

COMMITTED TO ENHANCING SUSTAINABLE PRACTICES

2023
SUSTAINABILITY
REPORT



قطر للطاقة
QatarEnergy
LNG

Contents

Message from the CEO	4	Contributing To Society	38
Highlights of the Year	6	Safety	40
About QatarEnergy LNG	8	Occupational Health and Safety	40
Key facts about QatarEnergy LNG	10	Process Safety	44
Sustainability at QatarEnergy LNG	14	Talent	45
Sustainability Approach	14	Diversity and Inclusion	46
Materiality Assessment	15	Training Development	50
Sustainability Framework	17	Qatarisation	52
Stakeholder Engagement	18	Community	54
		Local Communities	54
Preserving Our Environment	20	Upholding Responsible Governance	56
Environmental Strategy and Implementation	22	Governance	58
Environmental Management	24	Governance, Ethics and Transparency	58
Climate	24	Risk, Business Continuity, Crisis Management	59
Emissions	24	Sustainable Procurement	62
Energy Resources	27	Economic Impact and our Value Chain	63
Resources	29	Efficient and Reliable Operations	64
Waste Management	29	Committed to Quality	64
Water and Effluents	30	Customer Satisfaction	65
Biodiversity	32		
Collaboration and Partnerships	34	Appendix A. Detailed Disclosures	66
		GRI Content Index	70

We are pleased to present QatarEnergy LNG's Sustainability Report for 2023 which highlights our sustainability performance. This report outlines our commitment and ongoing efforts to secure a sustainable and cleaner energy future and our contribution to global climate action. The report showcases our alignment with QNV 2030), contributing to both national and global initiatives.

Reflecting on the period of January 1st to December 31st, 2023, the report offers a transparent and balanced view of our sustainability journey, initiatives, and future direction. It encompasses all operations under QatarEnergy LNG's direct control, including our collaborations with 16 joint venture companies. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, specifically to GRI 11: Oil and Gas Sector Standard and has undergone the GRI Content Index - Advanced Service.

We welcome feedback on this report and our wider approach:

Message from the CEO



As the world's premier LNG company, QatarEnergy LNG has been delivering energy to customers safely and reliably for the past four decades. We are steadfastly committed to advancing sustainable practices across our operations and our entire value chain to ensure a sustainable and cleaner energy future.

The sustainability landscape in Qatar and the broader region is evolving rapidly, driven by the ambitious goals of the Qatar National Vision (QNV) 2030 and the increasing importance of environmental, social, and governance considerations in the energy sector. This dynamic environment presents significant opportunities for QatarEnergy LNG to demonstrate leadership in sustainable LNG production and supply, creating long-term value for all our stakeholders.

QatarEnergy LNG's sustainability approach is centred on three key areas: environmental preservation, societal contribution, and responsible governance. This report provides detailed information on these core commitments and the progress we have made over the past year.

We have achieved a cumulative 12% reduction in greenhouse gas (GHG) emissions since 2012 and a 70% reduction in flaring since 2011. In 2023, we recycled and reused over 74% of our wastewater, a significant increase from 2022. We implemented an innovative Zero Liquid Discharge (ZLD) approach at our South LNG facilities and maintained waste recycling rates above 54%, prioritizing circular economy efforts in partnership with local industries. Our methane mitigation efforts were through implementation of state-of-the-art satellite monitoring across our facilities to support compliance with Oil and Gas Methane Partnership (OGMP) requirements. We also expanded our biodiversity conservation initiatives, including our coral management program, in collaboration with national partners such as the Ministry of Environment and Climate Change. Additionally, we continued to champion our Environmental Strategy and its comprehensive Implementation Roadmap (2021-2030), encompassing over 75 specific plans addressing climate change mitigation, sustainable water use, air emissions

reduction, circular economy, biodiversity protection, and our value-chain environmental footprint.

Our societal contributions are focused on the development and well-being of our workforce and the communities in which we operate. Safety remains our top priority, and in 2023, we upheld our exemplary record of zero lost time injuries. We continued to invest in the training and development of our people and focused on enhancing Qatarisation. Currently, Qatari nationals comprise 32% of our workforce, and we are fully committed to achieving our target of 50% Qatarisation by 2030. We also increased our social investment by 25% year-on-year, supporting vital community development initiatives in education, health, and safety, among others.

Responsible governance is the foundation of our trust with stakeholders and the long-term resilience of our business. Our commitment to ethical conduct remains unwavering, with all employees undergoing mandatory training on our Code of Business Ethics. In 2023, we strengthened our risk management, business continuity, and crisis management processes to navigate an increasingly complex and unpredictable operating environment. Our Crisis Management Team conducted over 600 response system exercises, including 214 Major Accident Hazard scenarios. We also made significant strides in digitalization and cybersecurity, leveraging cutting-edge technologies to enhance the efficiency, reliability, and security of our operations.

As we look to the future, we are excited about the opportunities that lie ahead for our organization, the industry, and the State of Qatar. The global energy transition presents a substantial prospect for QatarEnergy LNG to showcase our leadership in sustainable LNG production and supply. We are well-positioned to meet the world's growing demand for cleaner energy while contributing to Qatar's socio-economic development in line with the QNV 2030.

Khalid bin Khalifa Al Thani
Chief Executive Officer, QatarEnergy LNG

Highlights of the year

Preserving our Environment



Strengthened implementation and stewardship of QatarEnergy LNG Environmental Strategy



Implemented **satellite methane surveillance** and pioneering methane drone monitoring pilot



Completed successful trial of **Biofuel B24 on our Q-Flex LNG transport vessel** Al Ghashamiya



Sustained cumulative **GHG reduction of 12%** (since 2012) and flaring **reduction of 70%** (since 2011)



Recycled and reused 74% of wastewater as desalinated water and for irrigation



Completed **extensive post-relocation coral surveys** and enhanced collaboration with national stakeholders on biodiversity initiatives



Successfully captured **6.3 million tonnes of CO₂** at our Carbon Capture and Storage facility since 2019



Achieved Zero Liquid Discharge from our South Operations Treated Industrial and Process Water facility

Contributing to Society



565 female employees.



