to electronically unlock vehicles and identify drivers, and ensuring prompt response in emergencies. IVMS monitors driving behaviors that increase the risk of accidents, such as speeding and reckless driving. It also monitors seatbelt usage, promoting a safer driving culture. The data collected supports both proactive and reactive coaching to improve driving habits.

In 2024, we launched a new Road Safety campaign, focused on essential safety practices, including seatbelt use, speed limit adherence, and avoiding distractions such as mobile phones. In addition, we developed communication materials to educate drivers on safe driving practices during foggy conditions.

QatarEnergy is a permanent member of the National Traffic Safety Committee, actively contributing to Qatar’s road safety efforts. We have also established the Qatar Road Safety Working Group (QRSWG), a collaboration among key organizations to share best practices and improve national road safety. The QRSWG brings together sector partners and their road safety and HSE representatives quarterly to share incidents, lessons learned, and best practices. The group aims to ensure that road safety operations conducted by QatarEnergy and its contractors align with global standards. Internationally, we have joined the Global Road Safety Partnership (GRSP) and welcomed their participation in a cross-sector working group with the National Traffic Safety Committee in 2024.

In December 2024, H.E. the President and CEO of QatarEnergy invited all energy sector operators to join a special session on road safety at QatarEnergy’s headquarters. The meeting brought industry leaders together to share successes, challenges, and ideas for road safety improvements. This collaborative effort strengthened partnerships and laid the ground for implementing stronger preventive measures to mitigate road transport risks across Qatar’s energy sector.



# Occupational health

QatarEnergy aims to establish and maintain the highest standards of employee wellness within Qatar’s energy sector. We continuously monitor and evaluate our performance using a range of indicators, including both lagging and leading metrics, focused on occupational hygiene, public health, and fitness to work. These metrics help us identify areas for improvement and drive wellness initiatives across the organization.

We place a significant emphasis on working in heat and managing heat stress and continue to enhance our approach. For example, we have installed real-time monitoring stations across our industrial cities to provide live heat index and Wet Bulb Globe Temperature (WBGT) readings. This data helps us better manage heat exposure and plan work activities accordingly. WBGT is an index used to measure heat stress in direct sunlight by taking into account the combined effects of temperature, humidity, wind speed, and solar radiation.

We have also established a Heat Stress Taskforce. Its primary goal is to identify best practices for managing occupational heat stress in the region and recommend improvements to heat stress controls in Qatar’s energy sector.

In 2024, we held a bi-annual Workers Welfare and Wellbeing Forum, focused on health and hygiene strategies in the industrial cities, occupational health and well-being initiatives, fitness for duty and employee wellness programs.

To address the growing demand for medical expertise in recognizing workplace health risks, preventing occupational diseases and improving safety through proactive health management, QatarEnergy has partnered with the Ministry

of Public Health to develop a comprehensive Occupational Health (OH) Foundation Training Program. In 2024, the program successfully trained 116 medical professionals from various healthcare organizations, including the Ministry of Public Health, Primary Healthcare Corporation, private healthcare providers, and Hamad Medical Corporation. This initiative centered on knowledge sharing and promoted the consistent application of national occupational health standards, enhancing participants’ ability to incorporate occupational health practices into their daily work.





# Protecting our assets

## Our approach to process safety

QatarEnergy places a high priority on safeguarding our critical assets to ensure their resilience and longevity. This includes deploying security protocols, risk mitigation measures, and protective initiatives to fortify assets against potential threats.

Process safety is an integral part of our overall safety management system, focused on preventing major hazards such as fires, explosions, and hazardous material releases. We take a multifaceted approach to process safety through:

- HSE risk assessments
- Specialized control measures
- Emergency communication protocols
- Joint emergency response drills.

This approach is foundational to our Process Safety Management (PSM) system, implemented across QatarEnergy assets. Our risk management standards, such as Hazard Identification (HAZID) and Hazard and Operability Study (HAZOP), Process Hazard Analysis (PHA), and other risk assessment technical studies, enable early identification of risks leading to safer designs for new facilities and modifications.

Our Major Accident Hazards Management (MAHM) Standard ensures that all major hazards across facility lifecycles are identified, assessed, and mitigated to a demonstrably ALARP (As Low as Reasonably Practicable) level. Projects and operational facilities are actively developing MAHM reports, and BowTie analyses are used to manage major accident risks, providing visibility to leadership and ensuring effective risk management. In addition, major hazard industries

based in our industrial cities are required to implement formal PSM systems to mitigate risks associated with their operations.

We prioritize preventing hazardous material releases by maintaining high standards of asset integrity and ensuring that all production and safety systems are reliable and functional.

QatarEnergy implemented 10 Process Safety Fundamentals (PSFs) aimed at enhancing safety across the organization's operations. These PSFs focus on key behaviors and practices that are critical for improving safety culture and preventing high-severity incidents.

In 2024, QatarEnergy continued monitoring process safety performance to assess the effectiveness of the PSM system. This involved analyzing leading KPIs and tracking process safety events to identify areas needing improvement and to mitigate risks associated with potential process safety incidents. This proactive approach remains central to preventing major accidents that could impact QatarEnergy's people, environment, assets, and reputation as a safe and reliable energy operator.

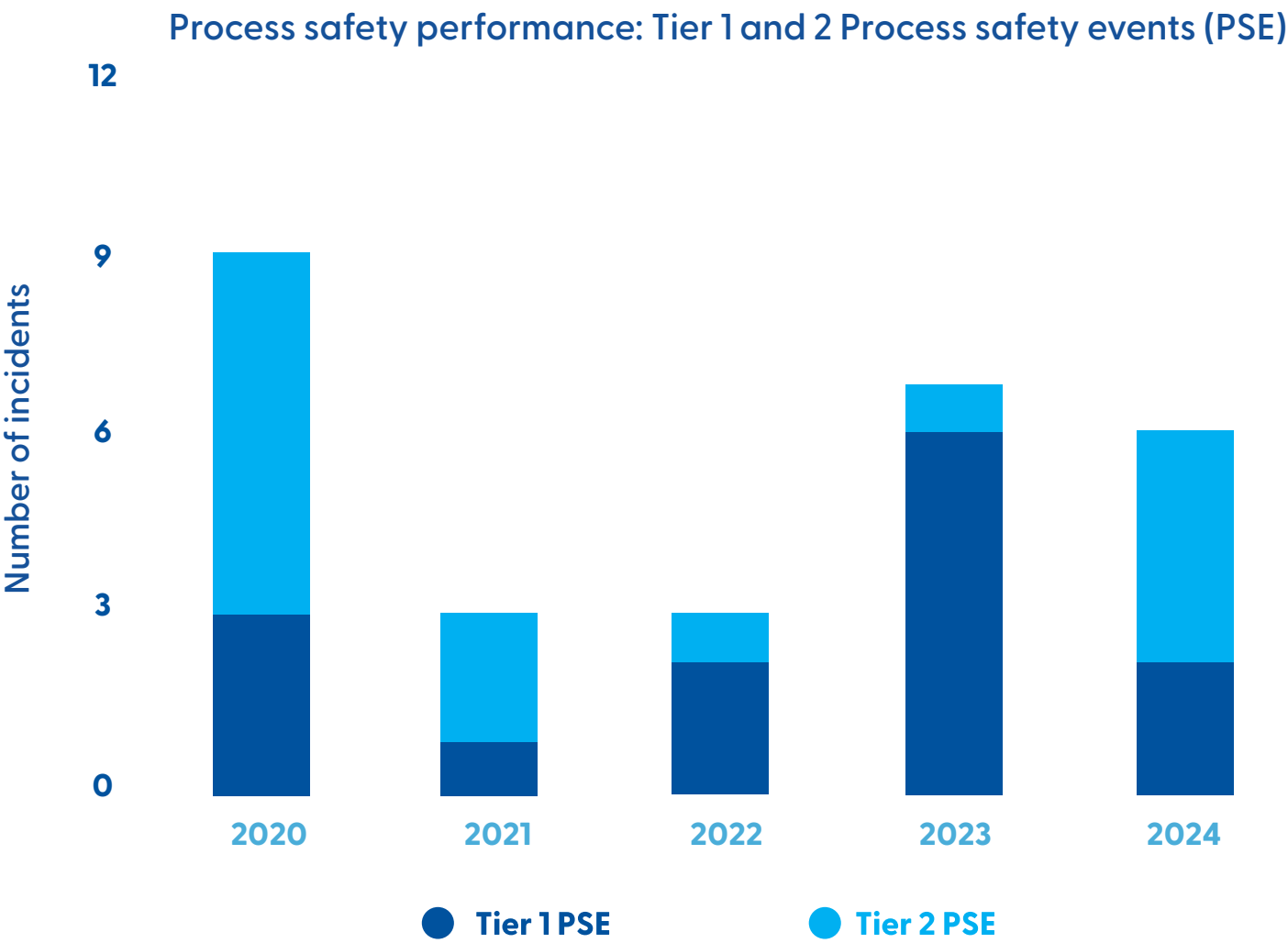
To facilitate sharing of knowledge, we host an annual process safety management conference in our industrial cities, focusing on sharing practical aspects of implementing process safety.

PSM audits of the operators within the heavy industrial area of MIC were completed in January 2024. These audits focused on evaluating the effectiveness of PSM systems and recommended a structured path for continuous improvement. A total of 15 individual PSM audits were conducted, and implementation plans to address findings have been developed.





Our performance



In 2024, we recorded two Tier 1 and four Tier 2 PSEs, compared to six Tier 1 and one Tier 2 incidents in 2023. Most incidents involved minor releases caused by valve failures, corrosion pinholes, equipment issues, and small fitting defects. To improve our process safety performance, QatarEnergy focused on key PSM elements, including compliance with standards, hazard identification, asset integrity, and operational conduct.

QatarEnergy is dedicated to fostering a strong process safety culture by continuously monitoring performance, developing improvement tools, and driving strategic enhancements through a dedicated steering committee.

Organizational resilience, emergency preparedness, business continuity, and crisis management

Organizational resilience is our ability to adapt, respond, and maintain operational continuity in changing environments, while turning challenges into opportunities for growth. We view the resilience of our people, organization, services, and operations as critical to our success.

In 2024, QatarEnergy implemented a policy-based approach to organizational resilience. Our initial focus is on building a resilience culture, personnel development and forums that collectively align vision and best practices.

