



Table of Contents

Welcome	4	Operational responsibility	46
Message from the Chairman	6	Product stewardship	48
Message from the CEO	8	Water management	49
		Waste management	50
About Q-Chem	10	Biodiversity	51
Overview	11	Occupational health and safety	52
		Human rights	53
Governance in Q-Chem	16		
Corporate governance	18	Social & economic development	54
Business ethics and transparency	20	Economic performance	56
Innovation, digitalisation and cybersecurity	24	Human capital development and labour practices	57
		Employee engagement	62
Sustainability at Q-Chem	28	Diversity and equal opportunity	64
Sustainability governance	30	Qatarization	65
Sustainability framework	31	Procurement practices	66
Stakeholder engagement	32	Local communities	67
Alignment with the UN SDGs	34		
Climate change & energy optimization	36	Appendices	72
Environmental management	38	Appendix A: Qatar Stock Exchange (QSE)	74
Energy efficiency in operations	39		
Greenhouse gas emissions	40		
Environmental risks & opportunities	44		



Welcome

Qatar Chemical Company Ltd. (Q-Chem) is pleased to present its 2025 Sustainability Report, the 12th edition of our annual disclosure outlining the company’s environmental, social, and governance (ESG) performance. Through this report, we aim to provide our stakeholders with a clear and transparent overview of how our operations contribute to economic development while managing our environmental and social impacts responsibly.

The report reflects the sustainability performance and key initiatives of the three facilities operated by Q-Chem: Q-Chem, Q-Chem II, and Ras Laffan Olefins Company Ltd. (RLOC).

Reporting period

The information presented in this report covers the period from 1 January 2025 to 31 December 2025. In certain instances, historical data from previous reporting years are included to illustrate performance trends and provide additional context.

Reporting guidelines

The preparation of this report has been guided by the ESG Reporting Guidelines issued by the Qatar Stock Exchange (QSE) and the relevant Global Reporting Initiative (GRI) Standards. In addition, the report reflects our contribution toward the United Nations Sustainable Development Goals (UN SDGs) and supports the objectives of Qatar National Vision 2030.

Data sources

The data for this report were collected through a collaborative approach across Q-Chem’s internal systems and processes, including inputs from operational departments, HR systems, procurement records, environmental monitoring programs, etc. The report underwent an internal review by Q-Chem’s highest governance, senior management, shareholders and relevant subject-matter experts to ensure data accuracy and completeness.

Feedback

We value the perspectives of our stakeholders and welcome feedback regarding this report and our sustainability efforts. For comments or inquiries, please contact us at:

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Forward-looking statements

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

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

Message from the Chairman



2025 was a year in which Q-Chem demonstrated the strength of disciplined operations and robust governance. The successful execution of major turnaround activities across both Q-Chem II and RLOC stands as a clear example of this capability. These complex activities were completed with zero recordable injuries and zero Tier I or Tier II process safety incidents, reflecting the strength of our safety culture and operational discipline.

In parallel, we achieved measurable improvements in environmental performance. Targeted initiatives, including emissions reduction projects for NO_x and SO₂, as well as flare system optimization, delivered tangible results across our assets. The Near-Zero Liquid Discharge facility at RLOC progressed into its final commissioning phase, bringing us closer to significantly reducing water discharge from operations.

These outcomes are supported by a governance framework that continues to evolve. During the year, we strengthened our enterprise risk management processes, expanded risk visibility across our operations, and enhanced the tracking and implementation of mitigation actions. This ensures that risks are not only identified but actively managed and closed.

What matters is not only what we achieve, but how we achieve it. Success is driven by strong coordination between our teams, disciplined execution, and an unwavering commitment to doing things the right way.

Looking ahead, we will continue to focus on improving operational reliability, reducing emissions intensity, and enhancing resource efficiency, while maintaining strong governance and accountability across the organization.

Q-Chem's strength lies in its ability to execute consistently. In 2025, we demonstrated that strength and will continue to build on it.

Abdulrahman Al-Suwaidi
Chairman of the Board of Directors

“

What matters is not only what we achieve, but how we achieve it. Success is driven by strong coordination between our teams, disciplined execution, and an unwavering commitment to doing things the right way.

”

Message from the CEO



Our focus in 2025 was clear: to deliver safe and reliable operations while making measurable progress in environmental performance and workforce development.

Across Q-Chem, Q-Chem II, and RLOC, this focus translated into strong results. The year was anchored by the successful execution of major turnaround activities, including the largest turnaround in Q-Chem II's history, alongside critical activities at RLOC. These were completed over approximately 7 million work hours without a recordable injury and with zero Tier I or Tier II process safety incidents, demonstrating the strength of our safety culture.

Operational improvements also resulted in a significant reduction in flaring, reinforcing the strong link between operational excellence and environmental performance.

We continued to make tangible progress in reducing air emissions through targeted operational improvement projects. In Mesaieed, a NO_x reduction initiative at Catalyst Activator 1 achieved approximately 50% lower emissions compared with the original design, while enhancements to the thermal oxidizer at RLOC reduced SO_x emissions by approximately 25% compared with original design levels. At the same time, emissions monitoring was strengthened through systems such as Continuous Emissions Monitoring Systems (CEMS) and Leak Detection and Repair (LDAR) programmes, alongside enhanced methane management in collaboration with QatarEnergy.

Water and waste management remained key priorities. The Near-Zero Liquid Discharge project at RLOC progressed into its final commissioning stage, supporting increased water reuse and reduced wastewater discharge. Waste minimization initiatives also delivered strong results, with substantial volumes diverted from landfill.

Our people remain central to everything we do. During the year, we delivered over 18,000 training hours and continued to invest in structured learning, leadership development, career progression, and talent development programs to build the capabilities of our workforce.

We also strengthened the systems that support how we operate, including enterprise risk management, business continuity, digitalization, and cybersecurity.

I would like to thank our employees, partners, shareholders, and stakeholders for their continued commitment and contribution. We will build on this progress and continue improving our performance in the years ahead.

Khalid Sultan Al-Kuwari
Chief Executive Officer

“

The year was anchored by the successful execution of major turnaround activities, including the largest turnaround in Q-Chem II's history, alongside critical activities at RLOC.

”

About Q-Chem

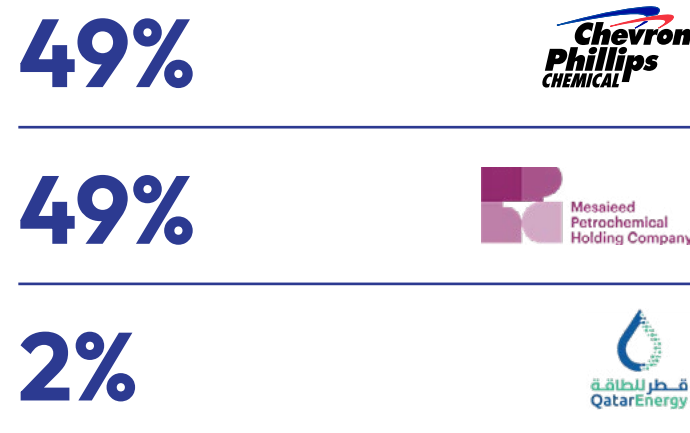
Overview

Q-Chem was established in 1997, with commercial production commencing in 2004. The company operates as a joint venture between Mesaieed Petrochemical Holding Company (MPHC), Chevron Phillips Chemical International Qatar Holdings LLC (CPCChem), and QatarEnergy.

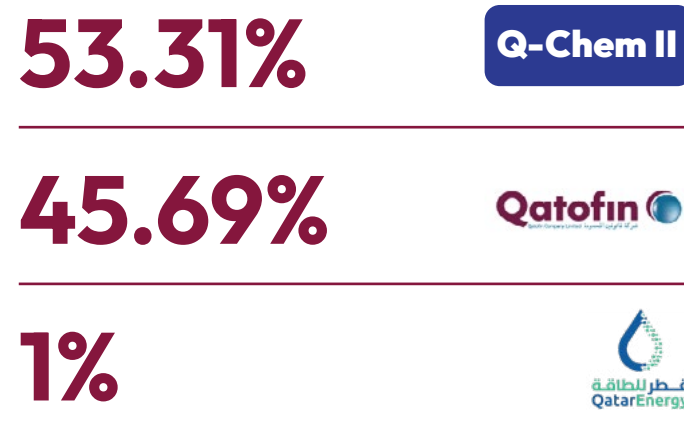
Q-Chem operates in conjunction with its affiliated entities Q-Chem II and RLOC. Q-Chem and Q-Chem II are located in Mesaieed Industrial City (MIC), while RLOC is based in Ras Laffan Industrial City (RLIC). Q-Chem's operations emphasize safe and efficient production, while contributing to Qatar's industrial development and creating long-term value for employees, shareholders, customers, and the national economy.



Q-chem and Q-chem II ownership structure



RLOC ownership structure



Products

Q-Chem produces a portfolio of petrochemical products:



Our Vision

To achieve sustainable growth aligned with Qatar National Vision and become a leading world-class petrochemical operator by 2027.



Our Mission

To safely and responsibly produce key petrochemical products while creating value for employees, customers, shareholders, and the State of Qatar.

Our Values

Q-Chem's operations are guided by a set of core values that shape our culture and reinforce our commitment to responsible and sustainable business practices.

- 
Safety
 Prioritizing a safe and healthy workplace where everyone is responsible and empowered to prevent unsafe practices.
- 
Care and respect for all people
 Fostering an inclusive culture that respects all individuals regardless of background or beliefs.
- 
Pursuit of Excellence
 Striving for the highest standards and continuous improvement across all operations.
- 
Accountability
 Taking full responsibility for actions, decisions, and performance at all levels.
- 
Green Company
 Committing to environmental protection and minimizing operational impacts.
- 
Social Responsibility
 Actively supporting and engaging with local communities to create positive social impact.
- 
Trust and Integrity
 Building transparent, ethical relationships with all stakeholders.



Memberships

Q-Chem actively participates in industry associations and collaborative platforms that promote responsible operations, environmental stewardship, and community engagement, including:

MIC Environmental, Safety, Emergency Response and Community Outreach Working Subcommittee

Ras Laffan Community Outreach Program and Laffan Environmental Society (LES)

Gulf Petrochemicals and Chemicals Association (GPCA)

European Petrochemical Association (EPCA)

GPCA Industrial HSE Digitization and Operational Clean Sweep® (OCS) Taskforce

Responsible Care® initiatives, including Supply Chain, International Trade, Research and Innovation, Procurement and Gulf Safety and Quality Assessment for Sustainability

Certifications

Q-Chem maintains internationally recognized management systems that support quality, environmental protection, and occupational health and safety across its operations:

 ISO 9001:2015 - Quality management System

 ISO 14001:2015 - Environmental Management System

 ISO 45001:2018 - Occupational Health and Safety Management

 RC 14001: 2023 - Environmental, Health, Safety and Security Management System



For more information on our certifications [please visit our website](#).

Awards

Q-Chem continues to be recognized across the industry. In 2025, the company received:



TotalEnergies Excellence in Safety Award

received by RLOC.



CPChem Operational Excellence Award

for Waste “Catalysts, Chemicals, and Additives (CCA), Mole Sieves, and Spent Carbon Recycling”.



QatarEnergy Crystal Award

Supporting Qatarization.

Governance in Q-Chem

Material topics

Corporate governance

Business ethics and transparency

Innovation, digitalization and cybersecurity

UN SDGs



383

risks identified in 2025 ERM cycle,
including 136 new risks



ZERO

confirmed cyberattacks in 2025,
supported by advanced cybersecurity
systems and 24/7 monitoring



Q-RM@

system enhancement, improving risk
tracking, accountability, and reducing
workload by 10–15%



71

participants engaged in Risk Champions
capability-building workshops across
Q-Chem locations



Corporate governance

Q-Chem maintains a strong corporate governance framework that supports effective oversight, accountability, and strategic decision-making across its operations. The governance structures of Q-Chem, Q-Chem II, and RLOC are designed to ensure alignment between management, shareholders, and the Board of Directors, while promoting transparency and responsible business conduct.

Board of Directors

Each Q-Chem company is governed by a Board of Directors made up of representatives from key shareholders and partner organizations, ensuring balanced oversight and effective governance. The boards include appointed leadership roles such as Chairman, Vice Chairman, and Board Secretary, with representation from major partners including CPChem and QatarEnergy. The CEO of Q-Chem also serves on the boards of Q-Chem and Q-Chem II, providing operational insight and supporting alignment between management and the Board.