Maintained **zero employee fatalities** record, and no employee lost time injuries for the third consecutive year.



Received the **Crystal Award** for Supporting Qatarisation.



Conducted over 36,100 medical fitness screenings



Increased **community investments by 25% compared** to 2021.



Conducted performance reviews for **5,646 employees**.

Upholding Responsible Governance



Carried out 554 crisis-management exercises for the Tier-1 system, 43 for the Tier-2 system, and 2 for the Tier-3 system.



QatarEnergy LNG produced **77.85 MTPA** in 2023



Increased LNG **reliability to 98.6%**

ABOUT QATARENERGY LNG

Sustainability at QatarEnergy LNG
Materiality Assessment
Sustainability Framework
Stakeholder Engagement

QatarEnergy LNG is a global leader in the liquefied natural gas (LNG) industry, committed to safety, environmental sustainability, flawless project delivery, and the reliability and efficiency of its production facilities. The company develops and produces hydrocarbons from the world’s largest non-associated natural gas field in Qatar. It also has the world’s largest helium production facility.

Established in 1984, QatarEnergy LNG underwent a name change from Qatargas in 2023. This aligns with the increasing international recognition of Qatar’s role in meeting the world’s growing need for energy, particularly natural gas. This change also emphasizes QatarEnergy LNG’s continued commitment to LNG as a critical source of energy for decades to come and a vital enabler of the energy transition.

Vision

The World’s Premier LNG Company

Mission

QatarEnergy LNG provides quality LNG and other hydrocarbon products to the global market. We proudly and safely operate our facilities to premier standard and we are actively developing new facilities on behalf of our shareholders to sustain and expand our capacity.

QatarEnergy LNG protects its people, assets, and is committed to environmental sustainability. Our shareholders see consistently high value and return. We are proud to be known as a major contributor to the fulfilment of the QatarEnergy’s Vision, QNV 2030 and the nation’s future.

Success Pillars



Safety, Health and Environmental Sustainability



High Calibre Workforce



Efficient and Reliable Operations



Quality and Flawless Execution



Customer Satisfaction



Financial Performance

Values



We Embrace Incident and Injury-free:

We care for and value people, process safety, the environment, and sustainability above all else and demonstrate it in our commitments and actions.



We Value Our People:

We value, recognize, and appreciate all our people and their families; we foster teamwork, collaboration, and communication; we develop ourselves to be our best; we trust and empower one another.



We Uphold Our Reputation:

At QatarEnergy LNG we always do what we say; we promote honest and transparent communication and conduct our business ethically.



We Strive for Premier Performance:

We focus on quality in everything we do; we seek to innovate, optimize business and financial performance and ensure continuous improvement; we always put the greater interest of the company first.



We Focus On Our Stakeholders:

We place all stakeholders, both internal and external, at the heart of the business; we deliver on our promises.

Key facts about QatarEnergy LNG

OWNERSHIP

70% owned by QatarEnergy (formerly known as Qatar Petroleum), a state-owned company, and 30% by venture partners

LOCATION

Headquartered in Doha, Qatar, with offices in China, Japan, South Korea and Thailand

ACTIVITIES

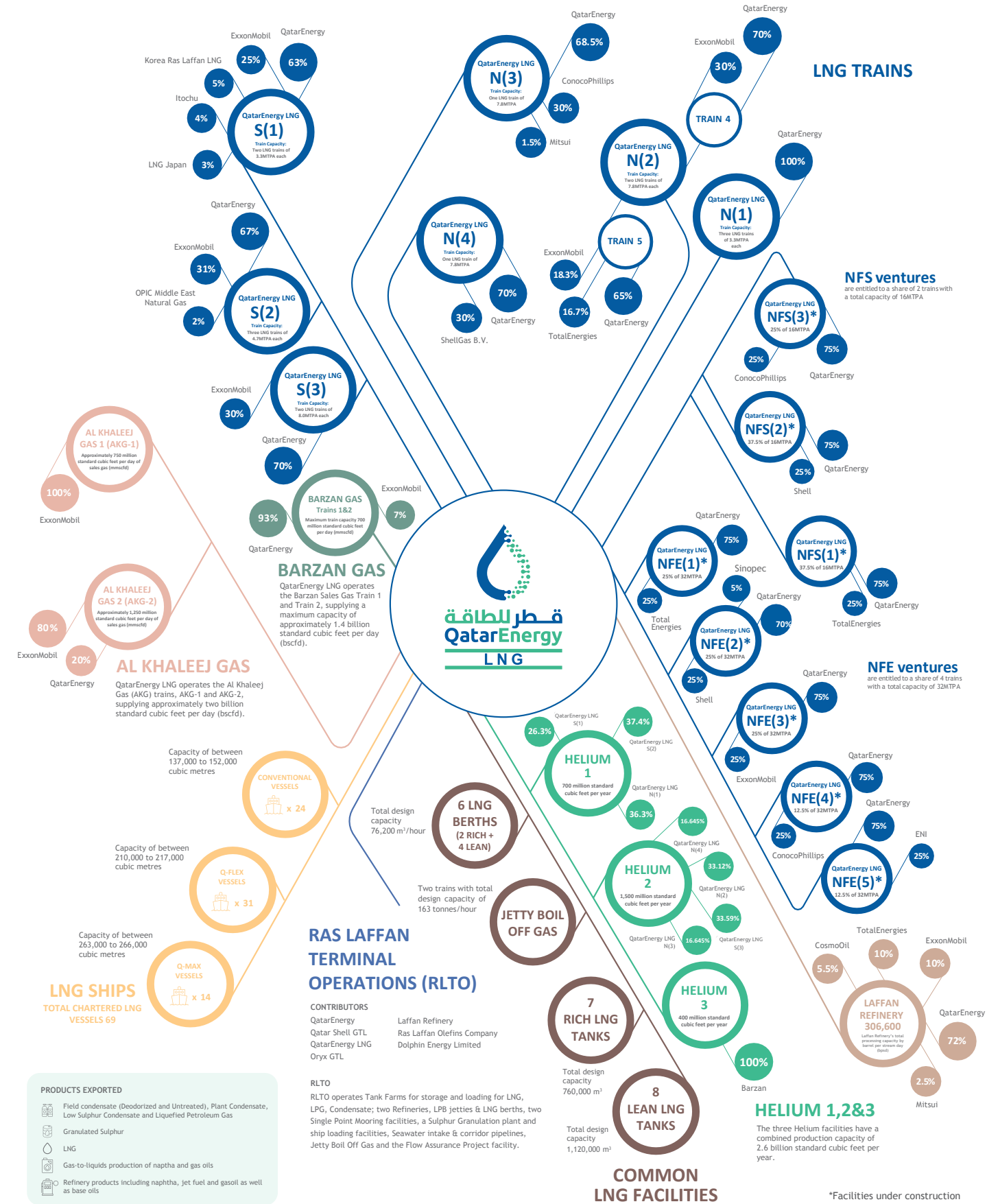
Operates and maintains 14 LNG production trains with a total annual production capacity of 77 million tonnes, making it the world's largest LNG producer