We proactively work to prevent incidents that may affect safety and business operations. When major incidents occur, we follow established emergency procedures to address them. Our resilience strategy encompasses crisis management, emergency preparedness, business continuity planning, and information technology resilience. We prioritize an integrated fire and rescue response plan and allocate necessary resources for swift action. We allocate resources to strengthen organizational resilience, ensuring that in the event of a disruption, we can:

- Respond promptly and effectively to minimize business disruption
- Provide accurate updates to authorities on actions taken to protect health, safety, and the environment
- Maintain the delivery of products and services.

Our emergency response plans adhere to national regulations and international best practices. We regularly conduct drills for scenarios like hydrocarbon leaks, fires, explosions, transportation incidents, structural collapses, and natural disasters. These plans are developed during the project phase and updated based on regulatory changes, new hazards, engineering updates, and feedback from drills and incidents.

In 2024, we focused on further enhancing our standard for Emergency Management and aligning the Incident Management System (IMS) across our operations. We introduced IMS training modules in our corporate learning system and delivered over 15 training sessions to more than 150 individuals to enhance crisis management competencies. To ensure smooth operations of our main and backup crisis management centers, we performed numerous inspections and spot checks to ensure they were maintained 24 hours a day, 7 days a week. We also initiated the work to construct an enhanced crisis management center to support our operations.

We place great emphasis on business continuity management, so that in the case of an event, we can respond in a timely and effective manner and minimize any potential business disruption. Business Continuity Management Systems (BCMS) aim to significantly contribute

to sustainability by integrating risk management, continuous improvement and sector collaboration. In 2024, we completed the annual business continuity planning lifecycle with a focus on business impact analysis considering climate risk scenarios as part of the threat assessment across the company. Throughout the year, in a collaborative approach, we engaged with stakeholders to identify and mitigate risks arising from single points of failure, foster trust and strengthen overall resilience. We worked on enhancing the effectiveness of the business continuity planning solution to enable efficient business recovery after a disruption. We continue to monitor and evaluate the effectiveness of the BCMS through tracking KPIs and making necessary adjustments to improve response and recovery.



Putting sustainability into practice

### QatarEnergy Safety Steering Committee

In 2024, in recognition of the very close links between process and personal safety, QatarEnergy made the decision to change the Process Safety Steering Committee to the Safety Steering Committee.

The Safety Steering Committee has developed four key strategic priorities:

**Contractor HSE management:**

As with most companies in our industry, contractors carry out a high volume of work in our facilities and are therefore exposed. This workstream will focus on contractors executing higher risk activities. Additionally, we will also review our internal controls when it comes to managing contractors to identify any potential improvements.

**Third-party technical assessments:**

Following on from our focus on QatarEnergy operated assets, we expanded the review to all assets across the entire energy sector in Qatar. The technical assessments will have five focus areas: Policies and Procedures, HSE & Process Safety, Field Operations, Asset Integrity, and Asset Life Extension. Five asset reviews were completed in 2024 and we plan to complete technical assessments of the remaining assets by 2027. The aim of these assessments is to help set the standard for the energy sector and support all companies in managing their key risks.

**Major Accident Hazard Management documents:**

By Q3 2025, we aim for all QatarEnergy operated assets to have MAHM documents in place. These documents serve as the cornerstone of how we manage HSE across our assets and will ensure that all major accident hazard scenarios are identified and managed to As Low As Reasonably Practicable (ALARP). The focus throughout 2025 will not only be to complete the documentation, but also to ensure the documents are operationalized, so that they become a core part of our day-to-day activities.

**Management system framework:**

This workstream has designed a scalable management system framework for QatarEnergy. The roll-out will be phased to prioritize core work processes that impact safety and asset integrity across our operated assets and will expand over the next two to three years.



Putting sustainability into practice

### Emergency Pipeline Repair System enhancements

The Emergency Pipeline Repair System (EPRS) was established in 2008 with the objective to provide leadership, management, and coordination of mutual assistance and services during subsea pipeline emergencies to ensure minimal disruption of oil and gas production in Qatar. The original capabilities of the EPRS were limited and excluded, for example, major rupture scenarios.

Given the rapidly expanding offshore facilities and the pipeline network, as well as ageing of the existing offshore assets, a steering committee was created to evaluate options for enhancing EPRS functionalities and capabilities. The EPRS enhancement project is currently underway and is expected to be completed by the end of 2025.





# Decommissioning

As the State of Qatar’s energy sector continues to expand in response to growing global energy needs, QatarEnergy has recognized that the vast and integrated energy infrastructure being built today will inevitably be decommissioned. Decommissioning is an integral part of the asset lifecycle with health, safety, environmental, and economic consequences.

QatarEnergy has recognized the need for decommissioning planning in the early stages of an asset’s lifecycle and the need for a risk-based approach to decommissioning. In alignment with the State of Qatar’s priorities, QatarEnergy has developed a Decommissioning Guideline to promote responsible asset stewardship and to uphold QatarEnergy’s commitment to environmental, social, and economic sustainability.

## Decommissioning Guideline

The Decommissioning Guideline is grounded in best practice and promotes a lifecycle approach to decommissioning through consistent planning, execution, and environmental restoration activities. It outlines the necessary steps and considerations to ensure that the decommissioning process is carried out in compliance with regulatory requirements while minimizing environmental impact and ensuring safety.

The Guideline’s recommendations stem from the QNV 2030 and QatarEnergy’s Environment Policy. The recommendations leverage international conventions, QatarEnergy standards and regulatory requirements from the Ministry of Environment and Climate Change.

## Issuance of the guideline

The Decommissioning Guideline is expected to be issued in 2025. The rollout initiative engaged hundreds of participants through multiple dedicated workshops, including QatarEnergy, JVs, domestic and IOC partners, fostering alignment across Qatar’s energy sector.

To assist in the sector’s commitment to implementing the Guideline, QatarEnergy is establishing a Decommissioning Centre of Excellence to ensure ongoing engagement, support, and implementation within the energy sector and to maintain a cycle of continuous improvement.

Consistency and accuracy in decommissioning planning

**Javier Zaragoza**  
Assistant Manager, Technical Support, Oil Facilities

“The Decommissioning Guideline promotes consistency and accuracy in decommissioning planning and offers the energy sector guidance on carrying out decommissioning in a safe, efficient, and sustainable manner.

The Guideline aligns decommissioning operations with industry best practices while fostering support for the use of local industry in the State of Qatar.”

## Decommissioning Guideline

**Nayef Al-Hajri**  
Manager, Oil Facilities

“In line with QNV 2030 and QatarEnergy’s Environment Policy, QatarEnergy is committed to exemplifying the highest standards for responsible energy industry operations and business stewardship.

The introduction of the Decommissioning Guideline is a testament to our commitment to the sustainable management of natural resources and our commitment to leaving a lasting legacy for future generations.”



# Operational excellence

Ten years ago, we launched the Operational Excellence (OE) Program with the objective of “systematically managing personal and process safety and the reliability of our assets through a competent workforce to achieve world-class performance through People, Process, Technology”. The original concept identified 19 areas for improvement, and over the course of the following five years these were worked on by cross-asset teams, achieving significant results.

During 2019-2020, we conducted our own internal reviews and in-depth reviews with the support from external parties to assess the effectiveness of the program and implementation progress at our operated assets to identify and address “gaps-to-potential”. Subsequent to that, we conducted a detailed Root Cause Analysis to understand how value realization could be improved and implemented the agreed actions.

Since 2019, we have been introducing Continuous Improvement (CI) tools and methodologies, using internal expertise and support from external CI service providers.

In 2022, we refreshed the OE program to focus on three core technical workstreams of Asset Integrity: Process Safety Management, Reliability and Maintenance Execution, and Production Excellence, with Culture and Capabilities as the fourth enabling workstream.

In 2024, we further enhanced the OE model to enable closer alignment between core work processes, such as Integrity and Reliability. The model is designed

to inform the organization and provide insight into what OE means at a glance, with the purpose of each workstream articulated by a Goal Zero ambition:

Safety Management



No harm to people, assets, or the environment

Integrity, Reliability, and Maintenance Management



No unplanned downtime

Production Management



No production losses

Culture and Capabilities



No waste in our work processes

We are developing an Operational Excellence Management System (OEMS), along with HSE Management System, to form the core of a new multi-functional corporate management system:

- A common philosophy across the organization, with functional control at the process level
- Process standardization across directorates
- Consistency in assurance
- Adherence to stringent governance
- Best practice sharing.

To support the effective implementation of the OEMS, we have developed a systematic and integrated assurance program to ensure that the operational rigor employed at the frontline is embedded in every layer of the organization to enable transparency and monitoring. It is risk-based and is continuously improved through the Plan, Do, Check, Adjust cycle. The integrated assurance plan identified the assurance activities planned for the next five years across all operated assets.





# Digitalization

In 2024, QatarEnergy continued its digitalization journey by implementing a number of digital transformation initiatives. Aligned with the company’s strategy, we focused on operational efficiency, environmental impact, and organizational excellence.

Some of our 2024 digitalization initiatives are briefly described below.

- We expanded digital monitoring of sustainability metrics through asset management dashboards for several fields. This system enables proactive measures to minimize flaring, emissions, leaks, and waste while optimizing field operations. It complements our Real-Time Operations Center, which leverages advanced analytics to improve drilling efficiency and process optimization.
- In line with our digitalization goals, we are advancing our environmental stewardship and reducing paper waste. We have partnered with a paper recycling company to recycle no longer required archived documents.
- We deployed advanced technologies such as AI and data analytics to improve project management efficiency, enhance data governance, and reduce environmental footprints. The tools that we implemented have enabled a more optimum reporting and collaboration.
- We also implemented cloud-based tools to further streamline human resources processes, enhance employee engagement, and boost organizational efficiency.
- We continued expanding our digital training library.