Shareholder engagement

Q-Chem maintains regular engagement with its key shareholders, including QatarEnergy, Qatofin, CPChem, and MPH. Communication and oversight are facilitated through several formal channels, including:

- Board meetings for Q-Chem, Q-Chem II, and RLOC
- Business Risk Committee meetings
- Quarterly coordination meetings with QatarEnergy
- Annual budget meetings with shareholders
- Quarterly Board Audit Committee meetings
- Quarterly Board Governance Committee meetings.



Qatar Chemical company Ltd. (Q-Chem) Board Members



Abdulrahman M Al-Suwaidi
Chairman



Khalid Sultan Al-Kuwari
Chief Executive Officer
(CEO), Board Member



Abdullah Omar Al Dafaa
Deputy Chairman



Bryan Canfield
Board Member



Jay Bickett
Board Member

Ras Laffan Olefins Company Ltd. (RLOC) Board Members



Abdulrahman M Al-Suwaidi
Chairman



Abdullah Omar Al Dafaa
Deputy Chairman



Dr. Mohammed Al-Mulla
Board Member



Bryan Canfield
Board Member



Amir Kabbej
Board Member

Business ethics and transparency

Q-Chem conducts its business with integrity, transparency, and accountability. The company maintains policies, management systems, and governance structures that promote ethical behavior, prevent corruption, and ensure compliance with applicable laws and regulations. These frameworks guide employees and business partners in maintaining responsible business practices.

Operational excellence and compliance

Q-Chem's Operational Excellence System enhances efficiency, standardization, and aids compliance efforts across the operations of our organization. The system aligns with global standards and best practices and addresses key areas including environmental stewardship, health and safety, reliability, and quality management.

Further information on Q-Chem's Operational Excellence policy is available on the company's [website](#).

Ethical conduct and anti-corruption

Q-Chem has established measures to prevent corruption, including bribery and fraud, while supporting employees and business partners in conducting business with integrity. The company has implemented an Anti-Bribery and Anti-Corruption procedure supported by internal controls and clear expectations for ethical conduct.

The company's Code of Conduct provides the ethical foundation for responsible business practices and outlines the standards expected from employees, suppliers, contractors, and other business partners. It also addresses issues such as conflicts of interest and responsible decision-making.

To ensure that these policies are well understood and effectively implemented, Q-Chem provides training programs for employees on ethical conduct and compliance requirements. In addition, employees and stakeholders can seek guidance or raise concerns related to business conduct through mechanisms described in the Code of Conduct and Conflict of Interest policies.

Enterprise risk management and business continuity

Q-Chem maintains a structured Enterprise Risk Management (ERM) framework and Business Continuity Management (BCM) program to strengthen operational resilience and ensure preparedness for potential disruptions. These frameworks support the company's ability to identify, assess, manage, and monitor strategic, operational, and sustainability-related risks while maintaining safe and reliable operations.

The ERM process is coordinated by the Enterprise Risk Manager and supported by structured governance mechanisms involving senior leadership. Risk oversight is provided through an escalation model progressing from Workgroups to the Operational Risk Evaluation Committees, Enterprise Risk Evaluation Committee, and the Business Risk and Crisis Management Committee, which reports to the Board. This structure ensures that material risks are escalated appropriately and incorporated into strategic decision-making.

Risk exposure, including financial and non-financial risks, is reviewed annually through a structured risk cycle supported by the Q-RM@ risk management system, which enables consistent risk identification, assessment, mitigation, and tracking across the organization. The 2025 ERM Cycle, completed in July 2025, identified 383 risks, including 6 enterprise-level risks, 89 tactical risks, and 288 workgroup-level risks, of which 136 were newly identified during the reporting cycle. All identified risks are supported by mitigation actions recorded in Q-RM@ and are managed toward a residual risk level of 1 or 2, which serves as the company's effective risk appetite in the absence of a formally defined risk appetite statement.

To strengthen risk awareness and capability across the organization, Q-Chem continued to build the capacity of its Risk Champions network, delivering location-wide capability-building workshops involving 71 participants, as well as a dedicated session for the newly appointed Risk Champions during the year. These initiatives support consistent risk identification practices and enhance collaboration between operational teams and risk management functions.

The company also continued improving the usability and governance of its Q-RM@ risk management system, introducing targeted enhancements in 2025 designed to streamline ERM cycle execution, strengthen internal controls, and improve accountability for mitigation actions. These improvements included clearer risk-naming fields to standardize risk statements, automated reminder notifications at defined intervals, restrictions on residual risk submissions to prevent incomplete approvals, and automated notifications to action owners following assessment submissions. Together, these enhancements are expected to reduce participant workload by approximately 10–15%, while strengthening quality controls at the risk assessment stage and improving follow-up on mitigation actions. Implemented in coordination with Q-Chem's Information Systems team and Q-RM@ administration stakeholders, these improvements contribute to greater efficiency in the risk management process and enhance the quality of risk information used for decision-making.



In 2025, Q-Chem strengthened its enterprise risk management practices by conducting externally facilitated risk identification workshops in collaboration with CPChem. These workshops were organized at Q-Chem, Q-Chem II and RLOC at the beginning of the 2025 ERM cycle, supporting compliance with Operational Excellence risk management requirements and enhancing the quality of risk identification across the organization.

The workshops were designed to bring together Q-Chem leadership teams, functional experts, and the Risk Champions network to review operational risks and emerging challenges in a structured and collaborative environment. A key priority was ensuring that insights generated during the sessions were systematically translated into formal risk entries within the Q-RM@ with mitigation actions tracked through the Action Tracker.

To achieve this, Q-Chem implemented a structured approach that included multi-session facilitated workshops, post-cycle consolidation of risk registers, validation of priority risk areas with managers and Risk Champions, and identification of additional gaps outside the regular cycle. Selected mitigation actions were then assigned timelines and monitored through the Action Tracker to ensure accountability and follow-through.

As a result, the initiative strengthened the discipline and effectiveness of the ERM cycle by improving the quality and consistency of risk identification across locations. Several workshop-derived topics were converted into formal risk entries with defined mitigation measures, including operational safety improvements such as enhanced traffic and lighting controls in bulk loading areas.

The workshops also demonstrated the value of combining external facilitation with internal digital governance tools, ensuring that insights generated during collaborative discussions were translated into actionable risk controls rather than remaining as workshop outputs.

Looking ahead, Q-Chem plans to maintain a structured closure loop for workshop outcomes, linking risk identification, assessment, prioritization, mitigation, and closure. Priority topics identified through these workshops will also be embedded into future ERM cycles, supporting continuous improvement in risk governance and operational resilience.

For more information on cybersecurity risks please refer to "Data privacy and cybersecurity" section.

Business continuity and crisis management

Q-Chem's Business Continuity Management framework is designed to maintain critical operations during potential disruptions and strengthen the company's overall resilience. As part of this framework, the company conducts periodic Business Continuity Plan testing exercises and scenario-based drills to assess response readiness and improve crisis management capabilities.

During 2025, Q-Chem continued strengthening its BCM governance framework through updates to governance documentation and policy clarifications within the Key Business Documents (KBD) lifecycle, supporting consistent terminology and requirements across the organization. The RLOC Facility Business Continuity Plan was revised and communicated across the workforce, improving accessibility and awareness of business continuity procedures.



In 2025, Q-Chem launched a joint Crisis Management and BCM modernization project aimed at strengthening organizational resilience and aligning internal processes with ISO 22301, the international standard for business continuity management systems.

The project forms part of a broader effort to enhance preparedness for operational disruptions by strengthening governance frameworks, improving crisis response capabilities, and standardizing continuity practices across the organization. A key objective of the project is to ensure that Q-Chem's business continuity and crisis management arrangements remain aligned with evolving operational risks and best international practices.

As part of the project, Q-Chem established a multi-year roadmap for strengthening resilience through improved crisis management planning, structured training programs, and scenario-based drills. The project also includes a formal ISO 22301 gap assessment to evaluate the maturity of existing BCM practices and identify opportunities for further alignment with international standards.

Geopolitical risk management

As part of strengthening its risk management practices, Q-Chem introduced a geopolitical risk management methodology to evaluate potential geopolitical developments that may affect operations or supply chains. The methodology involved consultations with Chiefs, Plant Managers, and Deputy Plant Managers to identify and assess relevant risks.

The assessment considered potential threats such as trade tensions, environmental pressures, cybersecurity risks, and geopolitical developments in the region. Across Q-Chem's operational footprint in MIC, RLIC, and Amwal Tower, a total of 15 geopolitical risks were identified and assessed, enabling the company to incorporate mitigation measures into its broader resilience and risk management processes.

The project is being implemented through collaboration between the Enterprise Risk Management function, Chief HSE Officer function and cross-functional stakeholders, supported by an external consultant under a structured project approach. This collaborative model ensures that improvements in governance documentation are closely linked with operational readiness measures, including drills and standardized recovery strategies.

Looking ahead, Q-Chem plans to complete the ISO 22301 gap assessment, refresh crisis management and business continuity plans across operational locations, conduct scenario-based drills, and establish a regular testing schedule to further strengthen resilience and continuity preparedness.

Sustainability risk integration and monitoring

Sustainability-related risks are fully integrated into Q-Chem's overall risk management framework and follow the same Enterprise, Tactical, and Workgroup risk ranking criteria applied across the organization. Risks that are considered materially significant are escalated through the governance structure for further review.

Risk assessments are conducted using a standardized 5x5 risk matrix, which evaluates risks based on likelihood and impact. Risks are categorized as Unmitigated, Mitigated, or Residual, while additional qualitative factors such as time to impact, scope of consequences, context, and feasibility of response are also considered.

Monitoring mechanisms include Key Risk Indicators (KRIs) for enterprise risks, regular committee reviews through Operational Risk Evaluation Committees, Enterprise Risk Evaluation Committee, Business Risk, and Crisis Management Committee, and continuous updates within the Q-RM@ risk management system. Mitigation actions for enterprise and tactical risks are tracked through the Action Tracker, while organizational resilience is evaluated through Business Continuity Plan exercises and scenario drills.

Inputs used to identify and assess sustainability-related risks include workgroup risk registers and leadership insights across Q-Chem's operations in MIC, RLIC, and Amwal Tower.



Innovation, digitalization, and cybersecurity

Q-Chem recognizes that secure digital infrastructure and advanced technologies are critical to maintaining reliable operations and protecting sensitive information. The company continues to strengthen its digital capabilities while implementing cybersecurity and data protection measures to defend its information systems and industrial control environments.

Data privacy and cybersecurity

Q-Chem has taken steps to comply with Qatar's Data Privacy Law No. 13. To support compliance, the company has established a Privacy Policy and governance framework aligned with the requirements of the law. A Data Privacy Impact Assessment has been conducted to identify departments that store or process personal information and to implement appropriate controls to ensure that such data is handled securely.

The company maintains policies and procedures to ensure that personal information handled within the organization is protected in accordance with applicable regulatory requirements.

Cybersecurity remains a critical priority for Q-Chem, particularly given the importance of protecting its IT systems and industrial control systems. The company applies a multi-layered cybersecurity approach that combines technical safeguards, governance measures, and employee awareness programs. Key cybersecurity measures implemented include:

Incident response and recovery

The company maintains documented Incident Response, Business Continuity, and Disaster Recovery plans to ensure rapid response and recovery in the event of cybersecurity incidents. Digital forensic tools and standardized response playbooks support effective incident management.

User awareness and training

Cybersecurity awareness is promoted through regular security awareness training, phishing simulations, and employee communications, helping staff recognize and respond to social engineering threats.

Data protection

Q-Chem's data protection practices align with Qatar's Data Privacy Law No. 13, as well as international standards and frameworks such as ISO 27001, ISA 62443, and the National Cyber Security Agency's National Information Assurance Policy.

Network and endpoint security

Q-Chem deploys network segmentation and micro-segmentation to limit lateral movement within systems. Intrusion detection systems, security information and event management platforms, and endpoint detection and response tools are used to monitor potential threats in real time.

Patch and vulnerability management

The company regularly patches IT and operational technology systems to mitigate vulnerabilities, including potential zero-day threats. Continuous vulnerability scanning and remediation processes support proactive risk management.

Identity and access management

Strong identity management practices are implemented, including privileged access controls, least-privilege access principles, and multi-factor authentication to safeguard system access.

Zero

confirmed cyberattacks or
data breaches



In addition, Q-Chem continues to strengthen its data governance practices through the implementation of data classification and labelling frameworks, which categorize information based on sensitivity and criticality to ensure appropriate handling and protection. These measures are supported by Data Leak Prevention (DLP) technologies, which provide automated monitoring and enforcement mechanisms to detect and prevent unauthorized data transfers. Together, these controls enhance regulatory compliance and reduce risks associated with the handling of sensitive organizational information.