FACILITIES

Operates two domestic sales gas production facilities, two of the world's largest condensate refineries, three helium production facilities and the Ras Laffan Terminal Operations.



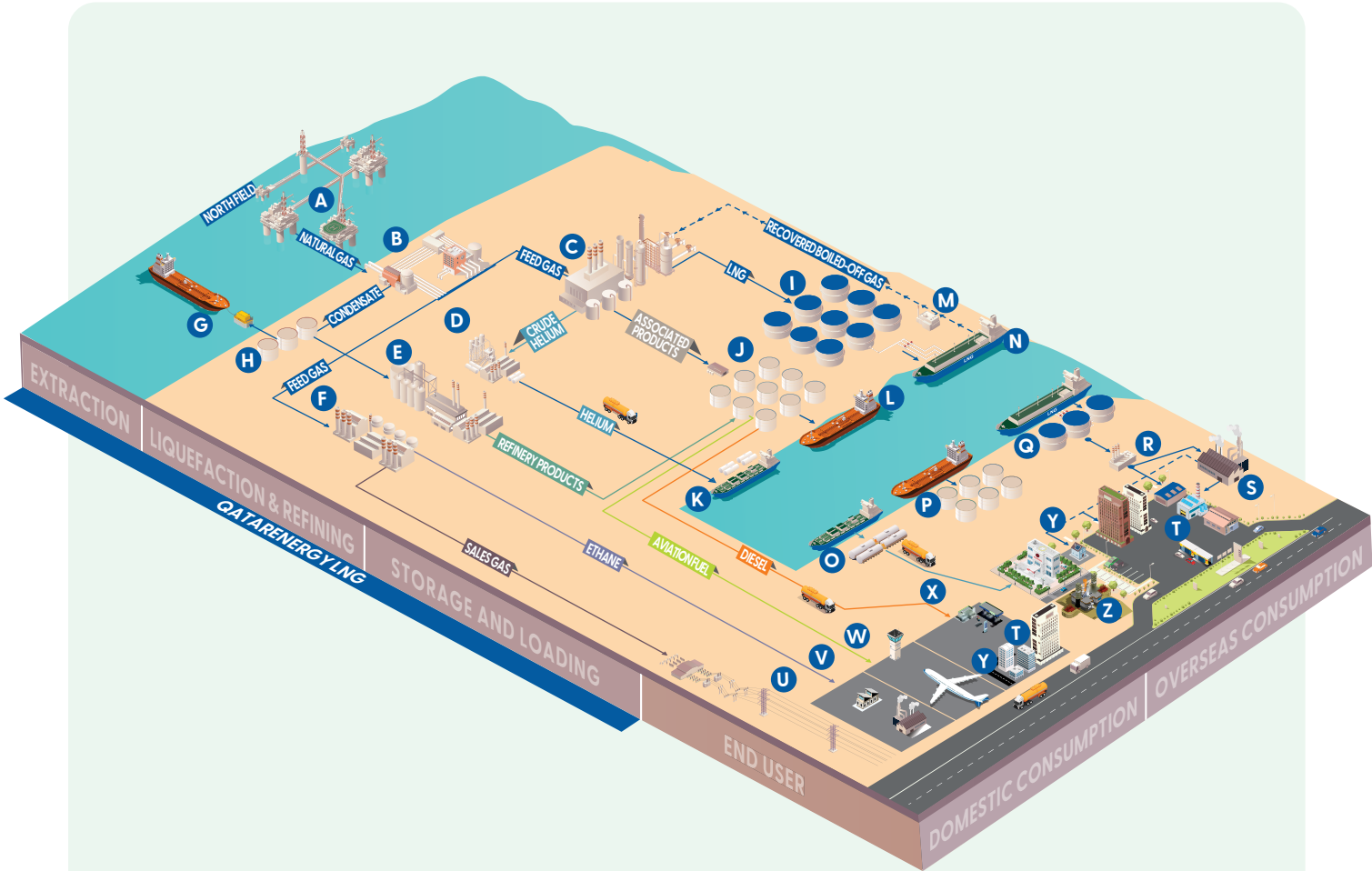
Portfolio Assets



For more information, please refer to our [Portfolio Page](#).

Value Chain

QatarEnergy LNG is a fully integrated LNG company with a value chain that runs from the well-head, off-shore Qatar, to our customers all around the world.