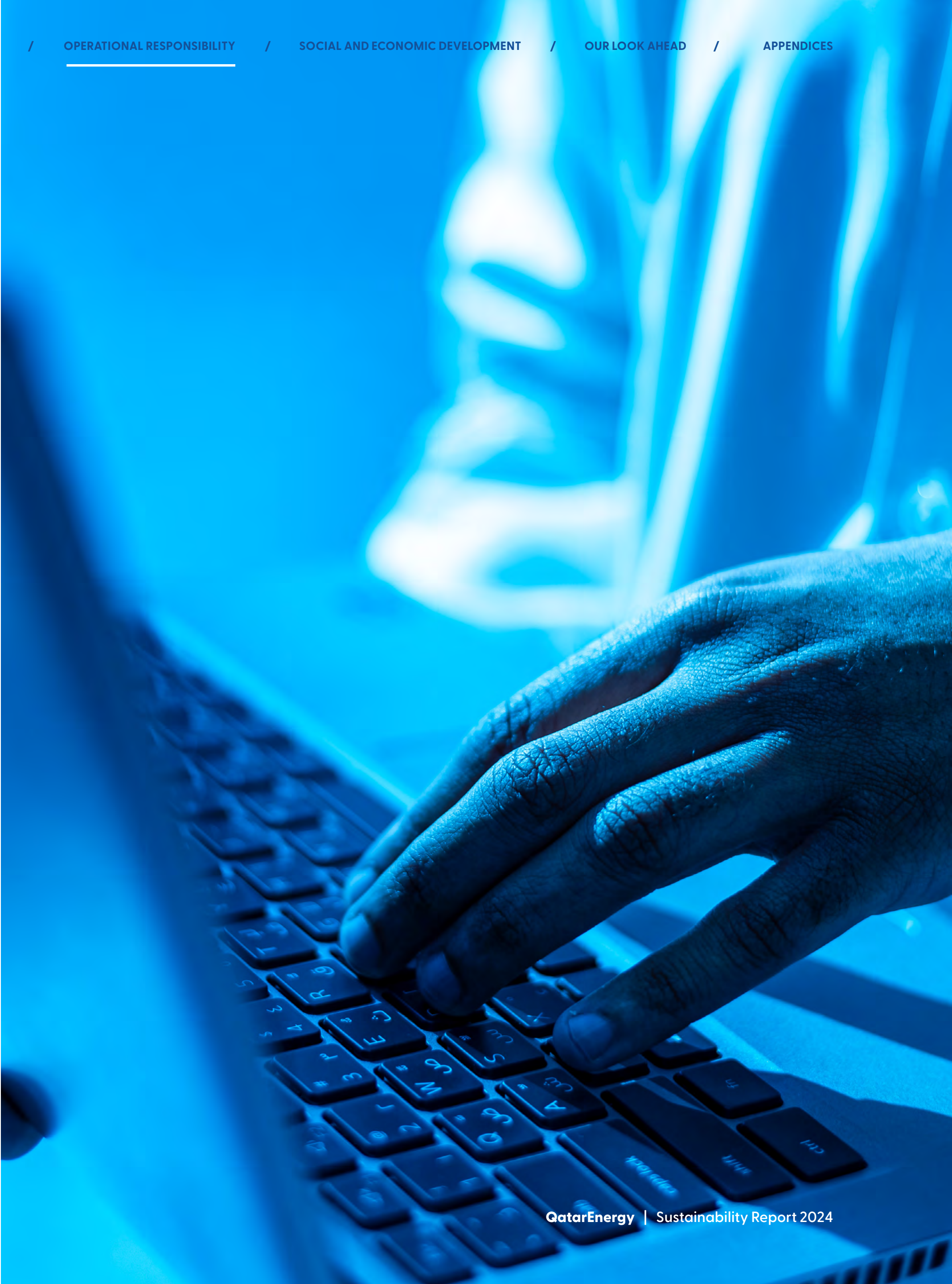
# Cybersecurity

QatarEnergy prioritizes data protection through assessments and enhancements of cybersecurity controls and protocols. In 2024, QatarEnergy continued to invest in cybersecurity capabilities to address emerging cyber threats and improve our overall cyber resilience and situational awareness.

We believe cybersecurity is a collective responsibility; therefore, we collaborate with industry partners and regulators to strengthen our own cyber resilience, as well as that of our partners and the communities we serve. We strive to enhance our cybersecurity, adapting to evolving threats, technologies, and regulations.

Our Information Technology (IT) and Operation Technology (OT) systems undergo regular audits and security assessments to identify and mitigate risks. Through training and workshops, we enhanced our team’s cybersecurity awareness in 2024, while continuing to improve our established controls. For example, we are in the process of implementing cybersecurity measures for third party and alarm management systems at Halul Island.

In 2024, QatarEnergy secured first place in the Golden Category Trophy organized by the National Cyber Security Agency (NCSA). These achievements reflect QatarEnergy’s efforts to attain cybersecurity excellence.





# Social and economic development

- Enabling and inspiring our people to participate
- Creating and growing value
- Sharing benefits with others



Social and economic development forms the third pillar of our sustainability strategy. In alignment with Qatar’s NDS3, QatarEnergy is fostering a skilled and future-ready workforce and contributing to private and mixed sector growth by strengthening local supply chains. Our initiatives support national goals of enhancing social unity and improving community quality of life.

## Enabling and inspiring our people to participate

At QatarEnergy, our workforce is central to our success. Their efforts drive economic growth, maintain operational excellence, advance environmental and climate goals, and strengthen community well-being. We are building a workforce that integrates sustainability into business objectives and strategy, empowering employees to become key enablers in delivering results.

Our People Agenda focuses on developing world-class human resources and capabilities- critical enablers of our corporate strategy.

The People Agenda centers on three priorities:

- Growing talent and resourcing
- Driving organizational excellence
- Enhancing employee well-being and engagement.

### Growing talent and resourcing

QatarEnergy focuses on growing a highly capable and motivated workforce, with an emphasis on developing Qatari nationals. We promote talent development through integrated solutions that enable the growth of the company’s capabilities. This includes the establishment of job families to support professional development, job families’ deployment through building a network of employees with similar

professional backgrounds and interests to share knowledge, and facilitating access to learning and development programs. It also includes the Leadership Development Agenda providing development and coaching for leaders through different leadership programs and succession planning.



Putting sustainability into practice

### Leadership training

Leadership training at QatarEnergy focuses on enhancing decision-making, ethical management, and strategic thinking. For example, more than 300 leaders successfully completed Signature Leadership Programs in 2024. These initiatives contribute to a sustainable talent pipeline of leaders, ensuring we remain competitive and can adapt and innovate to address global energy challenges.



## Attracting and retaining the right people

Attracting and retaining a talented workforce that actively participates in delivering against our business objectives and implementing our strategy is essential to our success. Our talent acquisition processes focus on identifying individuals with the expertise, behaviors, and values needed to meet QatarEnergy’s strategic goals. We actively support the State of Qatar’s goals through comprehensive Qatarization initiatives, aligning with the ambitions of the NDS3 to develop a highly skilled workforce for the future.

Caring for our people and fostering growth opportunities contribute to high retention rates and employee satisfaction. The annual “My Legacy” awards highlight our strong retention rates and recognizes long service to QatarEnergy.

## Unlocking potential through tools, systems, and resources

To maximize the collective potential of our people, we provide the tools, resources, and environment necessary for them to excel and make meaningful contributions to our strategic direction and aspirations. Our approach is to embed sustainability in our operations, enabling employees to apply their expertise to create value for QatarEnergy, its partners, the supply chain, and the communities in which we operate.

We focus on ensuring that our processes, systems, and procedures support our vision of becoming one of the best energy companies in the world.

Putting sustainability into practice

### Online learning platforms

In 2024, QatarEnergy continued to expand its online learning, including partnering with external providers that offer an extensive array of courses focused on sustainability, AI and digital transformation, machine learning, data analytics, and digital strategy, among others.

Online learning platforms offer several sustainability-related benefits, including eliminating the need for physical travel, thus reducing transportation-related emissions. Furthermore, virtual training sessions reduce the energy demands of maintaining on-site facilities for training purposes, such as lighting, heating, and cooling.

By leveraging these resources, we aim to foster a culture of continuous learning and innovation and support QatarEnergy’s commitment to sustainable practices through technological advancement.





# Qatarization

In support of QNV 2030, Qatarization is an integral part of QatarEnergy’s strategic workforce planning and a key element of our talent strategy.

Our five-year workforce plan aims to ensure that the right positions are available at the right time for our Qatari talent. It also enables us to assess the demand for Qatari nationals over the planning period and to design recruitment, development, and succession plans to meet this demand. The plan emphasizes developing Qatari nationals for key positions in the company by applying competency-based training and development.

Our approach to Qatarization is centered on attracting, recruiting, and training Qatari high school and university graduates for positions in QatarEnergy and in other energy sector companies. We offer scholarships to Qatari nationals and then guide their development through mentoring, supporting their academic performance, and providing professional training. Furthermore, QatarEnergy facilitates their placement, career progression and professional growth, and designs individual development plans as part of our Leadership Development Framework.

In 2024, QatarEnergy continued to offer scholarships for academic and vocational programs to eligible Qatari students and employees, and enabled them to pursue educational degrees, certificates, and training programs in the fields of engineering disciplines and specialized programs. QatarEnergy also continued its internship programs for its sponsored university students, providing them with essential work experience in their target departments.

Putting sustainability into practice

## Ta’sees Program

QatarEnergy further improved its onboarding program, called Ta’sees. Targeting new graduates joining the corporation, Ta’sees focuses on enhancing behavioral and effectiveness skills and aims to raise new joiners’ awareness of QatarEnergy’s values. It also provides information about the energy industry in Qatar, including QatarEnergy’s extensive operations. In 2024, 59 employees were trained through the program.





# Driving organizational excellence

We aim to drive sustained performance within QatarEnergy through a fit-for-purpose organizational structure, processes, integrated systems, policies, people, and culture. Examples of initiatives in this focus area include:



Enhancing human resources efficiency through the digitalization of key transactional processes



Implementation of integrated strategic workforce planning



Deployment of a contingent workforce framework

# Enhancing employee engagement

Research suggests that employee engagement directly correlates to performance and safety. Employees who are more engaged are typically our best performers. We expect all employees to be clear on what is expected from them and how their work contributes to overall company success. We aim to ensure performance objectives are aligned with our corporate strategy and that employees get quality feedback. We strive to foster a high-performance culture and a collaborative work environment that encourages open and respectful dialogue.

QatarEnergy is aiming to address sustainability challenges, which go beyond the energy transition. Our people increasingly view sustainability as essential to their daily activities, embracing environmentally, socially, and economically sustainable practices. Our people are encouraged to take initiatives and apply their knowledge and experience to explore options and identify appropriate solutions, which will make a difference not only for QatarEnergy but also for our stakeholders.

Our world-class projects and operations reflect our people’s support in the global energy transition. Beyond our operations, our people are making a difference through collaboration and sharing of knowledge and experience with others, including the wider supply chain through the Tawteen sector partnership program.

Sharing best practices, insights, and offering a wide array of support services has led to improved processes and the development of a growing local supply chain in Qatar, contributing to further social and economic growth. The efforts of our people also extend to the wider community, creating opportunities for staff, contractors, and the public to participate in volunteering initiatives such as beach clean-ups and turtle releases (please refer to [Protecting habitats and biodiversity](#) section of this report).

We also make conscious efforts to recognize and reward our people. This recognition may be in the form of special nomination awards for exemplary initiatives, as well as structured recognition programs such as the annual HSE CEO Awards.