Cybersecurity risks are integrated into Q-Chem's ERM framework. Continuous monitoring is conducted through a 24/7 Security Operations Center, enabling real-time threat detection and response. Risk assessments are performed regularly and reviewed by relevant governance bodies, including Board Risk Committees.

Compliance and maturity are further supported through periodic audits and assessments, including QatarEnergy Cybersecurity Audits and National Cyber Security Agency (NCSA) Cyber Risk Capability Assessments. Cybersecurity metrics, including attempted and actual cyber incidents and potential data breaches, are monitored and reported as part of the company's governance processes. Risks related to IT and ICS systems are also recorded in the Q-RM system and monitored throughout the ERM cycle.



In November 2025, Q-Chem showed strong cyber readiness during the QatarEnergy Cyber Drill 2025, where the Q-Chem team secured first place in the technical category, outperforming oil and gas sector companies across Qatar. The team also achieved third place in the Management of Security Incidents category, highlighting effective coordination, leadership decision-making, and incident response capabilities.



Digitalization

Q-Chem's digitalization journey is guided by its Digital Transformation Framework, which supports the company's efforts to improve operational efficiency, strengthen data management, and enhance decision-making.

In 2025, Q-Chem continued to advance its sustainability-driven digitalization journey, with the Digital Office serving as the central enabler, governance body, and integrator of digital initiatives across the organization. This progress was further supported by the Digital Champions network, comprising representatives from various departments, established to drive digital transformation, foster cross-functional collaboration, and promote knowledge sharing.

Through this coordinated approach, digital initiatives progressed from idea generation to proof-of-concept development and full-scale deployment, with more than 10% directly contributing to sustainability objectives. Central to this effort is the internally developed Digital Office platform, which provides a single source of truth and centralized visibility for tracking all digital initiatives. Supported by standardized governance workflows, the platform enhances ownership, transparency, and accountability, enabling Q-Chem to translate digital innovation into measurable sustainability outcomes.

In June 2025, Q-Chem advanced the implementation of a centralized Identity and Access Management (IAM) solution to streamline user identity lifecycle management across key systems, including Active Directory, email platforms, and SAP. The initiative included knowledge transfer sessions to align stakeholders on workflows, integrations, and responsibilities, as well as configuration activities, user acceptance testing, contractor account updates, and targeted training. This effort contributes to improved cybersecurity, operational efficiency, and system integrity.

In the fourth quarter of 2025, Q-Chem initiated projects aimed at reducing reliance on paper-based processes. High-usage manual forms were identified for digitalization, with ongoing efforts to make them accessible via tablets and mobile devices. In parallel, the Enterprise Content Management (ECM) system, which houses process and design documentation, is being prepared for field access through mobile-enabled platforms.

These initiatives are expected to reduce paper and toner consumption by at least 15% across the organization. Beyond resource efficiency, the transition to digital forms enhances process efficiency and data accessibility, enabling seamless integration across systems and improving the availability and reliability of information for decision-making.

15%

estimated reduction in paper and toner consumption across the organization.



+10%

of digital initiatives directly contributed to sustainability objectives.



Sustainability at Q-Chem

Overview

Sustainability is a core element of Q-Chem's business strategy and operational philosophy. The company integrates sustainability principles into its decision-making processes to ensure responsible management of environmental, social, and economic impacts. By embedding sustainability into its operations, Q-Chem aims to enhance performance, support long-term business resilience, and create value for its stakeholders while contributing to Qatar's sustainable development ambitions.

Sustainability governance

Senior leadership plays an active role in overseeing Q-Chem's sustainability framework, performance, and disclosures. The Sustainability Steering Committee, composed of senior management including all Chiefs and Plant Managers, provides oversight of the company's sustainability agenda and ensures alignment with corporate priorities.

The Committee is responsible for reviewing and approving the sustainability report, including the identification and validation of material topics and key sustainability disclosures. Through this role, the Committee ensures that sustainability considerations are systematically incorporated into strategic planning, operational decision-making, and corporate governance processes.

Q-Chem has established
a Sustainability Steering
Committee



Stakeholder engagement

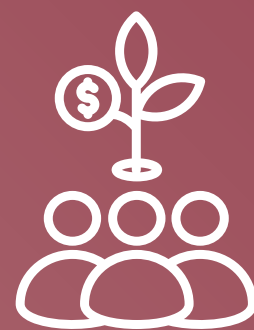
Q-Chem recognizes that strong stakeholder relationships are essential for advancing its sustainability objectives. The company's stakeholder engagement approach is based on transparency, inclusivity, and open dialogue.

Q-Chem engages with its stakeholders through various channels, including meetings, consultations, surveys, and feedback platforms. This approach enables the company to better understand stakeholder expectations, address concerns, and incorporate stakeholder perspectives into its decision-making processes.



Sustainability framework

Q-Chem's sustainability framework is structured around three key focus areas that guide the company's priorities and initiatives



Climate change and energy optimization



Reduce greenhouse gas emissions

Reduce the amount of GHG released into atmosphere, such as carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O), that trap heat in the atmosphere and contribute to global warming and climate change warming.



Improve energy efficiency in operations

Optimize energy usage across various operational activities to reduce overall consumption. This may involve implementing more efficient technologies to reduce energy consumption.

Operational responsibility



Follow the best process of safety practices

Ensure we operate the assets and operational processes following the most rigorous safety regulations and best practices.



Minimize water consumption and promote responsible water use

Enhance the efficiency of our water use, reducing wastage and conserving water through innovative processes and technologies.



Minimize waste generation and promote recycling and waste segregation

Ensure that the waste generated is managed effectively through proper segregation and recycling.



Prevent risks related to people's health and safety

Ensure safe working conditions, promote employee well-being, and strengthen our commitment to a culture free of incidents and injuries for all staff and contractors.

Social and economic development



Engage with and support local communities in Qatar

Contribute positively to community well-being, integrating sustainability initiatives that foster both community development and environmental stewardship.



Support local businesses through our supply

Increase the contribution for "In-Country Value" (ICV) by increasing purchasing from local suppliers.



Invest in employee continuous learning and skill development

Provide personal and professional development opportunities in a safe and rewarding work environment to attract and retain a diverse, high-caliber national and international workforce.

Alignment with the UN SDGs

UN SDG 3  GOOD HEALTH AND WELLBEING	Q-Chem Contribution - Achieved zero Tier I and Tier II process safety incidents across operations in 2025 - Completed major turnaround activities with approximately 7 million working hours without recordable injury - Implemented health and well-being initiatives, including heat stress management and medical surveillance programs
UN SDG 4  QUALITY EDUCATION	Q-Chem Contribution - Delivered over 18,000 training hours to employees in 2025 - Implemented structured talent development programs, including Exceed, SHiFT, and Career Compass - Conducted post-training impact assessments to ensure effectiveness of learning programs
UN SDG 5  GENDER EQUALITY	Q-Chem Contribution - Promotes equal opportunity through structured recruitment and internal mobility processes. - Supports the development of female employees through targeted training initiatives. - Maintains workforce diversity representing 45 nationalities and an inclusive workplace culture.
UN SDG 6  CLEAN WATER AND SANITATION	Q-Chem Contribution - Progressed Near-Zero Liquid Discharge (NZLD) project to final commissioning stage. - Implemented water reuse initiatives, including treated water use in operational processes. - Maintained continuous monitoring of water use and effluent quality through Environmental Monitoring and Reporting System (EMRS).
UN SDG 7  AFFORDABLE AND CLEAN ENERGY	Q-Chem Contribution - Continuously improves energy efficiency through operational optimization and technology enhancements. - Achieved a 6% reduction in indirect energy use compared with 2023. - Established voluntary energy intensity reduction targets (2019–2030). - Improved furnace efficiency, optimized heat transfer, and reduced flaring to lower energy consumption and emissions.
UN SDG 8  DECENT WORK AND ECONOMIC GROWTH	Q-Chem Contribution - Maintained stable operations supporting global product supply across key markets. - Reached 273 Qatari employees, supporting national workforce development. - Achieved 94.7% local procurement in services and 81.5% in materials.
UN SDG 9  INDUSTRY, INNOVATION AND INFRASTRUCTURE	Q-Chem Contribution - Advanced digital transformation through centralized Digital Office platform. - Implemented identity and access management (IAM) system across key operational systems. - Digitalized high-usage manual processes to improve efficiency and reduce paper consumption.
UN SDG 10  REDUCED INEQUALITIES	Q-Chem Contribution - Maintained workforce diversity with representation from 45 nationalities. - Promoted equal opportunity through structured recruitment and internal mobility processes. - Supported development of female employees through targeted training initiatives.

Q-Chem’s sustainability approach aligns with the UN SDGs. The company has identified 10 goals that are most relevant to its operations and priorities, guiding its efforts to contribute to sustainable development while creating positive environmental, social, and economic impacts.

UN SDG 12  RESPONSIBLE CONSUMPTION AND PRODUCTION	Q-Chem Contribution - Over 2,400 tons of waste diverted from landfill through approved recycling and recovery pathways. - Implemented the Chemicals, Catalysts and Additives (CCA) recycling programme to recover spent catalysts and chemicals where feasible. - Enhanced waste segregation, recycling, and resource recovery across operations.
UN SDG 13  CLIMATE ACTION	Q-Chem Contribution - Achieved ~60% reduction in flaring during the Q-Chem II turnaround compared with previous turnaround activities. - Catalyst Activator 1 project achieved ~50% lower NOx emissions than the original design, while the RLOC thermal oxidizer project reduced SO₂ emissions by ~25% compared with original design levels. - Enhanced methane monitoring and management through collaboration with QatarEnergy, including satellite-based detection and investigation.
UN SDG 14  LIFE BELOW WATER	Q-Chem Contribution - Environmental Management System includes protection of marine environments. - Conducted an extensive marine environmental study in the coastal area surrounding Mesaieed, including sediment analysis, water sampling, benthic communities, and megafauna assessments. - Continuously monitors wastewater quality and effluent discharges to prevent impacts on the marine environment. - Progressing the Near-Zero Liquid Discharge (NZLD) project to reduce wastewater discharge and increase water reuse. - Organized Turtle Beach Clean-Up Day as part of employee volunteering initiatives.
UN SDG 15  LIFE ON LAND	Q-Chem Contribution - EMS covers protection of land, soil, and surrounding ecosystems. - Conducts biodiversity assessments and integrates biodiversity considerations into environmental impact assessments and permitting processes. - Baseline biological surveys confirmed no critical habitats within operational boundaries while maintaining biodiversity management measures. - Supports environmental initiatives including tree plantation activities (RLC Tree Day Plantation Drive).
UN SDG 16  PEACE, JUSTICE AND STRONG INSTITUTIONS	Q-Chem Contribution - Strengthened enterprise risk management framework with enhanced risk tracking and governance. - Implemented Anti-Bribery and Code of Conduct policies across operations and supply chain. - Achieved first place in QatarEnergy Cyber Drill technical category.
UN SDG 17  PARTNERSHIPS FOR THE GOALS	Q-Chem Contribution - Collaborated with QatarEnergy on methane monitoring and sustainability initiatives. - Actively participated in GPCA and Responsible Care® programs. - Partnered with community and educational institutions for awareness and development initiatives.

Climate change and energy optimization

Material topics

Energy efficiency in operations

Greenhouse gas emissions

Climate risks and opportunities

UN SDGs



60%

reduction in flaring during the Q-Chem II turnaround compared with previous turnaround activities



24/7

emissions monitoring enabled through integrated environmental systems and real-time data tracking



50%

reduction in NOx emissions achieved through the Catalyst Activator optimization project at the MIC facility, with Catalyst Activator 1 now operating at emission levels 50% lower than the original design



Environmental management

Q-Chem has processes in place aimed at reducing the environmental impact of its operations. Environmental management is guided by the company's Environmental Management System (EMS), which is embedded within the Operational Excellence Policy. The EMS is aligned with ISO 14001 and RC 14001 and applies to all company operated facilities, including those located in MIC, RLIC, and the company Headquarters in Doha.

The scope of the EMS covers a broad range of environmental aspects, including:

-  air emissions management, including greenhouse gases (GHG), flaring, venting, Leak Detection and Repair (LDAR) programs, and Continuous Emissions Monitoring Systems (CEMS);
-  energy management and optimization initiatives;
-  water management, including freshwater consumption, wastewater treatment, and protection of groundwater and marine environments;
-  pollution prevention, waste minimization, and resources conservation;
-  chemical management and product stewardship; and
-  environmental impact management.

These aspects are managed through dedicated programs and systems such as the Environmental Monitoring and Reporting Plan, Waste Management Plan, Pollution Prevention and Resource Conservation Plan, and the Environmental Aspects and Impacts Register. The EMS is aligned with Qatar Environmental Protection Law No. 30 of 2002, the requirements of the Ministry of Environment and Climate Change (MECC), and environmental guidelines issued by QatarEnergy, MIC, and RLIC.