- Extraction**

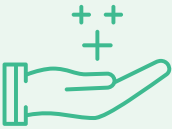
 - (A) QatarEnergy LNG North Field Offshore Platforms

Liquefaction and Refining

 - (B) **Inlet Receiving Facilities**
Feed Gas and Condensate Separation
 - (C) **LNG Trains**
 - (D) Helium 1, Helium 2 & Helium 3 Laffan
 - (E) Refinery
 - (F) Al Khaleej Gas (AKG) & Barzan
- Storage And Shipping**

 - (G) Single Point Mooring for Condensate Loading
 - (H) Condensate Storage
 - (I) LNG Storage
 - (J) **Non-LNG Products Storage**
LPG, Plant Condensate, Sulphur Kerojet, Naphtha, & Gasoil
 - (K) Helium Container Loading
 - (L) Associated Products Loading
 - (M) Jetty Boil-Off Gas (JBOG)
 - (N) LNG Vessel
 - (O) Helium Container Unloading
 - (P) Associated Products Unloading LNG
 - (Q) Receiving Terminal Regasification Facilities
- End User**

 - (S) Power Plant
 - (T) Industrial and Commercial Domestic
 - (U) Grid
 - (V) Industry and Power Plant
 - (W) Aviation Fuel
 - (X) Petrol Station
 - (Y) Residential Distribution
 - (Z) Aerospace and Medicine



LNG VALUE CHAIN

- Offshore production:**
208 wells

Onshore liquefaction:
14 LNG production trains

Storage and shipping:
LNG is transferred to storage tanks prior to being loaded onto vessels at Ras Laffan Terminal

Distribution:
Globally, using a chartered fleet of state-of-the-art LNG carriers
- LNG and LNG-Derived Products:**
Industries and power plants; industrial and commercial entities; domestic grid; aviation (fuel); petrol stations; residential distribution; aerospace and medicine

World coverage:
Exports products to Europe, Asia, the Middle East, and North and South American markets



Sustainability at QatarEnergy LNG

QatarEnergy LNG plays a leading role in the LNG industry in addressing sustainability challenges while capitalising on opportunities presented by LNG as a destination fuel in the global shift towards cleaner energy sources. We recognise the imperative to prioritise sustainable practices and innovative technologies, and we are determined to lead by example. By doing so, we contribute to global sustainability efforts and position our organisation for long-term competitiveness and success.

Sustainability Approach

As pioneers in the LNG industry, we proudly unveiled our rebranded identity earlier this year. With a new name, logo, and brand identity, QatarEnergy LNG remains dedicated to its mission as the world's premier LNG company. We were proud to update our Direction Statement, which now reflects a renewed commitment to safety, health and environmental sustainability, and signals our dedication to the future of LNG and its pivotal role as a destination fuel in the global energy transition.

At QatarEnergy LNG, we recognise LNG's fundamental part in climate change mitigation strategies. Our approach, aligned with QatarEnergy LNG's Direction Statement and the pillars of the QNV 2030, is to drive continuous performance improvements by managing resources safely, efficiently, and reliably. We align our efforts with financial, social, and environmental priorities, and employ world-class management systems to maximise the value generated for all stakeholders.



Materiality Assessment

Material topics are those that represent an organisation's most significant impacts on the economy, environment, and people. These topics shape stakeholder decisions and evaluations, necessitating their identification and reporting by organisations according to the GRI Standards.

In 2023, QatarEnergy LNG undertook a materiality refresher exercise to update the list of issues defining our sustainability priorities. The primary objectives were to align with the latest sustainability-related disclosures, such as the GRI 11 Oil and Gas Sector Standard, and to propose a refined list of material issues that better capture QatarEnergy LNG's environmental, social and governance impacts. The assessment followed a four-step process: understanding the organisational context, identifying actual and potential impacts, assessing the significance of these impacts, and prioritising the most significant ones for reporting.

Understanding the organisational context: Examining our operations, stakeholders, and existing business and sustainability performance to identify any changes to the past environmental, social and governance topics.

Identifying actual and potential impacts: Reviewing previous material issues and emerging disclosure-related issues in the context of global frameworks and trends (e.g., GRI 11). This resulted in a revised and updated list of material issues approved by our internal stakeholders.

Engaging internal stakeholders and assessing significance: Internal stakeholders were engaged through online surveys to assess the inward and outward impacts based on the revised list of material issues. The Finance and Risk Departments as well as Executive Leadership considered the significance of sustainability risks and opportunities and their impacts on the business, while other departments assessed the potential impacts on the environment and society. Participating stakeholders were asked to assess each issue on a scale of 0 to 4 and following completion, weighted average scores were calculated as presented on page 14.

Validating the results: The final results of the refresh exercise was validated by our Executive Management.



The graph below presents the consolidated assessment results, showing both the significance of the inward (green) and outward (blue) impact from the two stakeholder groups mentioned in the above. The results are presented below;



Sustainability Framework

Our sustainability framework shows how we structure our contributions to wider sustainable development. Material topics are clustered under focus areas, which in turn support our three main sustainability pillars of environmental preservation, societal contribution, and good governance. The pillars have been mapped to both the QNV 2030 and the UN SDGs, and progress is monitored through key performance indicators (KPIs) that cascade through all levels of the company. These KPIs are shown in detail in the Appendix: Detailed Disclosure.