Our people are at the core of QatarEnergy’s achievements. We aim at equipping talent with the correct tools and resources and providing an environment where our people can make a difference, as well as inspire others. Sustainability is a multifaceted challenge, and QatarEnergy’s commitment to sustainable development enables our people to actively participate, using their knowledge and experience to make a positive contribution, creating value not only for QatarEnergy, its partners and the supply chain, but also for the communities and societies where we operate.





# Creating and growing value

At QatarEnergy, we recognize that partnerships are essential for advancing our sustainability strategy. We prioritize working with business partners who share our core values and align with our commitments to health and safety, business ethics, and environmental stewardship. By collaborating with partners, suppliers, and customers, we aim to create shared value that benefits our entire value chain encompassing our operations and beyond.

## Economic contributions

While economic success and profitability are essential for any business, our goal is to leverage that success to create shared value for all our stakeholders and support sustainable economic growth in the State of Qatar. A resilient and competitive energy sector is crucial to this mission. This approach aligns with our commitment to comprehensive sustainability—economic, environmental, and social—ensuring that our economic development efforts benefit the well-being of our communities, environment, and partners.

In 2024, we maintained financial stability with credit ratings of AA from Fitch, AA from S&P, and AA2 from Moody's. We plan to invest approximately QR 428 billion (USD 118 billion) by 2027, demonstrating our commitment to being a key global energy transition partner. This includes expanding our LNG export capabilities, enhancing lower-carbon solutions, and diversifying our international business activities.

This investment projection includes projects for which we have made final investment decisions. We are also partnering with leading global energy companies to leverage expertise and extract additional value through technology, engineering solutions, and marketing initiatives.

## Working with our suppliers

At QatarEnergy, we recognize our responsibility and our role as an energy transition partner. We understand that success depends on building strong, respectful, and mutually beneficial relationships with our supplier community.

Our policies reflect our commitment to working with suppliers and contractors who share our values. Through our Supplier Principles of Conduct, we pave the way for collaboration that strengthens economic, environmental, and social responsibility across our operations.

The Supplier Principles of Conduct cover the following:

- Safety at work
- Fairness and integrity
- Respect and human rights
- Protection of the environment
- Action on climate change
- Promotion of local economic and social development.

In 2024, we organized a number of engagements on Supplier Principles of Conduct with several hundreds of our suppliers.

### Local procurement

QatarEnergy prioritizes acquisition of goods and services from suppliers based in Qatar. In 2024, our total procurement budget spent on suppliers based in Qatar was QR 13.74 billion, which represented around 71% of total procurement spending. Qatari registered suppliers represented 65% of the total suppliers registered in our procurement systems.

## Supplier development through Tawteen

Through Tawteen joint industry initiative, QatarEnergy and key energy sector players provide comprehensive business support, capability building, talent development, and strategic assistance to local suppliers and entities. This ensures cooperation, integration, and the development of an efficient and capable local supply chain.

### Objectives of Tawteen:

- Support Qatar National Vision 2030 by attracting businesses focused on knowledge and technology
- Develop sustainable, competitive in-country supply chains to meet the energy sector's needs in Qatar
- Contribute to the diversification and growth of Qatar's economy.

Tawteen's impact in 2024 included the creation of around 1,200 jobs, contributing to a total of over 7,500 jobs since its inception. Tawteen strengthens the local supply chain, spurring growth in critical sectors such as maintenance, digital technologies, and engineering services.



Developing suppliers and local content

**Abrar Ibrahim Almalki**  
Senior Vendor Management Officer - Supply Chain

“At QatarEnergy, we are committed to fostering the growth of local suppliers as a core component of our sustainable supply chain strategy. By empowering local businesses, we not only enhance economic resilience within the community but also ensure a more agile and adaptable supply chain. This commitment drives value creation, stimulates local innovation, and aligns with our goal of supporting national economic development.”



## Investment opportunities through cluster development

QatarEnergy's cluster development team aims to strengthen and develop the supply chain base by developing investment opportunities, thus localizing products and services in various fields to support the energy sector. This is achieved by creating and awarding investment opportunities in the areas of subsurface operations, maintenance, repair and overhaul (MRO), digital technologies, chemicals and metals, engineering services as well as light equipment, business services, and other services across the energy sector supply chain. The opportunities cover a wide range of services such as drilling inspection services, recycling, and maintenance.

Tawteen has awarded 101 opportunities since its inception, improving the energy sector's efficiency and boosting the economy. Tawteen's focus on environmental sustainability is evident in one new investment example, pertaining to the recycling and reuse of garnet sand used in sandblasting activities. Traditionally, the waste from sand blasting goes to landfill. In the future, garnet sand will be recycled, significantly lowering import rates and costs, as well as reducing landfill waste – including plastics and steel – by 75%.

International partnerships and investments under Tawteen in waste management and resource recovery solutions align with QatarEnergy's sustainability strategy to protect natural resources, promote circularity, and support social and economic development.

## In-Country Value

The aim of the In-Country Value (ICV) Program as part of Tawteen is to create more local value in the supply chain by incentivizing companies to use local goods and services and contribute to the local economy. This initiative is a critical component of QatarEnergy's commitment to localizing Qatar's energy sector and supporting QNV 2030. To achieve this, Qatar's first digital ICV portal was launched in 2020. The portal provides a comprehensive baseline to assess suppliers and monitor their performance over time. Suppliers' ICV contributions are measured using a formula that considers local purchases, the development of local human and business capabilities, and capital investments. Participation in the ICV Program rewards suppliers who invest in ICV by providing them with a commercial advantage when bidding for tenders offered by QatarEnergy or Tawteen partners.

In 2024, significant updates were made to the ICV Program. Key improvements included:

- ICV formula enhancements, aligning with the State of Qatar's national objectives
- Supporting small and micro companies through a 30% blanket ICV score and a simplified ICV certification process
- Supporting eligible local manufacturers with an additional 50% ICV score as part of the ICV+ Policy.

Putting sustainability into practice

### Tawteen Forum 2024

Tawteen Forum 2024, hosted by QatarEnergy, was a strategic two-day event focused on enhancing the inclusivity and adaptability of Tawteen to strengthen the energy sector's local supply chain in Qatar. The forum served as a networking hub for over 4,000 participants, including government officials and representatives from the energy service sector, such as anchor companies, engineering firms, and Tawteen suppliers. It introduced significant updates to the ICV Program, aiming to broaden local companies' engagement and implement a bonus scheme for impactful contributions. During the forum, key sessions discussed the ICV Program's enhancements, QatarEnergy's Supplier Principles of Conduct, and ways to boost supplier ICV.

Another key focus of the forum was the showcasing of the cluster development goals and achievements, through an exhibition by companies active in the Tawteen initiative, which has been supporting the development of small and medium-sized enterprises since its inception in 2019.

Tawteen has helped expand our local supplier base from 37 in 2023 to 47 in 2024, demonstrating our commitment to the ICV and creating meaningful investment opportunities.

QatarEnergy prioritizes sustainable development, integrating our economic objectives with social and environmental development. Through Tawteen and strategic partnerships, we are cultivating investments that boost the energy sector, improve local capabilities, and support development of a sustainable supply chain.





# Circularity in procurement

QatarEnergy is increasingly focusing on circularity in its procurement approach. Where possible, we aim to procure goods that are durable and can be reused or recycled at the end of their life. In line with our Supplier Principles of Conduct, we aim to choose suppliers that prioritize sustainability and circular practices, ensuring resources are kept in use for as long as possible and waste is minimized. We believe this approach helps to protect the environment and reduce costs.



## Circular supply chain

**Abdulla Salem Al-Jussaiman**  
Head of Category Management-Supply Chain

“We are pleased that the adopted approach to sustainability management through the circular supply chain is proving successful. For example, over the past three-year period, approximately 31,000 metric tons of surplus waste metals were subject to recycling through long term category disposal agreements with local Qatari companies.”

# Our approach to human rights

QatarEnergy is committed to balancing its operational performance with its social and environmental responsibilities as the State of Qatar’s largest economic contributor and one of the largest employers. We believe that our success in supporting QNV 2030 is dependent on applying principled standards of business conduct, ones that create trust-based relationships with our people, business partners, and the communities in which we operate.

Our respect for human rights is inspired by the United Nation’s Universal Declaration of Human Rights and guided by the Constitution of the State of Qatar. Our principles are outlined in our Human Rights Policy, which reiterates our commitment to treating our employees and those working with or for us fairly, with dignity and respect. We promote proactive engagement with communities and identify opportunities to optimize positive impacts in ways that are respectful and appropriate to the local culture. Please refer to [Sharing benefits with others](#) section for more information.

# Working with our customers

We believe that effective engagement with our customers strengthens our sustainability strategy and goals, promotes sustainable practices, and contributes to a more responsible and resilient future.

At QatarEnergy, we:

- Engage with stakeholders, including employees, customers, partners, and communities, to raise awareness of our sustainability goals, gather valuable feedback, and promote transparency and accountability.
- Monitor evolving customer preferences driven by new regulations, which increase demand for cleaner, lower-carbon energy solutions. This enables us to attract new customers and reinforces our position as a provider of lower-carbon energy, such as blue ammonia.
- Support international customers by providing data and certifications to help them meet regulatory requirements.

# Product stewardship

QatarEnergy has adopted the Global Responsible Care Core Principles to guide its daily operations.

Responsible Care is a global initiative of the chemical industry aimed at driving continuous improvement in Environment, Health, Safety, and Security (EHS&S). Initially launched by the Canadian Chemical Producers Association in 1984 and later adopted by the American Chemistry Council in 1988, the initiative has since been embraced by industry associations worldwide. Responsible Care reinforces commitments to safe and sustainable practices and strives to enhance the public perception of the petrochemical sector.

As part of this commitment, we provide product standard specifications and Safety Data Sheets (SDS) for all products we manufacture and market. The SDS includes essential information, such as product hazards, safety measures, and guidelines for handling, storage, and transportation, in compliance with applicable regulations.





# Sharing benefits with others

QatarEnergy is dedicated to making a positive contribution to communities and the broader society in Qatar. Through investments in social responsibility initiatives, we strive to enhance community well-being, promote sustainable living and resilience.

Our efforts are guided by the needs and priorities of the broader social fabric in the State of Qatar, ensuring our contributions are meaningful and aligned with national aspirations. By implementing targeted programs and projects, we intentionally aim to create a lasting and positive presence and legacy for our communities and broader society that supports QNV 2030.