During the year, Q-Chem continued to strengthen environmental monitoring and compliance assurance through site-specific monitoring and reporting plans designed to ensure compliance with Environmental Permit and applicable regulatory requirements. Monitoring activities include the routine use of CEMS, supported by portable analyzers and laboratory analysis to track environmental parameters.

In 2025, Q-Chem conducted an extensive marine study in the coastal area surrounding its operations in Mesaieed as part of its ongoing efforts to manage environmental risks in the Arabian Gulf. The study included sediment analysis, water sampling, and assessments of benthic communities and megafauna.

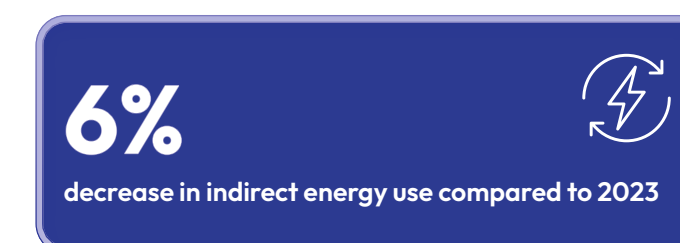
Energy efficiency in operations

Efficient energy use across operations is a key component of Q-Chem's strategy. The company continuously seeks opportunities to improve energy performance through operational improvements, process optimization, and technology enhancements.

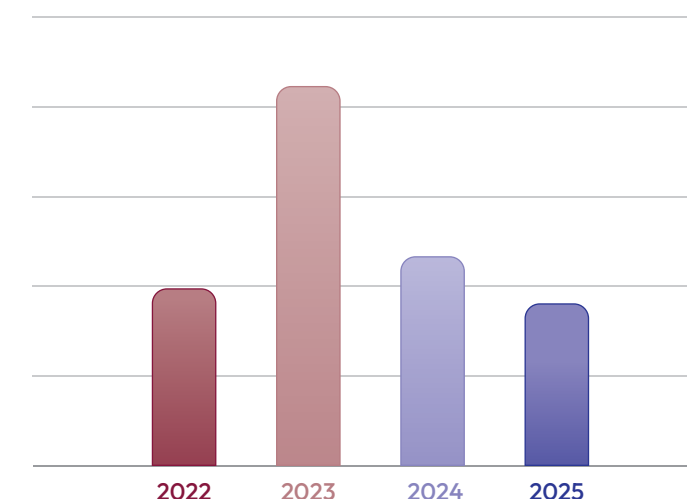
The baseline year for energy reduction tracking is 2019. Energy consumption is monitored through liquid and gas flow meters and electricity metering systems, which provide reliable data for tracking and evaluating energy performance.

The most significant energy-consuming activities within Q-Chem's operations include the use of fuel gases in combustion units such as boilers, ethylene furnaces, and process heaters, which generate steam and support gas cracking processes. Electricity is primarily used to power extruders, pumps, and other process equipment.

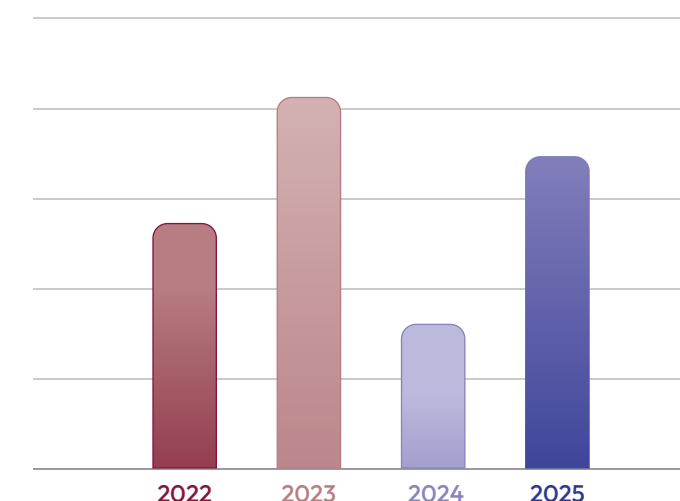
Through improved operational practices and energy optimization initiatives, Q-Chem aims to enhance energy efficiency while supporting its emissions reduction targets.



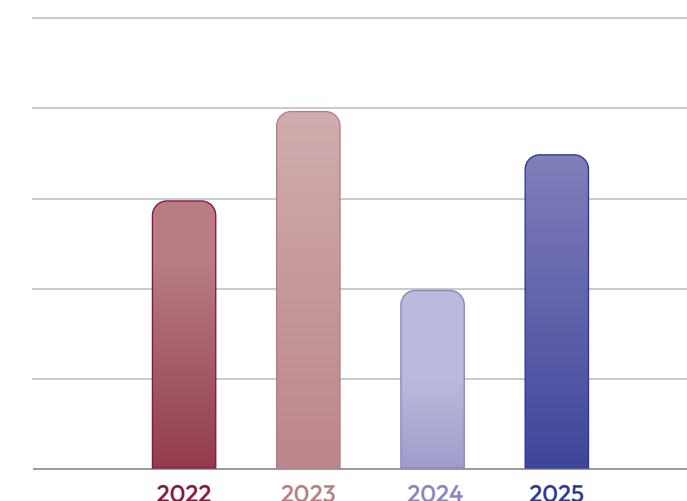
Indirect energy use (GJ)



Direct energy use (GJ)



Total energy use (GJ)



Greenhouse gas emissions

Q-Chem manages GHG and air emissions through its Environmental Monitoring and Reporting Plan, which governs the monitoring, management, and reporting of both GHG and non-GHG emissions across the company's facilities. Emissions performance is monitored regularly, with environmental KPIs reviewed periodically as part of the company's emission management process.

The company also maintains air emissions inventory systems, including site-specific flaring monitoring and LDAR programs, to identify, quantify, and reduce emissions from both normal and abnormal operations. Q-Chem has established a GHG accounting and reporting system based on European Union Monitoring and Reporting Regulation (EU MRR) requirements. It covers Scope 1 emissions from combustion, flaring, process, and fugitive sources, and Scope 2 emissions from imported electricity. Methane emissions reduction program is implemented in our facility especially from the flaring activities and fugitive emissions.

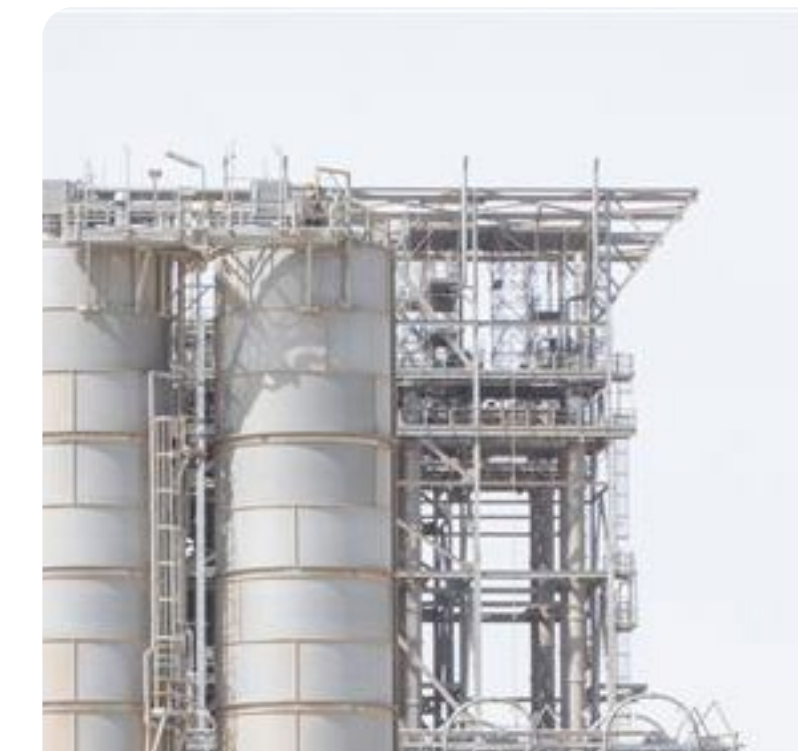
Q-Chem has established two voluntary sustainability targets focused on reducing emissions intensity and energy intensity between 2019 and 2030, with 2019 serving as the baseline year for emissions intensity tracking. These targets are supported by climate action initiatives and energy optimization efforts implemented across the organization.



In 2025, Q-Chem II and RLOC successfully completed their largest-ever turnaround, carried out between the fourth week of October and the first week of December. Recognizing the potential environmental impact of such a major operational event, the team implemented a controlled and gradual shutdown of reactors and ethylene furnaces to minimize emissions associated with the process.

This approach builds on lessons learned during the 2024 mini shutdown, where gradual shutdown procedures proved effective in reducing flare loading. Following the successful results, the method has now been formalized as a standard operating practice for future turnaround activities.

By avoiding the sudden release of hydrocarbons typically associated with rapid shutdowns, the controlled shutdown strategy significantly reduced flaring. As a result, Q-Chem II and RLOC combined had achieved approximately 60% reduction in ethylene sent to the flare compared with previous turnaround processes.



As part of the turnaround activities, Q-Chem II also upgraded its BTU Analyzer to improve the accuracy and reliability of flare system monitoring. The upgraded analyzer is equipped with an advanced fuel gas controller that continuously measures the heating value of flared gases and automatically adjusts fuel gas ratios to optimize combustion efficiency.

This enhancement helps ensure more complete combustion, preventing the release of uncombusted hydrocarbons such as methane or ethylene into the atmosphere, which could otherwise have environmental and community impacts. The upgrade also strengthens flare system reliability, supports regulatory compliance, and enhances Q-Chem's overall emissions management.

Reducing flaring remains a key priority in managing operational emissions across Q-Chem's facilities.



Air emissions

Additional operational initiatives implemented during the reporting period further contributed to emissions reduction and improved efficiency:

- Acetylene reactor positioner upgrade, enabling maintenance activities to be conducted during periods of low feed availability, which reduced hydrocarbon flaring by approximately 50% compared to conventional maintenance scenarios.
- Maintenance activities were carried out across multiple furnaces, including tube replacement and cleaning of heat exchange components. These actions resulted in improved operational efficiency and enhanced energy performance through better heat transfer and system optimization.
- Replacement of the Sulphur recovery unit equipment during a planned shutdown, preventing potential unplanned outages and avoiding increased acid gas flaring and SO₂ emissions.
- Proactive radiography scanning of Sulphur Recovery Unit (SRU)/ Amine Gas Removal Unit (AGRU) systems to identify and replace low-thickness sections in H₂S and SO₂ service lines, minimizing leak risks and avoiding unplanned shutdowns and associated flaring.

In addition to operational improvements, the company uses CEMS and periodic stack testing to ensure accurate emissions monitoring and compliance with regulatory requirements.

During 2025, Q-Chem continued implementing targeted air emissions improvement projects across its operations. At the RLOC facility, enhancements to the thermal oxidizer reduced SO₂ emissions by approximately 25% compared with the unit's original design emissions. In Mesaieed, the Catalyst Activator 1 NOx reduction project achieved emissions approximately 50% lower than the unit's original design level, demonstrating the effectiveness of targeted engineering improvements. Building on the success of this initiative, Q-Chem plans to extend the NOx reduction project to the remaining two catalyst activator trains.

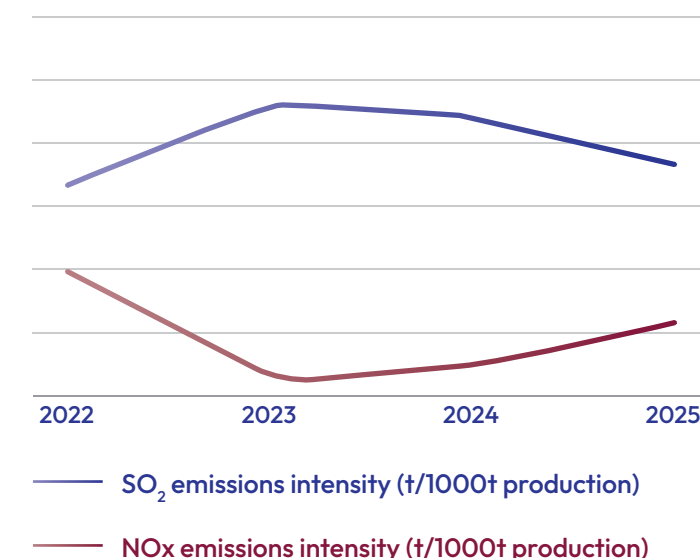
As part of regulatory requirements, Q-Chem continues to monitor and control emissions from its operations in accordance with applicable environmental permits and regulations. These efforts also contribute to QatarEnergy's broader sustainability strategy, particularly initiatives aimed at climate change mitigation and methane emissions reduction.