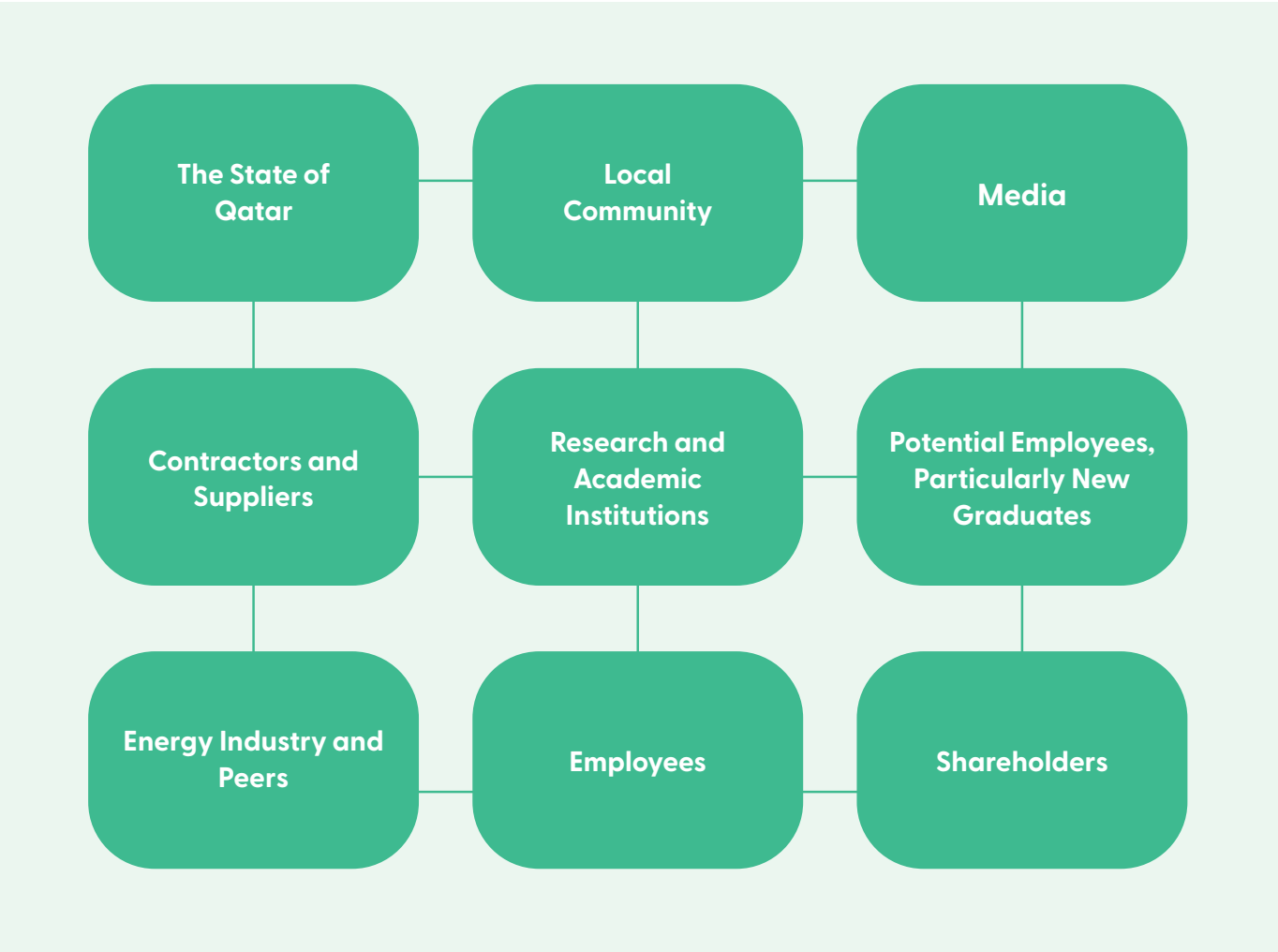
Pillar	Preserving our Environment	
Focus Area	Climate	Resources
Material Topics	<ul style="list-style-type: none">EmissionsEnergy	<ul style="list-style-type: none">Waste ManagementWater and EffluentsBiodiversity
QNV Alignment	Environmental Development	
UN SDG Alignment	<div><div>13CLIMATE ACTION</div><div>14LIFE BELOW WATER</div><div>15LIFE ON LAND</div></div>	

Pillar	Contributing to Society		
Focus Area	Safety	Talent	Community
Material Topics	<ul style="list-style-type: none">Occupational health and safetyProcess safety	<ul style="list-style-type: none">Training and developmentDiversity and inclusionQatarisation	<ul style="list-style-type: none">Local communities
QNV Alignment	Human Development	Human Development	Social Development
UN SDG Alignment	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>4QUALITY EDUCATION</div><div>5GENDER EQUALITY</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>11SUSTAINABLE CITIES AND COMMUNITIES</div></div>		

Pillar	Upholding Responsible Governance	
Focus Area	Governance	Operations
Material Topics	<ul style="list-style-type: none">Governance, ethics and transparencyRisk, business continuity, crisis managementSustainable procurement	<ul style="list-style-type: none">Economic impactInnovationEfficient and reliable operationsCustomer satisfaction
QNV Alignment	Economic Development	Economic Development
UN SDG Alignment	<div><div>9INDUSTRIAL INNOVATION AND INFRASTRUCTURE</div><div>11SUSTAINABLE CITIES AND COMMUNITIES</div></div>	

Stakeholder Engagement

We recognise the importance of engaging with our stakeholders to ensure the sustainability and success of our business. We have established a comprehensive engagement framework that encompasses both internal and external stakeholders, with a particular focus on these 9 key stakeholder groups:



Internal stakeholder engagement

We value our employees as key internal stakeholders and engage with them through various channels. Quarterly management meetings are held to update employees on business performance, while CEO and employee forums provide a platform for open communication and feedback. We also publish an employee newsletter, Tawasul, and conduct employee surveys to gauge satisfaction and identify areas for

improvement. Online tools such as HR Service Desk, IT Service Desk, and Personal Administration (PA) Telephone Desk are available for employees to register their feedback and concerns.

External stakeholder engagement

We interact with a wide range of external stakeholders, including customers, suppliers, contractors, local communities, and the general public.

We engage with these stakeholders through various means, such as our online newsletter, The Pioneer, press releases, management interviews, and participation in conferences and exhibitions. We also support corporate social responsibility activities and attend career fairs to attract new talent.

Strategic partnerships and initiatives

In addition to direct stakeholder engagement, we leverage our expertise to support the energy industry through strategic partnerships and initiatives. We collaborate with universities and national research organizations, invest in research and innovation, develop the Qatarisation program to promote local talent, and invest in the social welfare of the communities in which we operate.