## Corporate social responsibility programs and initiatives

We embrace our responsibility to contribute positively to the communities in which we operate. Sharing our achievements and benefits with others demonstrates our dedication to sustainability and societal well-being, extending beyond our core business operations. In 2022, we established five key

focus areas for our corporate social responsibility (CSR) programs, which will continue to direct our efforts in delivering impactful, sustainable, and measurable initiatives in the coming years. These focus areas are: education and awareness, capability building, community well-being, environment and sustainability, and identity.

Actioning on the Social Responsibility Strategy 2023-2027, our efforts in 2024 focused on finalizing the details of the CSR pilot projects. An intensive internal stakeholder engagement exercise, including cross-functional site visits, was conducted to gather valuable inputs and perspectives to help shape the CSR projects and programs. These projects and programs will be progressively implemented over the next few years.

We progressed with integrating social responsibility themes and selection criteria into QatarEnergy’s internal processes in 2024, including sponsorship evaluation to help ensure informed and transparent decision-making, cross-functional collaboration and alignment with the Social Responsibility Strategy.

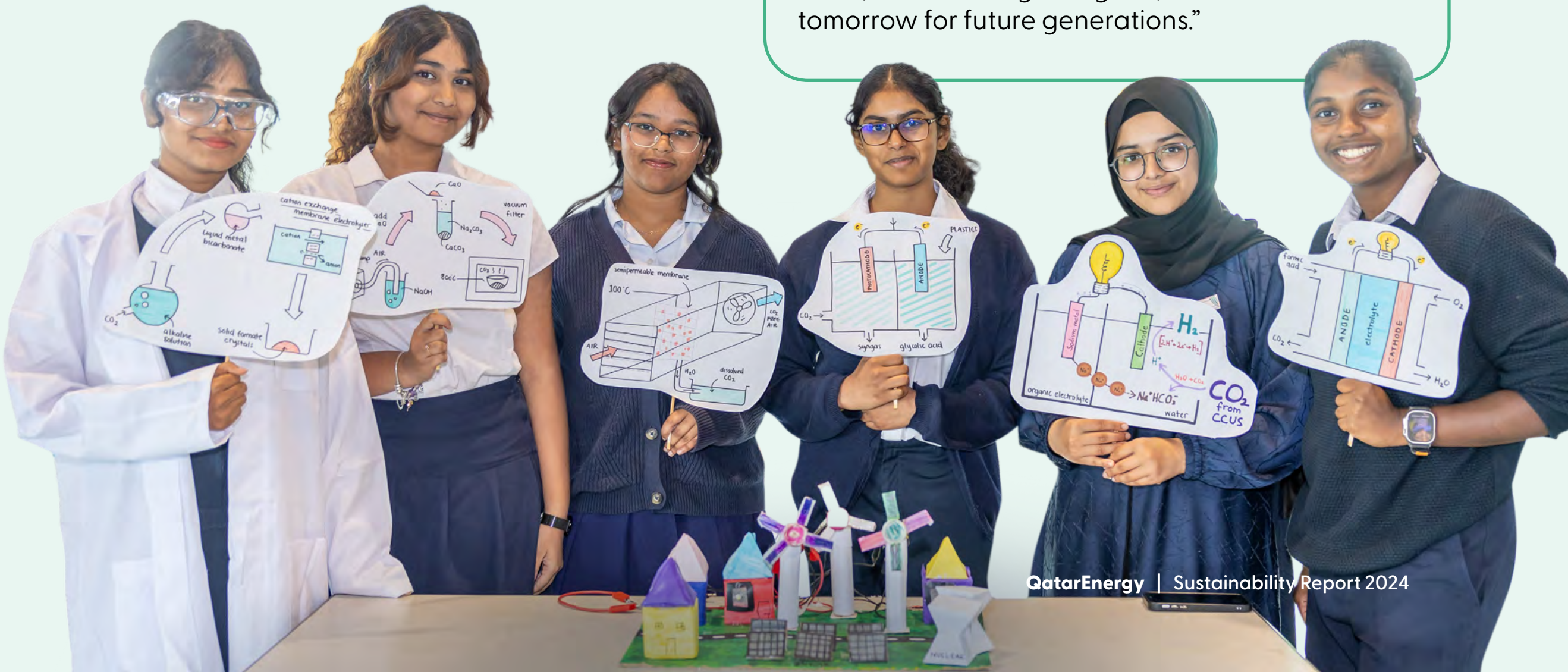
In 2024, we allocated over QR 28 million to various social responsibility projects, initiatives, and sponsorships, in order to drive a positive contribution across the five focus areas.

### Corporate Social Responsibility

**Aneesh Gangadharan**  
Social Responsibility Officer, Public Relations and Communication

“Being part of the company’s structured and proactive approach to social responsibility has been both inspiring and rewarding. Beyond supporting ongoing outreach programs, my role includes working on a variety of social responsibility projects aimed at engaging diverse audiences, all designed to support Qatar’s vision for sustainability. I take great pride in being involved in these initiatives and seeing them come to life.

As we move forward, I am motivated by the opportunity to contribute to the execution of social responsibility projects. Together as a team, we are fostering a legacy of positive contribution, building stronger connections with the communities we serve, and ensuring a brighter, more sustainable tomorrow for future generations.”







Putting sustainability into practice

### Preserving and promoting cultural heritage through faga searching event

The faga, also known as desert truffles, hold significant cultural importance in Qatar. These mushroom grow beneath the desert sands and are valued for their unique flavor and texture.

Each winter, particularly after rainfall, families venture into the desert to search for faga. The emergence of faga is often seen as a gift from the desert, bringing communities together and connecting them to their cultural heritage.

QatarEnergy recognizes the importance of cultural heritage and Qatari traditions, and in January 2024 we organized the Faga Searching Event. Members of the public were invited to search for faga in designated areas of Ras Laffan City. This annual event, conducted on unoccupied industrial land, promotes environmental awareness while preserving local traditions. Its aim is to protect faga as a natural heritage and a local delicacy.



Putting sustainability into practice

### Youth Energy Challenge

In 2020, QatarEnergy launched the Youth Energy Challenge, which has since become an annual event in our schools in Dukhan and Mesaieed Industrial City.

QatarEnergy Youth Energy Challenge offers students the opportunity to understand the vital role energy plays in our society and economies, while critically exploring the issues, challenges, and solutions associated with the transition to a sustainable energy ecosystem. Over a period of 10 weeks, students work in teams to tackle an assigned research topic, gaining valuable insights into the energy transition and form more informed opinions on a subject that directly impacts them. Additionally, the students develop essential skills in research, teamwork, and presenting their findings to senior leaders in the energy industry.

In 2024, 42 students from Years 11 to 13 at Dukhan English School worked together to address the energy trilemma focused on supply security, affordability, and environmental sustainability.



#### Youth Energy Challenge

**Halibullah Bin Abdul Majid**  
Senior Advisor, Industrial Cities



“Students participating in the Youth Energy Challenge events have presented diverse opinions on the energy transition. They have been able to articulate them well, with sound facts and reasons. We are glad to have been able to stimulate this critical thinking through the Youth Energy Challenge events.”



# Community outreach projects: Ras Laffan Industrial City

Ras Laffan Industrial City Community Outreach Program (RLIC-COP) was established in 2010 as a collaborative effort between the six industry leaders operating in RLIC. This program aims to build a respectful and trustworthy partnership between the energy industry and the local community in Al Khor and the northern areas of the State of Qatar. By fostering a two-way engagement with community members and stakeholders, RLIC-COP encourages co-creation, innovation and collective decision-making that benefits everyone involved.

The program implements a variety of projects that promote respectful interactions between industry and the local community in Al Khor and surrounding areas. RLIC-COP also provides direct benefits through social development programs and partners with public institutions to support cultural, educational, health, environmental, and safety initiatives that benefit the local community as a whole.

برنامج راس لفان للتواصل الاجتماعي  
Ras Laffan Industrial City Community Outreach Program



Pearl GTL





# Community outreach projects

QatarEnergy’s continuous dedication to enhance the well-being of communities around its operations is evident through its active involvement in the RLIC-COP. We are supporting a number of diverse initiatives ranging from education to the safety of the neighboring local community. Key highlights include:



## Bedar Program

The Bedar Program is managed by Pearl GTL on behalf of the consortium and is executed in partnership with the Ministry of Interior (MOI). It is focused on elevating cultural and social consciousness among expat workers working in different economic sectors in RLIC communities. Its primary objective is to cultivate worker safety skills and cultural awareness, nurturing a safer and a more informed environment. In 2024, Bedar Program organized multiple awareness campaigns on national event days such as Qatar National Sports Day and World Mental Health Day.



## Maqad Al Duha Program

QatarEnergy actively supports the Maqad Al Duha Program, an initiative that aims to provide essential support for female retirees and senior citizens. Managed by Al Khaleej Gas on behalf of the consortium, this multi-year project is dedicated to aiding elderly and retired Qatari women. This program empowers elderly women to become healthy and self-sufficient through providing physical exercise sessions and training workshops. The program also supports the preservation of Qatari heritage and culture and the transferring of knowledge and traditions to younger generations. In 2024, the program successfully organized 12 events.



## Kids Street Project

**Noora Musa**  
Community and Communications Manager - ExxonMobil Qatar

“We’re proud of the Kids Street Project and the meaningful impact it has on our communities by providing children with safe and enriching spaces in which to play and learn. This project highlights our commitment to a brighter, safer, and more sustainable future for our society.”



## Kids Street Project

The Al Shamal Municipality in collaboration with RLIC-COP, managed by Al Khaleej Gas on behalf of the consortium, launched an initiative aimed at educating children in the northern areas of Qatar on the importance of road safety. The Kids Street Project is designed to raise awareness among children about safe practices while navigating streets and roads. By engaging children early, the initiative seeks to instill lifelong habits that contribute to building safer communities. The project includes a unique, safe, and interactive playground specifically tailored for children. The playground will not only be a recreational space but also serve as a hands-on learning environment where children can practice road safety in a real-world setting, allowing them to apply the safe practices they have learned.



## Kids Street Project

**Hamad bin Juma Al-Mannai**  
Director of Al Shamal Municipality

“The Kids Street Project is designed to promote traffic safety and responsibility among children from early childhood to age 11. The project offers various play areas, walking and cycling paths, and landscaped spaces with educational and interactive games to teach traffic safety fundamentals in a fun way. Kids Street prioritizes sustainability by incorporating renewable energy, shaded areas, and advanced recreational facilities for children and families.

This project is part of Al Shamal Municipality’s comprehensive plan to enhance tourism, entertainment, and community services in collaboration with the Ras Laffan Community Outreach Program.”