Methane emissions are widely recognized as a significant climate concern due to methane's high global warming potential. At Q-Chem, methane releases can occur through sources such as fugitive emissions, flare system inefficiencies, or incomplete combustion during operations.

To strengthen monitoring and response capabilities, Q-Chem works closely with QatarEnergy to investigate satellite-based detections of methane emissions originating from the industrial complex. When a methane plume is detected, QatarEnergy notifies Q-Chem, prompting an internal investigation to identify potential sources such as equipment leaks, process upsets, or flare system performance issues.

This collaborative approach enables Q-Chem to quickly analyze deviations, investigate root causes, and implement corrective actions where needed. By combining satellite monitoring with on-site operational expertise, the initiative supports faster response and more effective emissions management.





Qatar continues to advance its national climate agenda through the Third National Development Strategy (NDS3) 2024–2030, which includes a target to reduce GHG emissions by 25% by 2030 as part of the country’s broader transition toward a low-carbon economy.

In support of these national ambitions, Q-Chem has established voluntary long-term targets to improve both GHG emissions intensity and energy intensity by 2030, using 2019 as the baseline year. These targets guide the company’s efforts to improve operational efficiency, optimize energy use, and reduce emissions across its operations.

Progress toward these targets is supported through initiatives such as flare reduction, energy optimization projects, continuous emissions monitoring, leak detection and repair (LDAR) programs, and process efficiency improvements. Performance is regularly monitored to evaluate progress and identify additional opportunities to enhance environmental performance.

Plan Development Schedule

● Completed ● Ongoing ● Planned

2021

Q3

Develop Themes

Q4

Establish SC Team & Charter

2022

Q1

Rank Initiatives

Q2

Shortlist & Prioritize
Activities

Q3

BOD Review of Themes

Q4

Hire Manager

2023

Q1

Ideation Projects /
Implementation

Q2

Hire Consultant

Q3

Awareness Program /
Consultant Surveys &
Workshops

Q4

Roadmap for Climate Action
& Energy

2024

Q1

Strategy Development

Q2

Assess Remaining Themes

Q3

Plan & Roadmap for
remaining themes

Q4

Overall Energy & Climate
Roadmap

2025

Q1

Quick Wins Evaluation

Q2

Quick Wins Implementation

Q3

Medium/Long Term Projects
Evaluation

Q4

Medium/Long Term Projects
Implementation

2026

Q1

BOD Review of Strategy &
Roadmap

Q2

ESG Assessment

Q3

ESG Integration and
Principles

Q4

Governance Program

2027

Q1

Long Term Projects
Implementation

Q2

Reporting Progress

Environmental risks and opportunities

Q-Chem manages environmental risks, including the potential release of hazardous materials, through its EMS. Potential spill discharges and emissions risks are identified through the Environmental Aspects and Impacts Register and evaluated using structured risk assessments to ensure appropriate preventive and mitigation measures are implemented.

Preventive controls include engineered containment systems, proper chemical storage and handling procedures, Management of Change (MOC) processes, contractor management requirements, and routine inspections designed to reduce the likelihood of environmental incidents.

In 2025, Q-Chem launched the Environmental Aspects and Impacts Register (EAIR) Digital System. This platform modernizes the identification, assessment, and management of environmental risks across all facilities by replacing manual processes with a centralized digital workflow. The system enhances data accuracy, reduces human error, and ensures consistent documentation of environmental information, while enabling broader departmental participation and strengthening environmental awareness and safety culture.

In its first year of implementation, the EAIR system captured over 700 environmental risk activities, providing enhanced visibility and real-time tracking to support timely mitigation of potential impacts. The system also reinforces compliance with ISO 14001 and RC 14001 standards and supports continuous improvement by integrating environmental risk data into a transparent and standardized framework.

To ensure preparedness, Q-Chem maintains site-specific Emergency Preparedness and Response procedures, supported by trained Emergency Response Teams and the availability of spill response equipment and containment systems across operational areas. These measures enable rapid response to potential environmental incidents.

In the event of an unplanned spill, immediate actions are taken to contain, recover, and properly dispose of affected materials in accordance with the Waste Management Plan, helping to protect soil, groundwater, surface water, and marine environments.

Spill detection and environmental monitoring are supported through routine inspections, monitoring systems, laboratory analysis, and formal incident reporting mechanisms. Employees and contractors receive mandatory training on environmental compliance, waste management, and spill response to strengthen prevention and response capabilities.

All incidents are formally reported and investigated to identify root causes and implement corrective and preventive actions. Environmental performance is regularly reviewed through audits, environmental KPIs, and management reviews, supporting continuous improvement in environmental risk management.

Q-Chem also continued strengthening its Plastic Management Program in support of the global Operation Clean Sweep® (OCS) initiative sponsored by GPCA. The program focuses on preventing plastic pellet, flake, and powder loss across operations through improved handling practices, housekeeping, employee awareness, and containment measures. These efforts support responsible plastic stewardship, help minimize potential environmental impacts, and reinforce Q-Chem’s commitment to sustainable operations and pollution prevention.

Reportable events	2022	2023	2024	2025
Environmental events (company responsible)	0	2	2	1
Environmental events (upstream responsible)	5	2	1	0

Note:
Company (Q-Chem) Responsible Events: These arise from internal operational upsets, such as equipment or system failures, leading to incidents like flaring, emissions, discharges, or spills. These events are within the company’s control and require investigation and reporting.
Upstream Responsible Events: These occur due to external factors, such as interruptions in feed gas, power, or utilities caused by upstream system failures. While they may lead to similar environmental impacts, they are outside the company’s direct control but still require reporting and follow-up.



Operational responsibility

Material topics

Occupational health and safety

Water management

Waste management

Product stewardship

Human rights

Biodiversity

UN SDGs



1,460 tons



of waste diverted from landfill at Q-Chem and Q-Chem II through recycling and recovery initiatives

7 million



working hours completed without recordable injury during 2025 turnaround operations

100%



of products supported by Safety Data Sheets and product stewardship information for safe handling

Product stewardship

Q-Chem integrates product stewardship into its operational responsibility framework to ensure that its products are manufactured, handled, transported, and used safely throughout their lifecycle. As a producer of polyethylene resins, normal alpha olefins (NAO), sulphur, and 1-Hexene, the company serves customers across global markets while maintaining a strong commitment to responsible product management.

Q-Chem maintains certification to RC 14001:2023[®] Responsible Care and ISO 9001:2015 Quality Management standards across its operated facilities, reinforcing a structured and consistent approach to product stewardship. These certifications underpin the company's commitment to quality, environmental protection, and safe chemical management throughout the value chain.

The company actively supports and aligns with global and regional industry initiatives, including Responsible Care[®], Gulf SQAS, Operation Clean Sweep[®], and GPCA programs. This engagement strengthens lifecycle accountability for plastic products, promotes best practices in chemical safety, and supports the prevention of plastic loss into the environment.

Product safety oversight is coordinated through Q-Chem's Product Risk Management Team, which ensures that risks associated with products are systematically identified, assessed, and managed across all stages—production, storage, transportation, and customer use. During the reporting period, Q-Chem further refined its product stewardship and plastics management documentation, enhancing clarity around roles, reporting mechanisms, and awareness channels while maintaining audit robustness.

To support responsible product handling and customer transparency, Safety Data Sheets (SDS) and Product Stewardship Summaries are made readily accessible through the company's website, enabling safe use, transport, and handling of products across markets.

Q-Chem's product quality and stewardship practices are further supported by its ISO 9001:2015-certified Quality Management System, covering the production, storage, and logistics of HDPE and MDPE pellets, 1-Hexene, C4+, Sulphur, and NAO products, including C30+. This ensures consistent quality and responsible management throughout the product lifecycle.



Water management

Given Qatar's dependence on desalinated water, efficient water use remains a key operational priority. Q-Chem manages water consumption, conservation, recycling, and effluent through its EMS, where water-related aspects and impacts are systematically identified and evaluated through the Environmental Aspects and Impacts Register. Operational controls and performance indicators are used to monitor freshwater use, identify efficiency opportunities, and support continual improvement.

Q-Chem continues to implement multiple initiatives to reduce wastewater discharge across its operations and overall water management. Water conservation initiatives are incorporated into the Pollution Prevention, Waste Minimization and Resource Conservation Plan, while site-specific Environmental Monitoring and Reporting Plans define the monitoring, control, and compliance requirements for treated wastewater and effluent discharges.

Water quality is routinely monitored through field sampling and laboratory analysis conducted in ISO/IEC 17025-certified laboratories and by qualified water treatment partners. Effluent discharges are managed in line with environmental permit conditions and regulatory requirements to prevent impacts on groundwater, surface water, and the marine environment. Continuous and periodic monitoring of water use and effluent quality is conducted in accordance with these requirements, with performance data tracked through the Environmental Monitoring and Reporting System (EMRS) and reviewed through KPIs, audits, and management reviews.

As part of its water stewardship efforts in 2025, Q-Chem continued implementing practical measures to reduce water demand and improve reuse. Treated water is now being reused to cool off the flue gas in the waste incinerator instead of fresh service water, with work underway to install a permanent piping connection.

In parallel, the company is progressing a project to connect excess low-pressure steam lines between the Utilities area and the Polyethylene units, which will reduce steam venting, recover energy, and lower boiler water demand. During Q-Chem II and RLOC turnaround in 2025, leaking steam traps were also replaced to improve condensate recovery and reduce water losses as part of trap steam monitoring program.

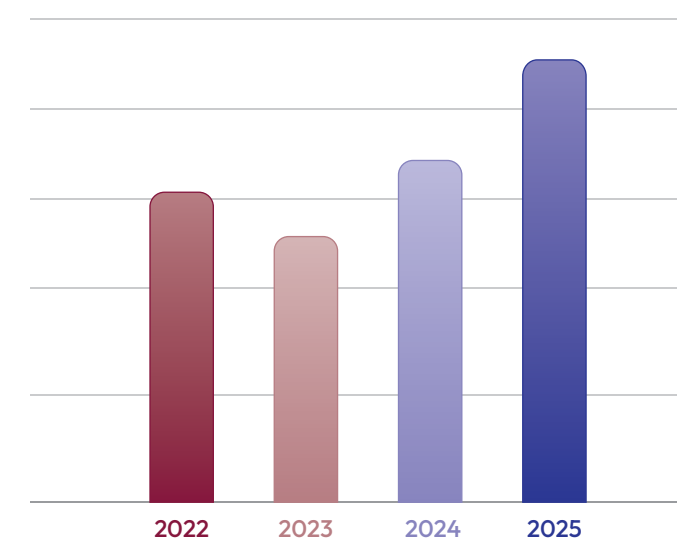


Q-Chem continues to strengthen its water stewardship efforts through the implementation of a Near-Zero Liquid Discharge (NZLD) system at RLOC. This strategic initiative is designed to significantly reduce liquid effluent by recovering and reusing treated wastewater within operations, supporting reduced reliance on freshwater resources.

Following the completion of construction in previous years, the NZLD facility progressed through commissioning and testing during the reporting period. The system applies advanced treatment technologies to enable water recovery and reuse, contributing to improved operational efficiency and environmental performance.

The project is currently in its final commissioning stages, with ongoing testing to ensure system reliability and operational readiness. RLOC is working toward securing the necessary regulatory approvals, with full operational deployment expected following the successful completion of commissioning and the required approval processes.

Water recycling intensity (m³/ton of production)



Waste management

Q-Chem maintains a structured approach to waste management focused on minimizing waste generation, improving segregation, increasing recycling, and reducing disposal to landfill. Waste management activities are governed through the EMS and supported by the Waste Management Plan, pollution prevention initiatives, plastic management programs, and computer-based waste management awareness training.

Waste segregation and good housekeeping practices remain key elements of implementation and are reinforced through employee awareness initiatives and recognition programs. In 2025, Q-Chem strengthened its waste management practices by securing a contract with an approved transporter for Naturally Occurring Radioactive Material (NORM) waste transportation. The company also renewed its lead-acid battery recycling arrangement and transitioned it from a service contract to a sale contract, supporting improved resource recovery and circularity.

Q-Chem continues to implement waste minimization initiatives across its operations, including hazardous waste drum reuse, recycling of lubricant oil, battery recovery, and diversion of selected waste streams away from landfill. These practices are supported by contracts with specialized service providers and strengthened waste tracking, segregation, recycling, and disposal controls, including enhanced oversight of contractor waste management activities to ensure compliance with regulatory and internal requirements.