Committed to continuous improvement

To ensure the effectiveness of our stakeholder

engagement efforts, we conduct annual Marketing Strategy discussions and workshops with our LNG Marketers, who serve as our frontline representatives to stakeholders and customers. These discussions generate key targets and activities to improve QatarEnergy LNG’s position and stakeholder relationships. We also process feedback from customer surveys internally to identify strengths and weaknesses, address complaints, and share lessons learned with the wider team. Business processes and guidelines are reviewed, updated, and endorsed by management periodically to reflect changing business requirements.

By maintaining open lines of transparent communication and two-way dialogue, we are building strong, lasting relationships with stakeholders that enable us to deliver world-class sustainable energy solutions to global customers.



PRESERVING OUR ENVIRONMENT

Environmental Strategy and Implementation

Climate

Resources

Given QatarEnergy LNG’s key role in the global transition towards cleaner energy, we are committed to implementing innovative solutions to reduce environmental impacts across the LNG value chain. By saving resources, increasing efficiency and effectively managing waste, emissions and effluents, we proactively manage our environmental footprint and promote a healthier environment for future generations.

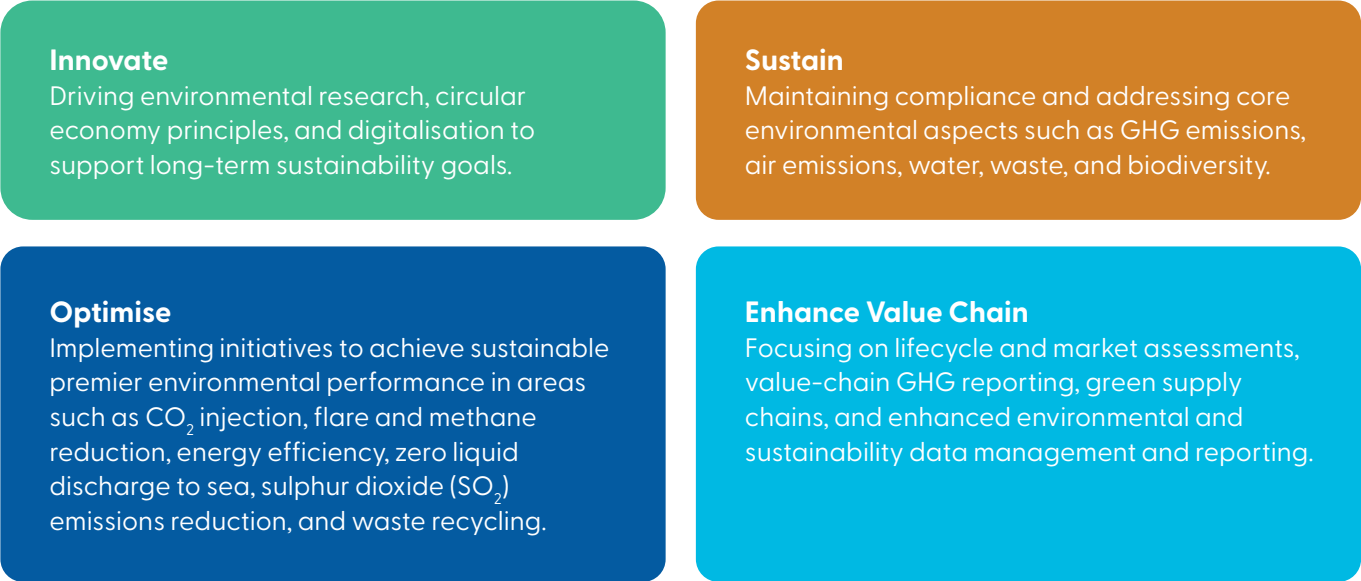
Pillar	Preserving our Environment	
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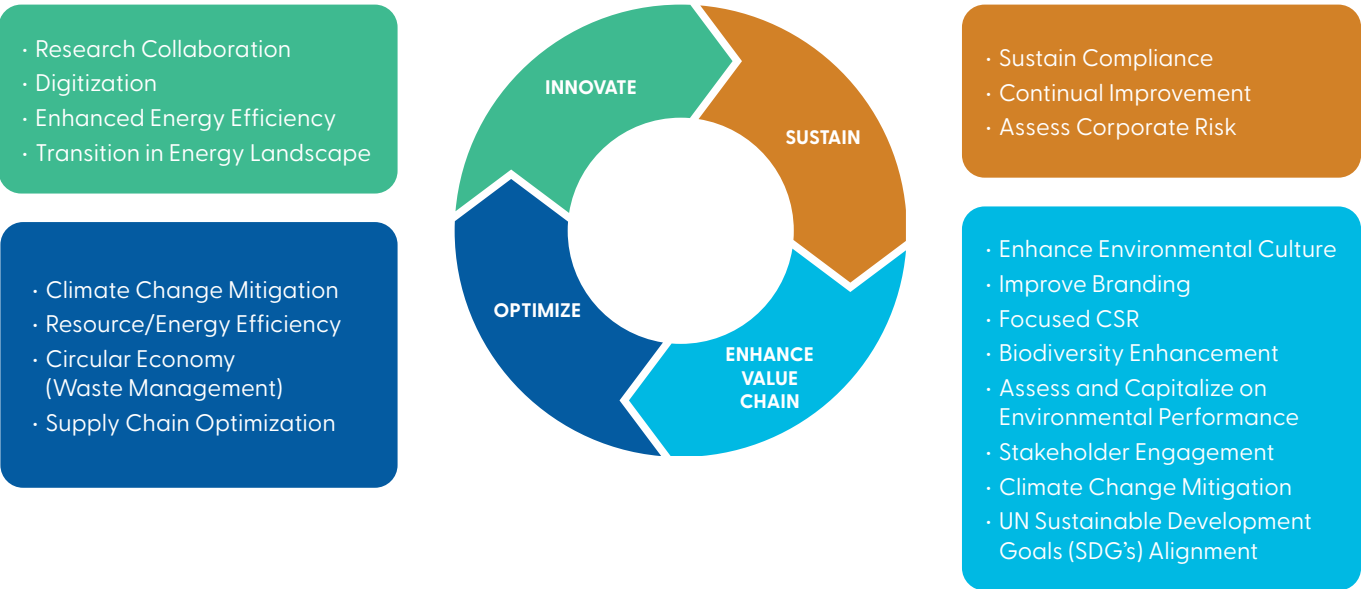
Environmental Strategy and Implementation

To realise our 2030 vision of achieving sustainable premier environmental performance, we are taking a proactive approach to environmental stewardship, ensuring that existing and emerging environmental issues, risks, and opportunities are effectively identified, assessed, managed and reported on.