**Al Shamal 2024 Ramadan Football Tournament**

Al Shamal Sports Club, supported by RLIC-COP and managed by Al Khaleej Gas on behalf of the consortium, held the Al Shamal Ramadan Football Tournament over a two-week period during Ramadan 2024. The tournament provided an opportunity for physical activity during Ramadan, promoting health and well-being.



**Al Gannas Society support**

RLIC-COP has extended its support to the Qatari Society of Al Gannas; a cultural association dedicated to the preservation and promotion of Arabian traditional hunting through falconry. This initiative is managed by Pearl GTL on behalf of the consortium.



**Al Daayen Municipality support**

RLIC-COP revamped and developed Al Daayen Municipality training room facility through upgrading its audiovisual and telecommunications devices. Managed by ORYX GTL on behalf of the consortium, this initiative supports the facility to better serve its employees, students, local organizations, and RLIC-COP delivery partners.



**Sanea Competition**

Sanea Competition, managed by QatarEnergy LNG on behalf of the consortium, is an annual competition that takes preparatory and high school students from the northern areas of Qatar on a six-month journey of discovery and creativity. It challenges young participants to identify real-world problems and leverage science, technology, mathematics, and engineering skills.





# Sanea Competition

In 2024, RLIC-COP held the annual Sanea Competition, a platform dedicated to nurturing young innovators from schools in the northern areas of Qatar. The competition was held in cooperation with Ibtechar and the Ministry of Education and Higher Education. Students from 10 schools showcased their talent and ingenuity.

The annual competition provides an environment for students to identify real-world problems and leverage science, technology, engineering, and mathematics (STEM) skills to develop innovative solutions. An expert panel of judges provides consistent and in-depth feedback to help each team develop and refine their prototypes, assessing them on design, functionality, teamwork, and presentation skills. The winners are selected after an extensive evaluation process.

In May 2024, the awards ceremony was held at Qatar Science & Technology Park, bringing together senior officials from Qatar’s education and technology sectors, as well as participating students and teachers.

The winners of the preparatory school category of the Sanea Competition for the Northern Areas 2023-2024 edition were:

- Al Khor Preparatory School for Girls were awarded first place for their project that converted kinetic energy generated during sports classes into electricity.
- The second place was secured by Talha bin Obaidullah Preparatory School for their “Smart Students Attendance Bracelet” project.
- Samisma Preparatory School for Boys won third place for the “Automated Plant Irrigation” project, aiming to electrify current watering processes used in agriculture.

The winners in the high school category were:

- Al Shamal Girls’ Secondary School received first place with their Attention Deficit Hyperactivity Disorder (ADHD) assistive device for students to maintain their focus during classes.
- Al Khor Girls’ Secondary School achieved second place for their project “Rayeq” to design a bracelet linked to a mobile application that monitors vital body activities.
- Al Ka’aban Boys’ Secondary School secured third place for their project “The Ambulance Signal” that facilitates ambulance movement on congested roads.



## Sanea Competition

**Abdullah Jabr Al-Bajari**  
Ibn Taymiyyah Secondary School for Boys

“I participated in the ‘Sanea’ Program in 2024 because I wanted to explore my interests in the field of engineering. The experience was one of the best I had. I felt great pride when presenting our prototype and seeing people’s admiration for it.

During the competition, I was introduced to various fields, such as programming, design, 3D printing, and electronics, and I also acquired problem-solving and teamwork skills. This experience helped me discover my passion for product development as well as personal growth. I realize that my participation in Sanea program was essential in developing my skills and will have an impact on my future career.”



## Sanea Competition

**Halima Al Kuwari**  
Al Khor Secondary School for Girls

“My experience in the Sanea program was enjoyable and enriching. The competition ignited my creativity and focused my thoughts on how to benefit my country with a product of my own creation, a national product that serves my community first. Working on our projects with the tools provided by the sponsors, I felt enthusiastic every time I entered the Sanea laboratory.

The journey equipped me with essential skills and sparked my interest in innovation and industry. Moving forward, I now have a clear understanding of selecting the best and most suitable materials. The program has also enhanced my scientific skills, which will be beneficial for my future engineering studies at university.”



## Sanea Competition

**Abdullah Salama**  
Science and Technology Laboratory Engineer at Talha bin Obaidullah Preparatory School

“This is my first participation in the Sanea program, and I have noticed its great impact, starting with the training of teachers, enabling them to transfer this knowledge and experience to students for years to come.”





# Our look ahead

- Governance
- Climate change and environmental action
- Operational responsibility
- Social and economic development



## Governance

### • New strategy to enhance compliance, ethical leadership, and business conduct

In December 2024, we concluded the current policy embedding program and will launch a revised strategy in 2025. This new strategy will focus on enhancing compliance, ethical leadership, and business conduct practices across QatarEnergy. We expect this refreshed approach to guide us over the next two to three years as we continue embedding these principles into our culture, business activities, and operations.

### • Group Governance Expectations Program

In 2025, we will update the GGEP expectations checklist to include feedback received from the pilot and begin the roll-out of the proposed implementation plan.

### • Launch of customized onboarding tool for JV directors

QatarEnergy has developed a tailored onboarding tool for new JV Directors, set to launch in 2025. This eLearning solution will feature a blend of conceptual content, interactive case studies, and assessments to engage learners. It will provide a standardized onboarding program available to Directors upon appointment, covering their role and the management of legal and compliance risks.

### • Increase engagement and awareness activities with group companies

As part of our commitment to sustainable and effective oversight, QatarEnergy will continue its initiative to strengthen governance practices across our portfolio, particularly in non-operated assets. This effort includes regular check-ins, targeted training, and collaborative discussions to address governance challenges. Key components are governance check-ins with legal and asset teams, specialized training, and fireside chats for open dialogue and knowledge sharing. By integrating governance into daily operations and equipping teams with the right tools, we aim to reinforce accountability, risk management, and long-term value creation across our group companies.



## Climate change and environmental action

- **Delivering on our targets**  
We will continue progressing emission reduction projects in order to achieve short and medium-term climate change related targets.
- **Support development of Carbon Management Framework for the State of Qatar**  
We will continue supporting development of standards and frameworks related to renewable energy certificates; carbon capture, utilization, and storage; emissions monitoring, reporting, and verification.
- **Methane measurements**  
We will continue progressing methane measurements under OGMP 2.0 from Level 3 reporting to Levels 4 and 5 for all material assets.
- **Groundwater assessment**  
We will continue with the next phases for the Ras Laffan groundwater monitoring study.
- **Continuation of the Particulate Matter Speciation Project**  
Monitoring of sensitive receptor locations at Dukhan and Mesaieed will be continued. Stack testing for particulate matter in Dukhan and Mesaieed is expected to commence in Q1 2025.
- **Marine ecology study**  
MIC is planning to carry out a modelling study to evaluate the effect of potential pollutants from outfalls and spills from industries on marine ecology. The study will review existing and future discharges in MIC and provide recommendations to improve the marine ecosystem.

## Operational responsibility

- In 2025, we will:
- Continue improving incident investigation competencies to build a professional HSE investigator community
  - Continue advancing training provider standards through performance reviews and improvement plans
  - Continue expanding the safety observation conversation program
  - Continue our efforts in transforming HSE culture
  - Continue operationalizing Safety Cases
  - Develop a barrier health management process
  - Roll out the management of change program
  - Expand the Occupational Health Foundation training program by providing refresher courses for doctors and training for nurses, physiotherapists, and other healthcare professionals across Qatar
  - Address asbestos hazards through a comprehensive assessment and management survey. This initiative will include the development of an electronic asbestos register integrated with the permit-to-work and health risk assessment systems.
- QatarEnergy will also continue to advance our Social Responsibility Strategy 2023-2027 by kicking off the pilot projects and programs.





# Appendix A:

## Performance data

- Responsible business conduct and governance
- Climate change and environmental action
- Operational responsibility
- Social and economic performance

### Introduction

The purpose of this datasheet is to provide a consolidated view of QatarEnergy’s selected sustainability performance metrics. These metrics cover our activities from January 1 to December 31 for the years indicated in the data tables.

		2020	2021	2022	2023	2024
Responsible business conduct and governance						
QatarEnergy governance bodies and structures [A]		GRI 2-24: Embedding policy commitments				
Board of Directors – members	number	7	7	7	7	7
Board Committee (Audit committee) – members	number	3	3	3	3	3
Board Committee (Audit committee) – meetings	number	4	4	4	4	4
Extended Leadership Team – members, including CEO	number	14	14	14	14	14
Ethics and compliance						
Training & awareness – foundational: staff		GRI 2-23: Policy commitments				
E-Code of Conduct completions by employees	%	100	100	100	100	100
% of employees agree or strongly agree with: To what extent do you agree with the statement "QatarEnergy is committed to doing business in accordance with its values and standards of conduct?"	%	92	90	93	92	90
In-person: Leadership Conversation Cafés – conducted	number	--	--	2	2	1
In-person: Conversation Cafés – attendees	number	--	--	700	500	250
Digital: Ethics Moments issued to staff	number	12	12	6	9	11
Digital: Point Bulletins issued to staff	number	--	--	6	9	11

Notes:

--: parameter was not tracked

[A] Governance body – formalized group of individuals responsible for the strategic guidance of the organization, the effective monitoring of management, and the accountability of management to the broader organization and its stakeholders (GRI).