Managing the safe disposal of spent or expired Chemicals, Catalysts and Additives (CCA) remains an important operational and environmental priority for Q-Chem, Q-Chem II, and RLOC, particularly given the limited recycling infrastructure available within Qatar. To address this challenge, Q-Chem has implemented a structured CCA Recycling Program, which categorizes waste streams and evaluates recycling feasibility with original manufacturers and specialized service providers.

Through this approach, recyclable materials are identified and coordinated with approved waste management partners for recovery or responsible disposal. Q-Chem continues to collaborate with Sustainable Waste Management to support the safe handling and recycling of these materials.

In 2025, the waste minimization program diverted 1,460 tons of waste from Q-Chem and Q-Chem II, and 1,004 tons from RLOC, away from landfill. This resulted in financial gains while reducing the environmental impact associated with waste disposal.

Q-Chem continues to explore opportunities to expand the program by identifying additional recyclable materials and strengthening collaboration with catalyst manufacturers. These efforts aim to support the recovery of valuable materials such as precious metals, further reducing waste volumes, lowering disposal costs, and advancing the company's broader sustainability and circular economic objectives.

25%

decrease in waste generated compared to 2022

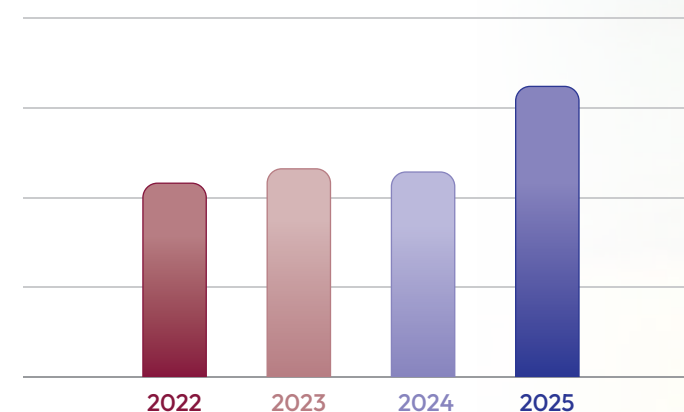


8%

of waste was recycled in 2025



Waste Generation Intensity (t/1000t production)



Biodiversity

Q-Chem's environmental policy and EMS extend to biodiversity protection and broader environmental stewardship, including the protection of land, marine, soil, and surrounding ecosystems in line with national environmental requirements.

Baseline biological surveys conducted across the company's facilities indicate that the project areas are industrialized and previously disturbed, with low ecological sensitivity and no critical habitats identified within facility boundaries.

Despite the limited ecological sensitivity of operational areas, Q-Chem maintains a structured approach to managing potential biodiversity impacts. Environmental considerations are integrated into project planning through formal environmental impact assessment and permitting processes. These processes help ensure that environmental risks and opportunities are identified, evaluated, and managed throughout the lifecycle of company activities, projects, and operational modifications.



Occupational health and safety

The company operates under a certified ISO 45001:2018 Occupational Health and Safety Management System and RC 14001:2023 Environmental, Health, Safety and Security Responsible Care System, both of which are integrated into the broader Operational Excellence System. In addition, Q-Chem has voluntarily adopted US OSHA Process Safety Management requirements (29 CFR 1910.119) across its manufacturing facilities, which are audited by its parent company every three years.

Safety governance and worker participation

Q-Chem's Operational Excellence System enhances health and safety performance and is supported through structured systems and communication channels, including weekly Process Safety Management (PSM) reports, monthly safety updates, regular bulletins from the Safety Department, and the company's Journey to Zero accident-prevention framework. Worker participation is promoted through the Q-Safe program, which encourages employees and contractors to identify hazards, report unsafe conditions, and contribute to safer workplace practices through observation, coaching, and feedback. This is reinforced through regular safety meetings, training sessions, and engagement initiatives such as World Safety Day (Youm Al-Salama) and safety recognition programs.

In 2025, Q-Chem successfully completed Turnaround at Q-Chem II and RLOC sites, recording over 7 million working hours without any recordable injury or illness. The company also recorded zero Tier I or Tier II process safety incidents during the year, including the Turnaround period.

During the year, Q-Chem adopted and implemented International Association of Oil & Gas Producers's Process Safety Fundamentals, further strengthening process safety discipline across the organization. Learning from past incidents also remained a focus, with previous Tier I and Tier II events communicated organization-wide under the theme "Never Again – Keeping Memories Alive."

**Turnaround completed
without any recordable
injuries**

Hazard identification and risk assessment

Q-Chem uses a range of tools to identify and assess occupational risks, including Process Hazard Analysis, Quantitative Risk Assessment, toxic gas mapping, UCIT program, brittle fracture assessments, incident investigations, and continuous PSM monitoring. Findings from these assessments are used to strengthen procedures, improve training, and refine operational controls. External learning from organizations such as the Centre for Chemical Process Safety, the European Process Safety Centre, and parent company lessons learned are also incorporated into internal safety communications and improvement actions.

Worker health and well-being

Beyond injury prevention, Q-Chem also supports worker well-being through selected health-related initiatives, including blood donation drives, heat-stress prevention measures, rest cycles during extreme weather, and the Human Performance Program, which addresses behavioral and leadership aspects of safety. Employees also have access to primary healthcare, first aid, health insurance coverage, pre-employment medical examinations, and medical surveillance for hazard-exposed roles.

100%

completion of all incident investigations



100%

of employees covered under health and safety management system



Human rights

Q-Chem upholds human rights and maintains a respectful, inclusive, and safe working environment across its operations. The company integrates human rights considerations into its policies, operational procedures, and security practices, guided by international frameworks such as the UN Guiding Principles on Business and Human Rights and the Voluntary Principles on Security and Human Rights.

Security operations are managed through a human right-centered approach supported by a Security Code of Conduct. Security personnel receive formal training covering the appropriate use of force, respectful interaction with employees, contractors, and the public, protection of dignity and privacy, and complaint handling procedures. These expectations also apply to third-party security providers and are reinforced through contractual obligations, competency verification, refresher training, and periodic audits.

Q-Chem maintains a zero-tolerance approach to discrimination, harassment, and abusive behavior in the workplace. Reported concerns are managed in accordance with the company's Disciplinary Policy and reviewed by Human Capital and, where appropriate, the Investigation Committee or Employee Relations Committee. Corrective actions are applied based on the severity of the case and may range from formal warnings to termination. All cases are documented, communicated, and subject to an appeal process before closure.

The company also promotes fair employment practices through structured compensation and approval processes to ensure that employees and contractor workers are remunerated appropriately and in line with established frameworks and local labor market conditions. Where discrepancies are identified, formal review procedures are used to address and correct them.

With respect to child labor and forced labor, Q-Chem has identified no significant risks within its operations or primary suppliers based on supplier assessments and prequalification checks. The company strictly prohibits child labor and forced labor in accordance with Qatar Labor Law and international standards. Compliance is reinforced through supplier code requirements, vendor audits, corrective action plans, and, where necessary, contract termination in cases of continued non-compliance.

100%

of security personnel received training on human rights policies



Social and economic development

Material topics

Economic performance

Qatarization

Human capital development and labor practices

Employee engagement and retention

Diversity and equal opportunity

Procurement practices

Local communities

UN SDGs

4

QUALITY
EDUCATION

5

GENDER
EQUALITY

8

DECENT WORK AND
ECONOMIC GROWTH

10

REDUCED
INEQUALITIES

12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION

17

PARTNERSHIPS
FOR THE GOALS

45

nationalities represented across the
workforce

18,184

total training hours delivered in 2025



4

structured talent development programs
implemented

55%

of suppliers sourced locally



Economic performance

Q-Chem's economic contribution is rooted in its operational performance, production reliability, and continued investment in projects that support long-term business resilience. Strong operations enable the company to create value for shareholders, sustain employment, support local suppliers, and contribute to the economic development of Qatar.

Production and sales

Q-Chem continued to maintain stable operations across its manufacturing facilities in 2025, supporting consistent product supply to customers across global markets. The company focused on sustaining operational reliability while ensuring that production activities aligned with safety, environmental, and quality standards.

Throughout the year, Q-Chem maintained its position in key markets across Asia, Africa, and Europe, supported by strong operational coordination and disciplined plant performance. Efforts were directed toward maintaining efficient plant utilization and ensuring reliable delivery of products to customers.

Operational teams continued to monitor equipment performance and operational conditions to support sustained plant performance and mitigate potential disruptions. These efforts contributed to maintaining operational stability and supporting the company's overall business performance during the year.

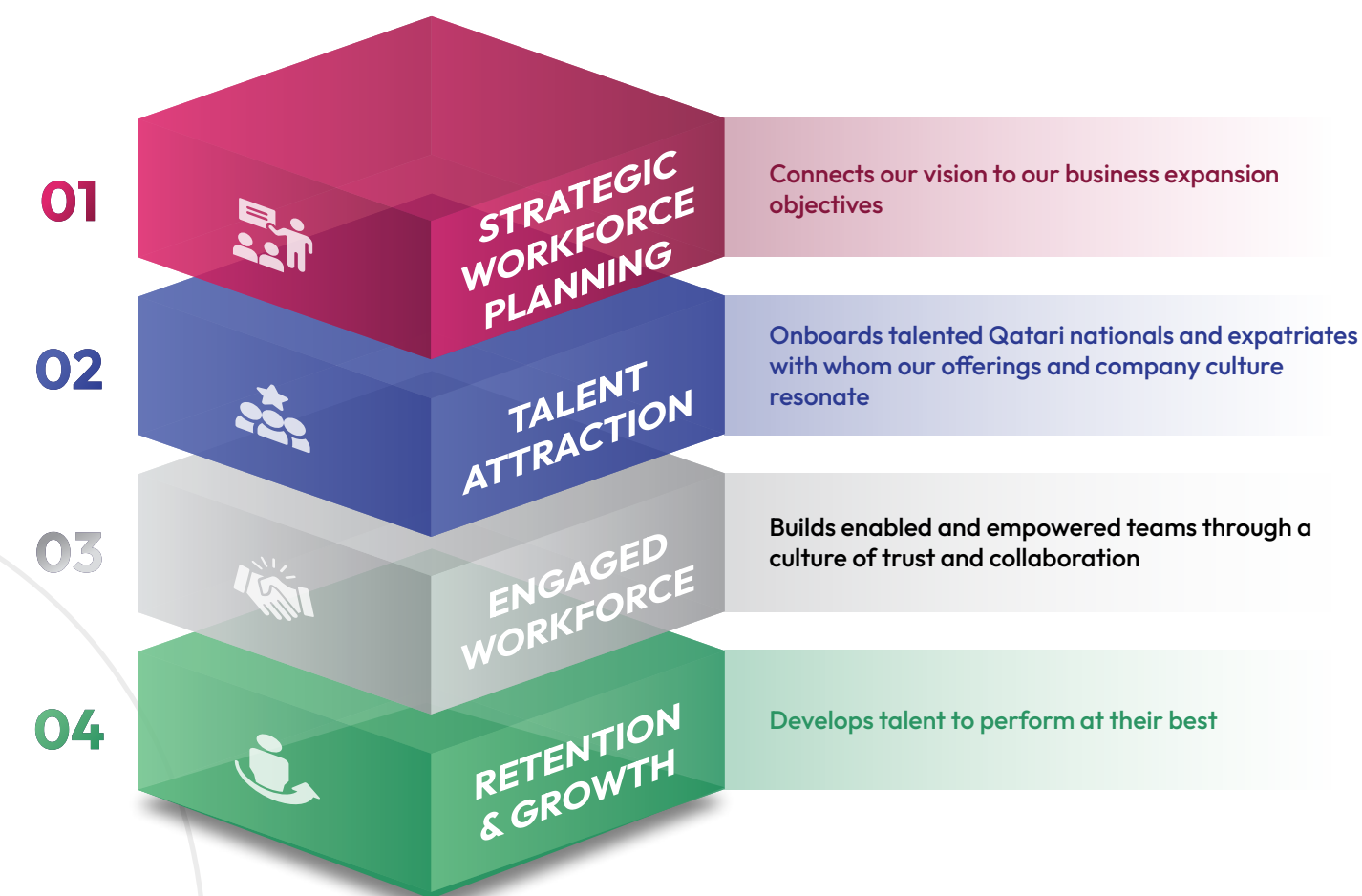
Zero

customer complaints received in 2025



Human capital development and labor practices

Q-Chem recognizes that its people are central to long-term success. Our approach to employment and development is contained in our Employee Value Proposition, which is based on four pillars:





Q-Chem continues to strengthen long-term workforce capabilities by embedding structured Core, Leadership, and Technical Competency Frameworks across the organization.