We have developed a comprehensive Environmental Strategy encompassing our full value chain, to guide our direction and scope. Our Environmental Strategy is built on the following four key pillars:



A high-level summary of the strategy, including the main components under each pillar, is provided below:



The Implementation Roadmap for our Environmental Strategy, launched in 2022, sets out our plans to address climate change and reduce our environmental impact across multiple aspects. The roadmap is founded on the 32 strategic concepts from the Environmental Strategy and comprises 75 targeted implementation plans from 2021 to 2030, covering each of the strategic concepts. Many of the plans are currently in various stages of implementation.



Environmental Management

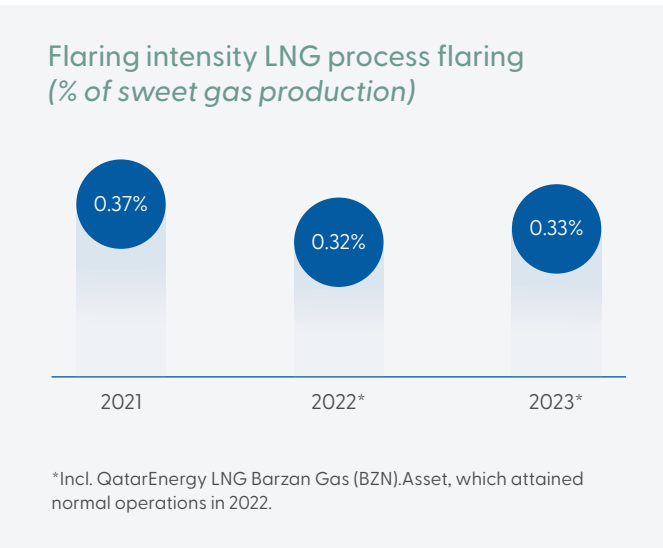
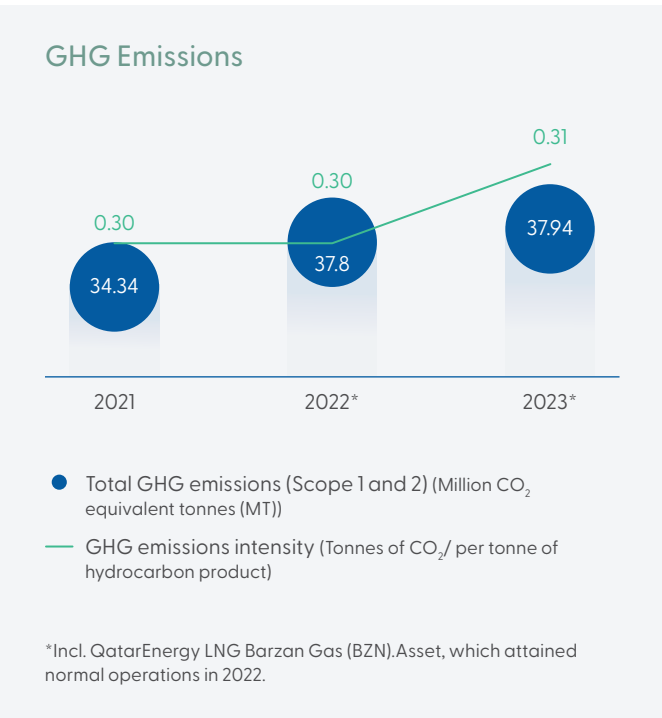
Our Environmental Management System (EMS) which is certified to ISO14001, plays a crucial role in mitigating long-term environmental risks and preparing for emerging trends, while enabling stakeholder engagement, research, and innovation.

We also maintain a dedicated Environmental Compliance Program (ECP) to ensure a systematic approach to environmental compliance verifications across our operating assets. In line with this program, we complete annual environmental compliance verifications for our operating assets based on a full range of applicable environmental legal and compliance requirements.

Climate Emissions

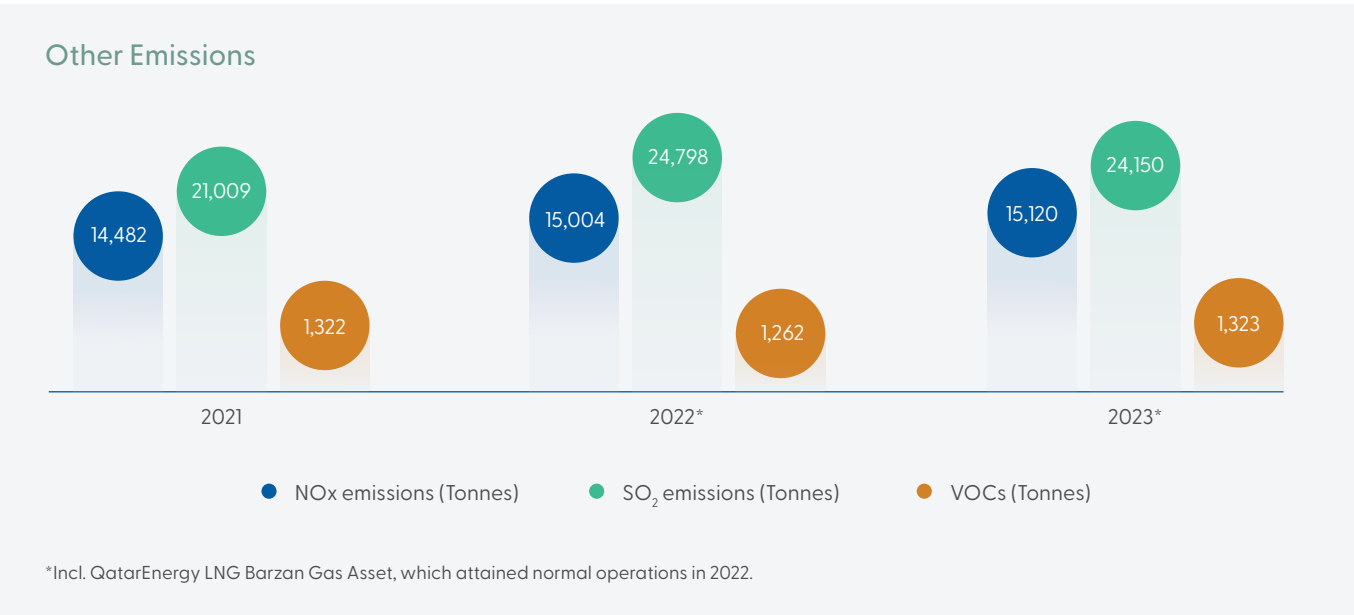
Our Environmental Strategy places a strong emphasis on climate action, with specific initiatives and targets for CO₂ injection, flare and methane reduction and energy efficiency. Our GHG Management Program is dedicated to monitoring, benchmarking, and reducing GHG emissions. It is supported by a comprehensive value chain GHG Accounting and Reporting process that adheres to the guidelines set by the UN Intergovernmental Panel on Climate Change (IPCC) and is externally verified on an annual basis.