		2020	2021	2022	2023	2024
Climate change and environmental action						
Scope 1 and 2 GHG emissions - equity boundary [A] [B] [C]		GRI 305: Emissions 2016				
Scope 1 - Direct GHG emissions	10^6 metric ton CO <sub>2</sub> e	38.2	38.9	43.3	43.9	44.3
Breakdown by segment						
Upstream [D]	10^6 metric ton CO <sub>2</sub> e	27.6	27.8	32.2	32.6	32.4
LNG facilities	10^6 metric ton CO <sub>2</sub> e	21.3	21.2	22.9	23.2	23.2
Refining and GTL	10^6 metric ton CO <sub>2</sub> e	1.7	2.2	2.0	2.2	2.4
Petrochemicals [E]	10^6 metric ton CO <sub>2</sub> e	5.2	5.2	5.1	5.0	5.4
Others [F] [N]	10^6 metric ton CO <sub>2</sub> e	3.7	3.7	4.0	4.0	4.1
Breakdown by geography						
Qatar	10^6 metric ton CO <sub>2</sub> e	37.1	38.0	42.3	43.1	42.9
Rest of World	10^6 metric ton CO <sub>2</sub> e	1.1	1.0	1.0	0.8	1.4
Scope 2 - Energy Indirect GHG emissions [G]	10^6 metric ton CO <sub>2</sub> e	1.8	1.8	2.2	2.2	2.3
Breakdown by segment						
Upstream [D]	10^6 metric ton CO <sub>2</sub> e	0.8	0.8	1.2	1.2	1.2
LNG facilities	10^6 metric ton CO <sub>2</sub> e	0.3	0.4	0.4	0.4	0.4
Refining and GTL	10^6 metric ton CO <sub>2</sub> e	0.3	0.3	0.3	0.3	0.4
Petrochemicals [E]	10^6 metric ton CO <sub>2</sub> e	0.4	0.5	0.5	0.5	0.5
Others [F] [N]	10^6 metric ton CO <sub>2</sub> e	0.3	0.2	0.3	0.3	0.3
Breakdown by geography						
Qatar	10^6 metric ton CO <sub>2</sub> e	1.7	1.7	2.1	2.1	2.2
Rest of World	10^6 metric ton CO <sub>2</sub> e	0.1	0.1	0.1	0.1	0.1

		2020	2021	2022	2023	2024
Scope 1 and 2 GHG emissions - operated boundary [A] [H]						
Scope 1 - Direct GHG emissions	10^6 metric ton CO <sub>2</sub> e	5.2	5.8	5.4	5.9	5.7
Scope 2 - Energy Indirect GHG emissions [G]	10^6 metric ton CO <sub>2</sub> e	0.6	0.6	0.6	0.7	0.7
GHG intensities [I] [J]		GRI 305: Emissions 2016				
GHG intensity - Upstream [B][D]	t CO <sub>2</sub> e/t production	0.23	0.24	0.25	0.26	0.25
GHG intensity - LNG facilities [B]	t CO <sub>2</sub> e/t production	0.30	0.30	0.31	0.31	0.31
GHG intensity - Refining and GTL [B]	t CO <sub>2</sub> e/t production	0.17	0.20	0.17	0.18	0.17
GHG intensity - Petrochemicals [K]	t CO <sub>2</sub> e/t production	1.24	1.21	1.14	1.20	1.17
GHG intensity - Fertilizers [K]	t CO <sub>2</sub> e/t production	0.88	0.90	0.84	0.88	0.86
GHG intensity - Metals [K]	t CO <sub>2</sub> e/t production	3.22	3.48	3.61	3.49	3.49
Flaring emissions - equity boundary [B] [J]		GRI 305: Emissions 2016				
GHG emissions from flaring - Upstream [D]	10^6 metric ton CO <sub>2</sub> e	1.6	1.8	1.8	2.1	1.9
Total gas flared - Upstream [D] [L]	MMSCF gas flared	30,471	30,643	29,734	35,366	32,788
LNG facilities flaring [L]	MMSCF gas flared	15,352	12,811	12,503	13,883	16,401
LNG facilities flaring Intensity [L]	%	0.51%	0.43%	0.39%	0.43%	0.51%
Methane (CH <sub>4</sub> ) emissions						
CH <sub>4</sub> intensity - LNG facilities	%	0.01%	0.01%	0.01%	0.01%	0.01%
Other CO <sub>2</sub> data - equity boundary [B]						
CO <sub>2</sub> captured and stored - LNG only	10^6 metric tons CO <sub>2</sub>	0.63	0.62	0.59	0.68	0.61



		2020	2021	2022	2023	2024
Energy consumption - operated boundary [H]		GRI302: Energy 2016				
Direct energy consumption	10^6 GJ	73	79	78	81	81
Direct energy intensity - [J] [M]		GRI302: Energy 2016				
Energy intensity - Upstream [B][D]	GJ/t production	3.6	3.7	3.8	3.8	3.8
Energy intensity - Refining and GTL [B]	GJ/t production	2.0	2.6	2.2	2.4	2.1
Energy intensity - Petrochemicals [K]	GJ/t production	21.3	21.1	21.1	21.3	20.3
Energy intensity - Metals [K]	GJ/t production	24.1	27.1	30.9	30.5	31.6

Notes:

- [A] With effect from 2020, global warming potentials used to convert non-CO<sub>2</sub> greenhouse gases to CO<sub>2</sub> equivalent are based on the IPCC Fifth Assessment Report over a 100-year time horizon.
- [B] Equity boundary reflects QatarEnergy’s share of emissions that correspond to our percent ownership. Please refer to the Supplement to this report for the list of included entities.
- [C] Breakdown may not add up to total due to rounding.
- [D] Upstream segment includes LNG liquefaction facilities.
- [E] Petrochemicals segment includes fertilizers.
- [F] Includes Metals, Power Generation and Water, and LNG regasification assets.
- [G] Scope 2 emissions are calculated using the location-based method.
- [H] Operational control boundary reflects 100% of the emissions from assets that are owned and operated by QatarEnergy.
- [I] In metric tons of scope 1+2 GHG emissions per metric ton of monetizable production.
- [J] Comprises assets located in the State of Qatar only.
- [K] Data for this particular parameter is reported on a 100% basis for venture (i.e., not adjusted for QatarEnergy’s percent ownership).
- [L] Volumes were normalised to Qatar Reference Gas (QRG) heating value of 1,000 BTU/scf.
- [M] Direct energy consumption per metric ton of monetizable production.
- [N] Data does not include emissions from several international assets in which QatarEnergy has indirect holdings.

		2020	2021	2022	2023	2024
Climate change and environmental action						
Air emissions - operated basis		GRI 305: Emissions 2016				
SO <sub>2</sub> emitted	10^3 metric ton	41	39	39	45	74
NO <sub>x</sub> emitted	10^3 metric ton	14	14	12	11	11
VOC emitted	10^3 metric ton	2.0	2.2	2.6	2.8	2.4
Particulate matter (PM) emitted	10^3 metric ton	--	--	1.2	1.4	1.0
Water management - operated basis [A] [E]		GRI 303: Water and effluents 2018				
Total water withdrawn - by source	10^6 m³	--	--	--	336	331
Surface water	10^6 m³	--	--	--	0	0
Groundwater	10^6 m³	--	--	--	27	23
Seawater	10^6 m³	--	--	--	256	256
Produced water	10^6 m³	--	--	--	45	45
From third-party [A]	10^6 m³	--	--	--	8	8
Total water withdrawn - by type	10^6 m³	--	--	--	336	331
Freshwater	10^6 m³	--	--	--	8	8
Other water	10^6 m³	--	--	--	328	323
Total water withdrawal from areas with water stress	10^6 m³	--	--	--	336	331
% of water withdrawn from areas with water stress	%	--	--	--	100%	100%
Total water discharged - by source	10^6 m³	--	--	--	281	278
to surface water	10^6 m³	--	--	--	0	0
to groundwater (other than to sea)	10^6 m³	32	25	28	32	29
to sea	10^6 m³	0.3	0.2	2.1	249	248
to third-party [B]	10^6 m³	--	--	--	0.1	0.1



		2020	2021	2022	2023	2024
Total water discharged - by type	10^6 m³	--	--	--	281	278
Freshwater	10^6 m³	--	--	--	0	0
Other water	10^6 m³	--	--	--	281	278
Total water discharged to all areas with water stress	10^6 m³	--	--	--	281	278
% of water discharged to all areas with water stress	%	--	--	--	100%	100%
Total water consumed	10^6 m³	--	--	--	55	54
Total water consumed from all areas with water stress	10^6 m³	--	--	--	55	54
% water consumed from all areas with water stress	%	--	--	--	100%	100%
Water recycled or reused [C]	10^6 m³	1.7	1.6	7.2	7.2	24.9
Waste management - operated basis [E]		GRI 306: Waste 2020				
Total waste generated during the year	10^3 metric ton	96	126	151	164	172
Non-hazardous waste generated	10^3 metric ton	79	118	137	149	159
Hazardous waste generated	10^3 metric ton	17	8	14	15	13
Total waste recycled	10^3 metric ton	1.8	2.5	4.2	6.9	12.4
Non-hazardous waste recycled	10^3 metric ton	0.9	0.9	1.0	3.5	10.5
Hazardous waste recycled	10^3 metric ton	0.9	1.5	3.2	3.4	1.8
Total waste to landfill	10^3 metric ton	--	--	146	157	160
Non-hazardous waste to landfill	10^3 metric ton	--	--	136	145	148
Hazardous waste to landfill	10^3 metric ton	--	--	11	12	11
Non-hazardous waste generated	%	82%	94%	91%	91%	93%
Hazardous waste generated	%	18%	6%	9%	9%	7%

		2020	2021	2022	2023	2024
Non-hazardous waste recycled	%	1%	1%	1%	2%	7%
Hazardous waste recycled	%	5%	20%	23%	23%	14%
Spills and discharges - operated basis		GRI 306: Effluents and Waste 2016				
Total hydrocarbon spills to the environment [D]	m³	--	--	39	21	108
Biodiversity - operated basis		GRI 304: Biodiversity 2016				
Total turtle nests protected	number	--	--	230	281	354
Total hawksbill turtle hatchlings released to sea	number	--	--	14,335	15,899	14,987
Total adult turtle encountered	number	--	--		103	164
Total new turtle tagging	number	--	--		61	81
Total recapture tag	number	--	--		42	83
Beach clean up and turtle release event	number	--	--		3	3

**Notes:**

--: parameter was not tracked

[A] Reported water withdrawal from third-party refers to potable water supplied by external provider, the exclusive operator of Qatar’s water and electricity distribution system (Kahramaa).

[B] Water discharge to third-party refers to municipal wastewater discharged into a public sewage network or transferred to an external sewage treatment facility, overseen by the Public Works Authority of Qatar (Ashghal).

[C] Includes produced water re-injected into reservoir for enhanced oil recovery from 2024.

[D] Defined as the total volume of liquid hydrocarbon spills that reached the environment (surface water, soil, groundwater). Does not include volumes that were subsequently recovered.

[E] Breakdown may not add up to total due to rounding.