In 2025, emphasis was placed on establishing clear structure and consistent standards for Technical Competencies and proficiency levels for all roles across the company, enabling a more systematic approach to capability development and workforce planning.

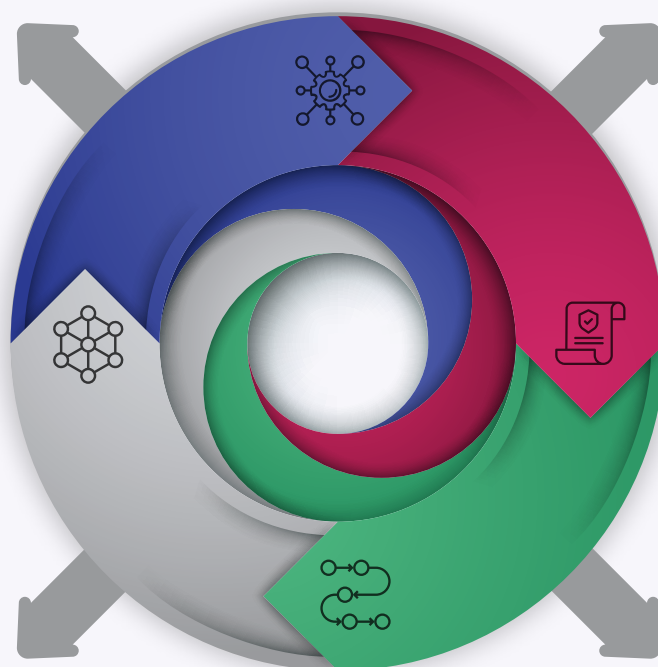
During the year, the framework supported talent development initiatives across the company, informing learning programs, career development pathways, succession planning activities, and helping employees build the competencies required to perform effectively in their current roles whilst also developing 'Future Skills' in line with the World Economic Forum's Future of Jobs Report 2025.

By strengthening the connection between holistic capability development and business needs, the framework supports Q-Chem's broader objective of maintaining a highly skilled workforce capable of sustaining operational excellence and supporting the company's long-term growth.

Integration & Implementation of Technical Competencies

SYSTEMS & PLATFORMS

- SAP SuccessFactors
- LinkedIn Learning
- Tawteen Screening Tool
- Pre-interview screening assessments



POLICIES & PROCEDURES

- Learning & Development
- Qatarization

PROGRAMMES

- Graduate Development
- Al-Khibrah (Knowledge Transfer)
- Knowledge Exchange
- International Assignment
- Technical Training
- Technical / Professional Certification Programs
- Upskilling / re-skilling / bridging

PROCESSES

- Recruitment
- Assessment & evaluation
- Performance Management
- Learning Needs Analyses
- Competency Development
- Career & Progression Management
- Succession Planning



Talent development

The company continues to invest in talent development through structured programs, competency-based development, and national development initiatives that prepare employees for future roles and leadership opportunities.

Exceed Leadership Development Program

In 2025, Q-Chem marked a major milestone in leadership development with the successful completion of the inaugural cohort of the Exceed program. Designed to prepare mid-level leaders for senior roles, Exceed provides a rigorous and immersive development experience that challenges participants intellectually, physically, and psychologically.

Developed in collaboration with Hult Ashridge Executive Education and the Center for Creative Leadership, the program combines 360-degree assessments, individual coaching, group mentoring, and module-based learning. A key feature of the program is the execution of business projects, where participants address real organizational challenges, demonstrating strategic thinking, collaboration, and innovation.

Exceed reflects Q-Chem’s goal to invest in its people and build a strong pipeline of future leaders equipped to navigate a dynamic and evolving business environment.

 **SHiFT Program**

Q-Chem’s SHiFT program supports graduates on accelerated development pathways as they transition into senior individual contributor roles. The program is designed to build confidence, enhance capabilities, and foster a growth mindset as participants reach critical early-career milestones.

SHiFT integrates individual coaching, peer learning, mentoring, and reflective assignments aligned with the company’s core and leadership competencies. This structured approach promotes accountability, strengthens communication skills, and encourages cross-functional collaboration.

The program has contributed to smoother career transitions, faster role integration, and increased employee engagement. It also supports Q-Chem’s Qatarization objectives by strengthening the development of national talent and contributing to long-term workforce sustainability.

All Core and Leadership Competency Development Programs that are two days or longer in duration are followed up with post-implementation surveys, conducted 30 days after completion with participants and 90 days after with their direct supervisors. Results of these surveys indicate that our learning solutions continue to create positive impact and deliver value.



 **Career Compass Program**

Launched in 2025, Career Compass is a workshop-based initiative designed to support employees at early and mid-career stages in defining and achieving their professional goals. The program provides a structured framework to help participants identify career aspirations and develop clear, actionable development plans.

Through a competency-based approach, participants map short-, medium-, and long-term career pathways, enabling targeted skill development and continuous growth. This structured planning enhances individual performance while aligning employee development with organizational priorities.

Career Compass supports Q-Chem’s broader objective of cultivating an agile, capable, and future-ready workforce, ensuring the organization is well-positioned to meet evolving business challenges.

Training and Development	2022	2023	2024	2025
Total number of training (hours)	10,859	13,647	31,419	18,184
Average hours of training per year for all employees	10.38	12.28	25.06	12.97
Average hours of training per year for female employees	19.77	25.00	45.47	12.07
Average hours of training per year for male employees	9.67	11.35	23.61	13.03

*Training hours in 2025 reflect the company’s normal annual training cycle, whereas 2024 included several intensive development initiatives that resulted in higher training hours.

Employee engagement and retention

The company manages recruitment, workforce planning, and employee development through structured and transparent policies, including the Recruitment and Workforce Planning Policy and the Internal Selection Policy. These processes support fair candidate assessment, effective onboarding, internal mobility, and long-term employee growth.

Employee retention is supported through comprehensive workforce planning, turnover-related KPIs, structured internal mobility, development pathways, and clear governance over hiring and promotion decisions. Together, these practices help reduce regretted attrition, strengthen employee engagement, and support workforce stability.

34%

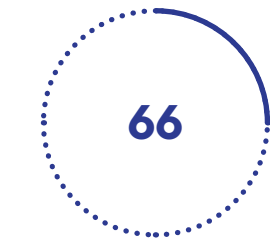
increase in workforce compared to 2022



86%

employee satisfaction rate





Number employed with Q-Chem for (3-5) years



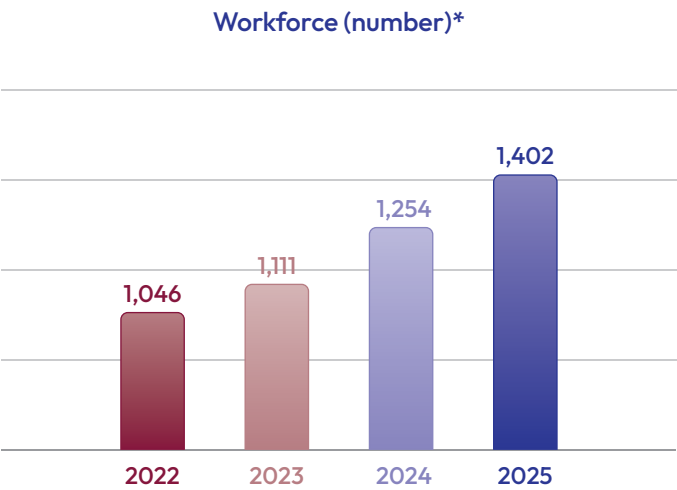
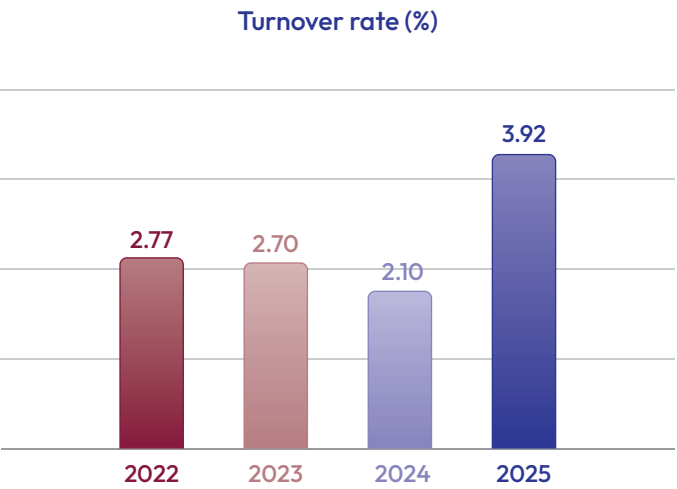
Number employed with Q-Chem for (6-10) years



Number employed with Q-Chem for (11-15) years



Number employed with Q-Chem for 15+ years



* Including direct hire, secondees from CPChem and secondees from QatarEnergy

Workforce breakdown per employment level	2022	2023	2024	2025
Senior Management including CEO and chiefs	8	8	8	8
Middle Management including managers and heads	95	89	90	106
Senior Staff including direct hire, secondees from CPChem and secondees from QatarEnergy	384	374	430	609
Non-Senior Staff including direct hire, secondees from CPChem and secondees from QatarEnergy	559	640	726	793

The increase in values is attributed to the inclusion of Ras Laffan Petrochemical Project (RLP) workforce



Diversity and equal opportunity

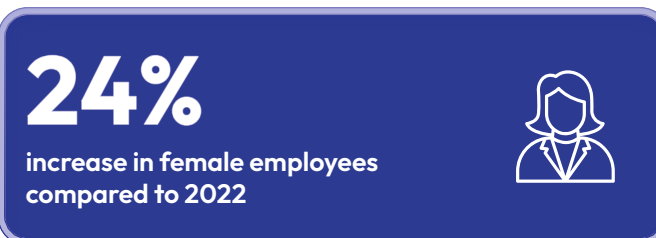
Q-Chem promotes diversity, inclusion, and equal opportunity through fair, merit-based recruitment, transparent promotion processes, standardized performance assessments, and structured workforce planning. The company is committed to treating all employees fairly, regardless of nationality, gender, or background. It ensures equal access to employment, professional development, and leadership opportunities for everyone, fostering an inclusive workplace where diversity is valued and every individual has the chance to grow and succeed.

Entry-level compensation is strategically managed through a comprehensive job grading system, structured salary scales, and rigorous job evaluation processes to ensure fairness and market competitiveness. Q-Chem's approach aligns compensation with industry benchmarks and supports talent attraction and retention. Starting salaries undergo a thorough multi-level review and approval process, reinforcing transparency and consistency across the organization.

Q-Chem also provides retirement-related benefits to Qatari employees. Qatari employees are automatically enrolled in the National Pension Authority scheme, while non-Qatari employees receive End-of-Service Benefits in line with company policy. Full-time employees across Doha, Mesaieed, and Ras Laffan also receive a broader package of benefits, including allowances, bonuses, and structured career development opportunities.

The company continues to promote a multicultural working environment that reflects the global nature of its operations. In 2025, the workforce represented 45 nationalities, compared with 41 in the previous year, highlighting the diverse composition of employees across the organization.

Q-Chem also continues to support the recruitment and development of female talent across its workforce. In 2025, female representation was 7% of our total workforce, supported by targeted development opportunities and training initiatives.



Qatarization

Q-Chem supports Qatar National Vision 2030 through strong Qatarization and local hiring practices. The company prioritizes qualified Qatari nationals for available positions, including leadership roles, through structured recruitment processes and formal human capital policies.

To strengthen national talent development, Q-Chem implements a range of initiatives including trainee and developpee programs, competency-based evaluations, and internal mobility pathways. Oversight mechanisms such as the Talent Stewardship Committee further support the identification, development, and progression of Qatari employees across the organization, including into senior management roles.

Localization and national workforce development has been recognized at the sector level. In 2025, the company received a Qatarization Award from QatarEnergy. Q-Chem was also recognized as one of the top project contributors at the Tawteen Recognition Ceremony hosted by QatarEnergy in October 2025, highlighting its continued support for localization and national economic development.



Nationalization	2022	2023	2024	2025
Total Qataris in workforce (Number)	234	252	263	273
Qatarization rate (%)*	26	27	28.1	28.6

*Qatarization rate is calculated based on the eligible workforce, which excludes certain employee categories (e.g., secondees and other non-eligible personnel)



Procurement practices

Q-Chem seeks to promote ethical, environmental, and social responsibility throughout its supply chain. Vendors and suppliers are required to comply with the company's Supplier Code of Conduct, Code of Ethics, Anti-Bribery Policy, and relevant procurement procedures. The company also applies In-Country Value (ICV) procedures to promote local sourcing and support national economic development. In 2025, local suppliers represented 55% of Q-Chem's supplier base.

Suppliers are screened and assessed through HSE self-audit questionnaires, as well as evaluations of their health and safety, quality, and training programs. Bidders that do not meet the minimum evaluation criteria are disqualified. This process helps Q-Chem manage environmental and social risks within its supply chain and promote alignment with the company's operational and ethical expectations.

No significant actual or potential negative social impacts were identified in the supply chain during the reporting year as a result of supplier audits and social assessments.

Procurement	2023	2024	2025
Local procurement: % of budget spent on services procurement from locally registered companies (for Services)	91.5%	90.2%*	94.7%
Local procurement: % of budget spent on material procurement from locally registered companies (for raw materials)	45.7%		81.5%
*This is the overall local spend % including both services and goods			



Local communities

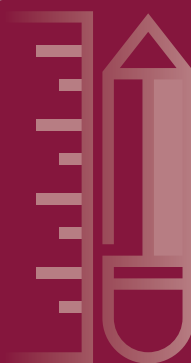
Q-Chem continues to invest in initiatives that create positive impacts for local communities, with a particular focus on education, employability, environmental awareness, and inclusion. Through partnerships with educational institutions and community organizations, the company aims to support skills development, strengthen career readiness, and promote sustainability awareness among young people.



Education and Career Development

In 2025, Q-Chem participated in several career fairs and university engagement events hosted by institutions including Qatar University, the University of Doha for Science and Technology (UDST), Lusail University, and AFG College with the University of Aberdeen. These engagements helped students and graduates better understand career opportunities and employment pathways in the energy and petrochemical sectors.

The company also organized targeted knowledge-sharing initiatives to strengthen employability skills. These included workshops such as "Choose Your Engineering Major," the IGNITE Project, a Time Management Skills workshop at UDST, and a Core Leadership Competencies workshop at the University of Aberdeen. These programs were designed to support career planning, develop professional competencies, and enhance students' readiness for the workplace.



School Outreach and Awareness

Q-Chem also continued its engagement with schools through awareness and innovation-focused programs. In 2025, the company organized an environmental awareness event at the Philippines International School of Doha, where 131 Grade XII students participated in presentations on sustainability and environmental responsibility. Q-Chem also conducted environmental awareness outreach activities at the Indian Community School, further promoting sustainability awareness and environmental responsibility among students.

In addition, Q-Chem collaborated with Qatar Technical School for Girls to host a student competition that encouraged creativity, innovation, and technical problem-solving. Participating teams presented projects addressing sustainability and engineering challenges, with winning teams recognized for initiatives such as Eco Cool System, Significant Rotational Energy Recovery, and Tracking the Sun...Powering Tomorrow.

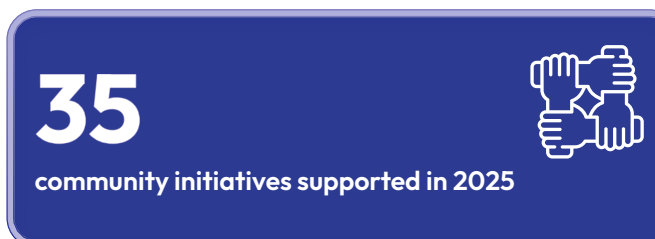


Environmental Community Initiatives

Q-Chem also contributed to community-based environmental initiatives. During the Ras Laffan City (RLC) Tree Day Plantation Drive, the company joined a QatarEnergy-led initiative that resulted in the planting of more than 350 trees, supporting biodiversity, improving green spaces, and contributing to climate resilience.

Employees from Q-Chem, RLOC, and RLP also participated in the Turtle Beach Clean-Up Day, helping protect an important nesting site for hawksbill turtles and preserve the surrounding coastal ecosystem.

Many of Q-Chem's community initiatives are supported through employee volunteering and direct participation. Key activities in 2025 included:



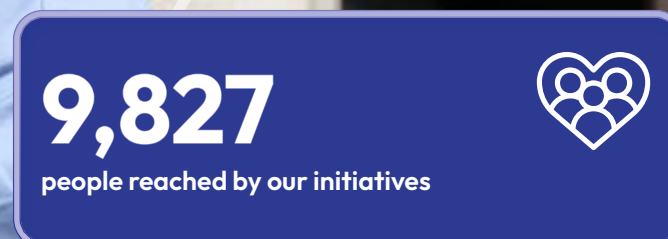
In 2025, Q-Chem strengthened its commitment to social inclusion through a collaboration with the Al Shafallah Center for Persons with Disabilities, one of Qatar's leading organizations dedicated to supporting individuals with intellectual and developmental disabilities.

As part of this initiative, Q-Chem procured a range of customized items—including mugs, mouse pads, and tote bags—featuring artwork and designs created by students at the center. These items were produced by the children as part of the center's programs aimed at developing creative, practical, and vocational skills.

The collaboration provided an opportunity for the students to showcase their talents and share their creativity with a wider community, while also helping raise awareness among Q-Chem employees about the importance of inclusion and support for people with disabilities.

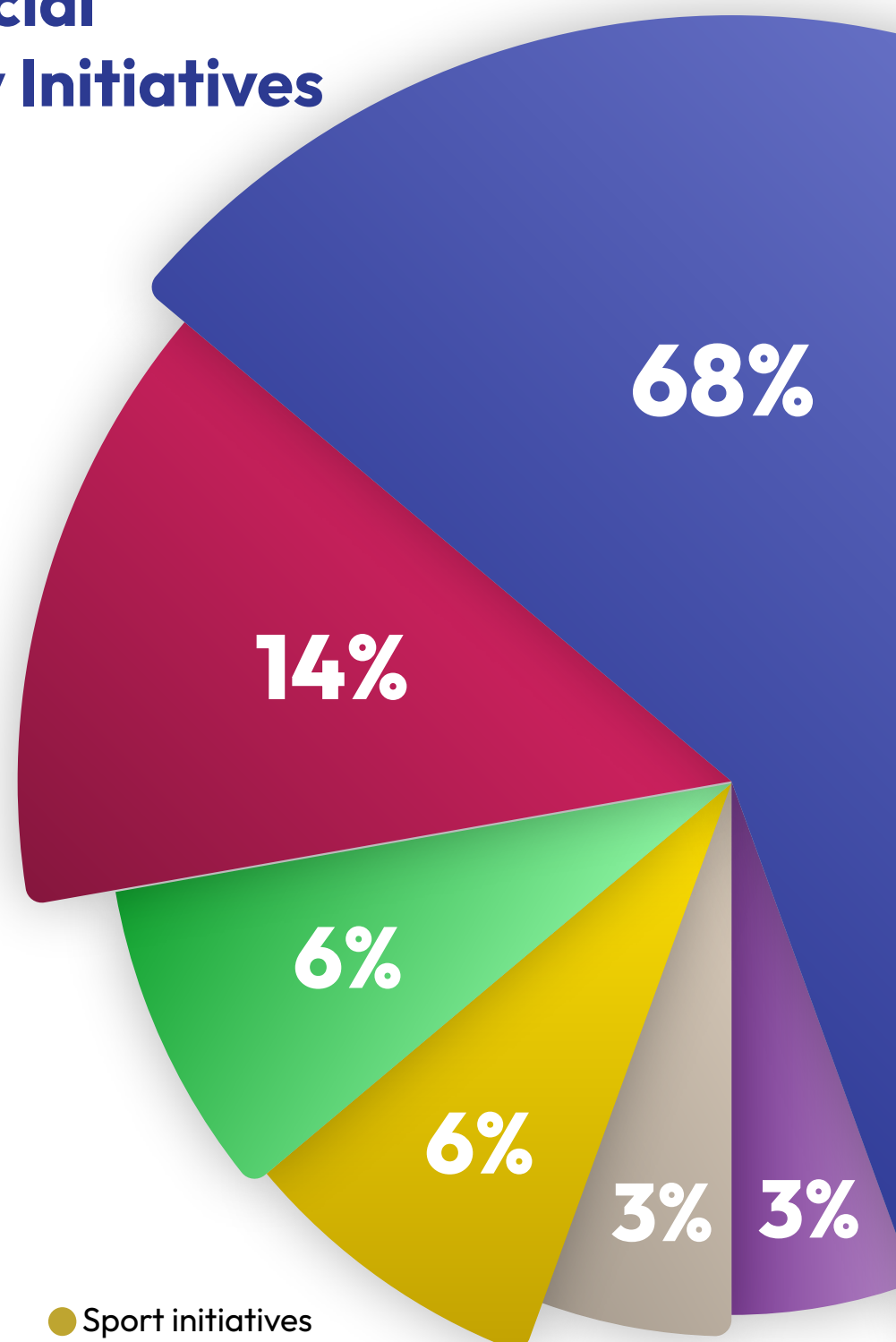
By integrating these products into corporate activities and internal use, Q-Chem contributed to supporting the center's programs and promoting greater recognition of the abilities and contributions of individuals with disabilities.

This initiative reflects Q-Chem's broader commitment to community engagement, inclusion, and creating opportunities for all members of society, while strengthening partnerships with organizations that promote social development in Qatar.



2025

Corporate Social Responsibility Initiatives



● Educational initiatives

● Sport initiatives

● Community initiatives

● Health initiatives

● Environmental initiatives

● Safety initiatives



Appendices



Appendix: Qatar Stock Exchange (QSE) ESG Guidelines

QSE KPI #	ESG Key Performance Indicators		QNV Pillar	Page #
Environmental				
1	Environmental Policy	Does the company publish and follow an environmental policy?	Environment	Q-Chem has an environmental policy but not publicly available.
2	Environmental Impacts	Any legal or regulatory responsibility for an environmental impact?	Environment	44
3	Energy Consumption	Total amount of energy usage in MWh or GJ	Environment	39
4	Energy Intensity	Amount of energy used per m3 of space, and per FTE	Environment	39
5	Carbon/GHG Emissions	Total amount of Carbon and Green House Gas emissions in metric tons	Environment	41
6	Primary Energy Source	Specify the primary source of energy used by the company	Environment	39
7	Renewable Energy Intensity	Specify the percentage of energy used that is generated from renewable sources	Environment	N/A
8	Water Management	Total amount of water consumption, and details in respect of recycling if any, in m3	Environment	49
9	Waste Management	Total amount of waste generated, recycled, or reclaimed, by type and weight	Environment	50
Social				
10	Full-Time Employees	Number of full-time employees	Human	62
11	Employee Benefits	Total amount of employee wages and benefits	Human	64
12	Employee Turnover Rate	Percentage of employee turnover	Human	62
13	Employee Training Hours	Total number of hours of training for employees divided by the number of employees	Human	61
14	Health	Does the company publish and follow a policy for occupational and global health issues?	Human	52
15	Injury Rate	Total number of injuries and fatal accidents relative to the number of FTEs	Human	52
16	Human Rights Policy	Disclosure and adherence to a Human Rights Policy	Social	53
17	Human Rights Violations	Number of grievances about human rights issues filed, addressed, and resolved	Social	N/A
18	Child & Forced Labor	Does the company prohibit the use of child or forced labor throughout the supply chain?	Social	53
19	Women in the Workforce	Percentage of women in the workforce	Social	64
20	Qatarization	Percentage of Qatari nationals in the workforce	Human	65
21	Community Work	Number of hours spent, and/or other community investments made as a percentage of pretax profit	Social	68
22	Local Procurement	Percentage of total procurement from local suppliers	Economic	66

QSE KPI #	ESG Key Performance Indicators		QNV Pillar	Page #
Governance				
23	Board – Diversity	Percentage of Board seats taken by women	Social	N/A
24	Board – Independence	Percentage of Board seats taken by independent directors	Social	N/A
25	Board – Separation of Powers	Specify whether the CEO is allowed to sit on the Board, act as the Chairman, or lead committees	Social	18
26	Voting Results	Disclosure of the voting results of the latest AGM	Social	N/A
27	CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	Social	N/A
28	Gender Pay Ratio	Ratio of median male salary to median female salary	Social	N/A
29	Incentivized Pay	Specify the links between (executive) remuneration and performance targets	Economic	N/A
30	Ethics Code of Conduct	Does the company publish and follow Code of Ethics and Code of Conduct?	Social	20
31	Supplier Code of Conduct	Does the company publish and follow a Supplier Code of Conduct?	Social	66
32	Bribery/Anti-Corruption Code	Does the company publish and follow a Bribery/Anti-Corruption Code?	Social	20
ESG Reporting Generally				
33	Sustainable Reporting Frameworks	Does the company publish a GRI, CDP, SASB, IIRC, or UNGC report?	Social	4
34	External Assurance	Are the company's ESG disclosures assured by an independent third party?	Social	The report did not go through external assurance.