		2020	2021	2022	2023	2024
Operational responsibility						
Workforce safety - operated basis [A]		GRI 403: Occupational Health and Safety				
Total work hours -workforce	10^6 hours	77	73	72	73	79
Work hours - employees	10^6 hours	17	16	16	16	17
Work hours - contractors	10^6 hours	60	57	56	57	62
Total fatalities - workforce	number	0	1	0	0	0
Employee fatalities	number	0	0	0	0	0
Contractor fatalities	number	0	1	0	0	0
Fatal accident rate - workforce	# of fatalities/100 million hours	0.00	1.36	0.00	0.00	0.00
Fatal accident rate - employees	# of fatalities/100 million hours	0.00	0.00	0.00	0.00	0.00
Fatal accident rate - contractors	# of fatalities/100 million hours	0.00	1.74	0.00	0.00	0.00
Lost time injuries - workforce	number	9	9	12	12	22
Employee lost time injuries	number	1	2	5	5	5
Contractor lost time injuries	number	8	7	7	7	17
Total lost time injury frequency (LTIF) - workforce	# of injuries/ 10^6 work hours	0.12	0.12	0.17	0.16	0.28
LTIF - employees	# of injuries/ 10^6 work hours	0.06	0.12	0.32	0.31	0.29
LTIF - contractors	# of injuries/ 10^6 work hours	0.13	0.12	0.12	0.12	0.28
Total recordable injuries - workforce	number	26	39	40	38	40
Total recordable injuries - employees	number	2	3	9	8	7
Total recordable injuries - contractors	number	24	36	31	30	33

		2020	2021	2022	2023	2024
Total recordable case frequency (TRCF) - workforce	# of injuries/ 10^6 work hours	0.34	0.53	0.56	0.52	0.51
TRCF - employee	# of injuries/ 10^6 work hours	0.12	0.19	0.57	0.49	0.41
TRCF - contractors	# of injuries/ 10^6 work hours	0.40	0.63	0.55	0.53	0.54
Process safety and asset integrity - operated basis		GRI 11: Oil and Gas Sector 2021				
Number of Tier 1 process safety events [B]	number	3	1	2	6	2
Number of Tier 2 process safety events [B]	number	6	2	1	1	4
Number of Tier 3 process safety events [C]	number	646	766	753	655	441

Notes:

- [A] In line with industry approach, we include contractor personnel under contractual Modes 1 and 2 as defined in IOGP Report 423 - HSE management – guidelines for working together in a contract environment, published in 2017. 100% of our employees and Mode 1 contractors were covered by our HSE management system in 2024.
- [B] Tier 1 and Tier 2: As per IOGP Report 456, an unplanned or uncontrolled Loss of Primary Containment is deemed to be a Tier 1 or a Tier 2 event based on the severity of the harm or damage caused, and the amount of material released.
- [C] Tier 3: Most incidents are classified as Tier 3 events, which consist of minor leaks of oil, gas, hydrocarbons, other chemicals, and water.



		2020	2021	2022	2023	2024
Social and economic performance						
Growing our talents		GRI 401: Employment 2016				
Employee headcount [A]	number	8,272	8,394	8,575	9,114	9,486
New joiners [B]	number	240	481	582	772	757
Voluntary attrition [C]	%	1.7%	1.8%	2.2%	1.8%	1.4%
Training hours - total	Hours	45,088	201,444	181,879	224,399	362,537
Average hours of training per employee [D]	Hours	5.5	24.0	21.2	24.6	38.2
Special recognition awards	Number	--	485	814	887	1,057
Economic performance [E]		GRI 201: Economic performance 2016				
Crude oil production	10^3 bbl/d	295	289	294	294	286
North Field Alpha Lean Gas	10^6 scf/d	717	632	661	652	695
Total refinery throughput	10^3 bbl/d	107	107	95	105	105
QatarEnergy procurement - goods and services		GRI 204: Procurement practices 2016				
QatarEnergy procurement						
Total procurement spend	mIn QR	9,198	9,600	12,542	12,100	19,450
Spend on suppliers based in Qatar	mIn QR	6,386	7,400	9,596	6,900	13,740
Local procurement spending	%	69%	77%	77%	57%	71%
Local procurement						
Registered suppliers	number	5,833	6,331	6,602	5,809	5,382
Registered suppliers based in Qatar	number	2,947	3,130	3,337	3,146	3,507
Percentage of Qatari registered suppliers	%	51%	49%	51%	54%	65%

		2020	2021	2022	2023	2024
In-Country Value (ICV)						
ICV registered companies - all sectors	number	--	--	--	3,550	4,808
ICV contribution - energy sector only	mIn QR	--	--	--	4,870	7,280
ICV certifications - status all sectors [F]	number	--	800	980	1,870	2,784
ICV certifiers - status all sectors [F]	number	--	12	12	24	24
ICV audit waves - all sectors	number	--	3	2	2	1
Supplier development [G]						
Total awarded suppliers (by capabilities) [H]	number	--	--	51	72	108
Total suppliers in operation [I]	number	5	17	19	37	47
Total suppliers supported with land allocation/construction	number	1	11	13	15	52
Total suppliers supported with qualification [J]	number	2	3	6	8	9
Social investment programs		GRI 203: Indirect economic impacts 2016				
QatarEnergy corporate spend	mIn QR	20.1	20.6	22.5	19.3	28.0

**Notes:**

--: parameter was not tracked

[A] Reflects the total number of employees as of December 31.

[B] Excludes employees joining QatarEnergy as a result of integration.

[C] This metric is calculated using the 12 months rolling average.

[D] Calculated as the total training hours divided by the employee headcount as of December 31.

[E] Please refer to our latest Annual Review for QatarEnergy’s financial performance, available on [www.qatarenergy.qa](http://www.qatarenergy.qa)

[F] Reflects the total number as of December 31 of each year.

[G] All metrics in this section are cumulative - i.e., reflect the number of suppliers since the inception of the program. We have updated some of the historical numbers following review of data.

[H] Tawteen awarded 101 opportunities to 87 suppliers since its inception through December 31, 2024. Each supplier may have more than one capability, which we track separately.

[I] Total number of suppliers that already deliver goods and services as per awarded opportunities.

[J] Total number of suppliers supported with qualification gaps to enable them to deliver goods and services as per awarded opportunities.



# Cautionary statement

This report has been prepared by QatarEnergy (the “Company”) solely for informational purposes. Certain information concerning industry trends and performance, non-financial metrics, estimates or other information that are subject to significant measurement uncertainties, which may include the methodology, collection and verification of data, various estimates and assumptions, and/or underlying data is/may be based upon or derived from information provided by third-party industry sources. The Company cannot guarantee the accuracy of information from third parties, some of which cannot be independently verified.

This report may contain certain forward-looking statements with respect to the Company’s results of operations and business and certain of the Company’s plans, intentions, expectations, assumptions, goals and beliefs regarding such items. These statements include all matters that are not historical fact and generally, but not always, may be identified by the use of words such as “believes”, “expects”, “are expected to”, “anticipates”, “intends”, “estimates”, “should”, “will”, “shall”, “may”, “is likely to”, “plans”, “outlook” or similar expressions, including variations and the negatives thereof or comparable terminology. These forward-looking statements reflect the Company’s current views with respect to future events and are not a guarantee of future performance or results. Actual results, performance or achievements of the Company may differ materially from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company’s present and future business strategies and the environment in which the Company will operate in the future and must be read together with such assumptions. Predictions, projections or forecasts of the economy or economic trends of the markets are not necessarily indicative of the future or likely performance of the Company, and the forecast financial performance of the Company is not guaranteed. No reliance should be placed on these forward-looking statements.

The Company undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. All subsequent written and oral forward-looking statements attributable to the Company or to persons acting on the Company’s behalf are expressly qualified in their entirety by the cautionary statements referred to above and contained elsewhere in this report.

The preparation of certain information in this report requires the application of a number of key judgments, assumptions and estimates, including with respect to the concept of sustainability and energy transition. The reported measures in this report reflect good faith estimates, assumptions and judgments at the given point in time. There is a risk that these judgments, estimates or assumptions may subsequently prove to be incorrect and/or may need to be restated or changed. Sustainability reporting and energy transition plans are not yet subject to the same globally recognized or accepted reporting or accounting principles and rules as traditional financial reporting. Accordingly, there is a lack of commonly accepted practices for us to follow or align to and such measures may be non-comparable between organizations in our industry. In addition, the maturity of underlying data, systems and controls that support non-financial reporting and energy transition planning is generally considerably less sophisticated than the systems and internal controls for financial reporting and also includes manual processes. This may result in non-comparable information between organizations and between reporting and energy transition planning periods within organizations as methodologies develop.

The further development of accounting and/or reporting and/or energy transition planning standards could materially impact the performance metrics, data points and targets contained in this report and the reader may therefore not be able to compare performance metrics, data points or targets from one reporting period to another, on a direct like-for-like basis. We plan to continue to enhance our methodology and processes to improve the robustness of our reporting and energy transition planning over time.

There is currently no single globally recognized or accepted, consistent and comparable set of definitions or standards (legal, regulatory or otherwise) of, nor widespread cross-market consensus (a) as to what constitutes, a ‘green’, ‘social’ or ‘sustainable’ or having equivalent-labelled activity, product or asset; or (b) as to what precise attributes are required for a particular activity, product or asset to be defined as ‘green’, ‘social’ or ‘sustainable’ or such other equivalent label; (c) as to climate and sustainable activities and their classification and reporting; or (d) as to energy and climate transition planning. Therefore, there is little certainty, and no assurance or representation is given that such activities and / or reporting of those activities will meet any present or future expectations or requirements.

Certain sections in this report contain energy transition and sustainability related forward-looking statements, such as aims, ambitions, estimates, forecasts, plans, projections and targets and other metrics, including but not limited to: climate and emissions, R&D and partnerships, development of products and services that intend to address sustainability-related concerns and sustainability related targets/ ambitions when finalized.

There are many significant uncertainties, assumptions, judgements, opinions, estimates, forecasts and statements made of future expectations underlying these forward-looking statements which could cause actual results, performance, outcomes or events to differ materially from those expressed or implied in these forward-looking statements, including, without limitation: (a) the extent and pace of climate change, including the timing and manifestation of physical and transition risks, (b) the macroeconomic environment; (c) uncertainty around future climate-related policy, including the timely implementation and integration of government policies; (d) the effectiveness of actions of governments, legislators, regulators, businesses, investors, customers and other stakeholders to mitigate the impact of climate and sustainability-related risks; (e) changes in customer behavior and demand, changes in the available technology for mitigation; (f) the roll-out of low carbon infrastructure; (g) the availability of accurate, verifiable, reliable, consistent and comparable climate-related data; (h) lack of transparency and comparability of climate-related forward-looking methodologies; (i) variation in approaches and outcomes (variations in methodologies may lead to under or overestimates, and consequently present exaggerated indication of climate-related risk); and (j) reliance on assumptions and future uncertainty (calculations of forward-looking metrics are complex and require many methodological choices and assumptions).

Accordingly, undue reliance should not be placed on these statements. Furthermore, changing national and international standards, industry and scientific practices, regulatory requirements and market expectations regarding climate change, which remain under continuous development, are subject to different interpretations.

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