Our total GHG emissions and flaring volumes in 2023 were comparable to 2022, with GHG emissions intensity slightly higher at 0.31 (vs. 0.30 in 2022). This minor increase was mainly due to planned shutdowns of our Jetty Boil-Off Gas (JBOG) facility over the course of the year.



Our Carbon Capture and Storage (CCS) facility is one of the largest CO₂ sequestration facilities in the Middle East. In 2023, it successfully captured 1.36 million tonnes of CO₂ (1.2 MT in 2022) and has captured 6.3 MT of CO₂ in total since start-up in 2019. We are continuously expanding our CO₂ injection capacity and are on track to sequester an additional 4 million tonnes per annum by 2030 for our existing LNG operations. In our upcoming LNG expansion projects, we plan to further increase our CO₂ injection capabilities. A portion of this CO₂ is also expected to be exported outside of QatarEnergy LNG to be used for enhanced oil recovery.

We maintained our range of advanced emission controls and conducted extensive monitoring and reporting on Nitrogen Oxides (NO_x), Sulphur Dioxide (SO₂), and Volatile Organic Compounds (VOCs).



Advanced techniques for methane emissions monitoring

We initiated an extensive satellite methane monitoring program across our onshore and offshore facilities in 2023 by utilizing a recognized methane satellite services provider. The advanced sensors onboard these satellites can detect methane emissions as low as 100 kg/h, which when coupled with QatarEnergy LNGs established on-ground Leak Detection and Repair (LDAR) program, enables prompt detection and mitigation of methane hotspots and emissions.

We also concluded a pioneering pilot campaign to quantify methane emissions at one of our facilities in 2023, leveraging Total Energies’ cutting-edge Airborne Ultralight Spectrometer for Environmental Applications (AUSEA) technology deployed via drone. This initiative was the first deployment of methane drone technology for onshore facilities in Qatar and was safely completed at the QatarEnergy LNG (N2) asset in February 2023.



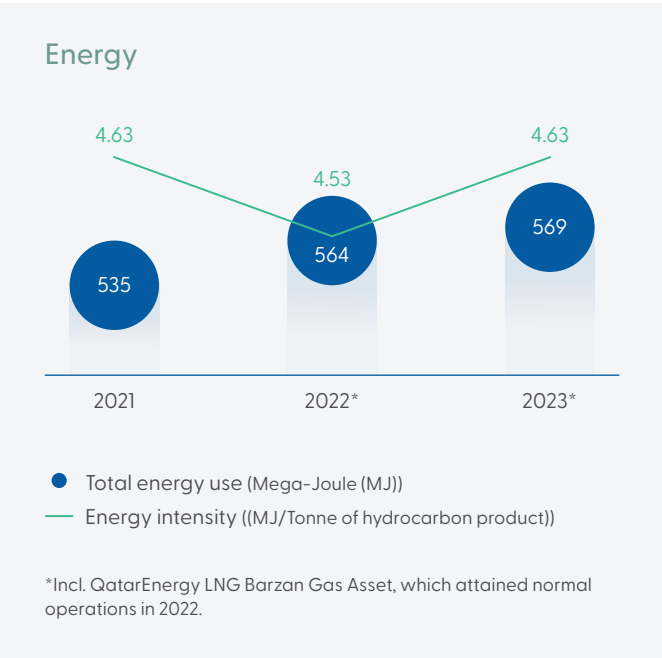
Khalifa Ahmed Al-Sulaiti, QatarEnergy LNG Chief Health Safety Environment & Quality Officer remarked: “The application of advanced methane monitoring technologies and techniques represents an early success of QatarEnergy LNG’s Environmental Strategy and has positioned the company favourably in terms of Oil and Gas Methane Partnership (OGMP) 2.0 requirements and achieving our commitment of near zero methane emissions by 2030.”



Energy

Fuel gas remained our primary energy source, powering our operations and generating steam. It accounted for 99.2% of our total energy consumption, with the remaining 0.8% coming from grid electricity used to power our buildings and select plant operations.

Our energy intensity across our operations was maintained at steady state in recent years. We will continue to explore innovative ways to minimise our energy consumption, reduce our environmental impact and increase energy efficiency.



Reducing the environmental impact of maritime transport

As part of our commitment to reduce our carbon footprint, we partnered with Nakilat and successfully conducted a trial of marine biofuel (B24) on one of our long-term chartered Q-Flex LNG transport ships, Al Ghashamiya.

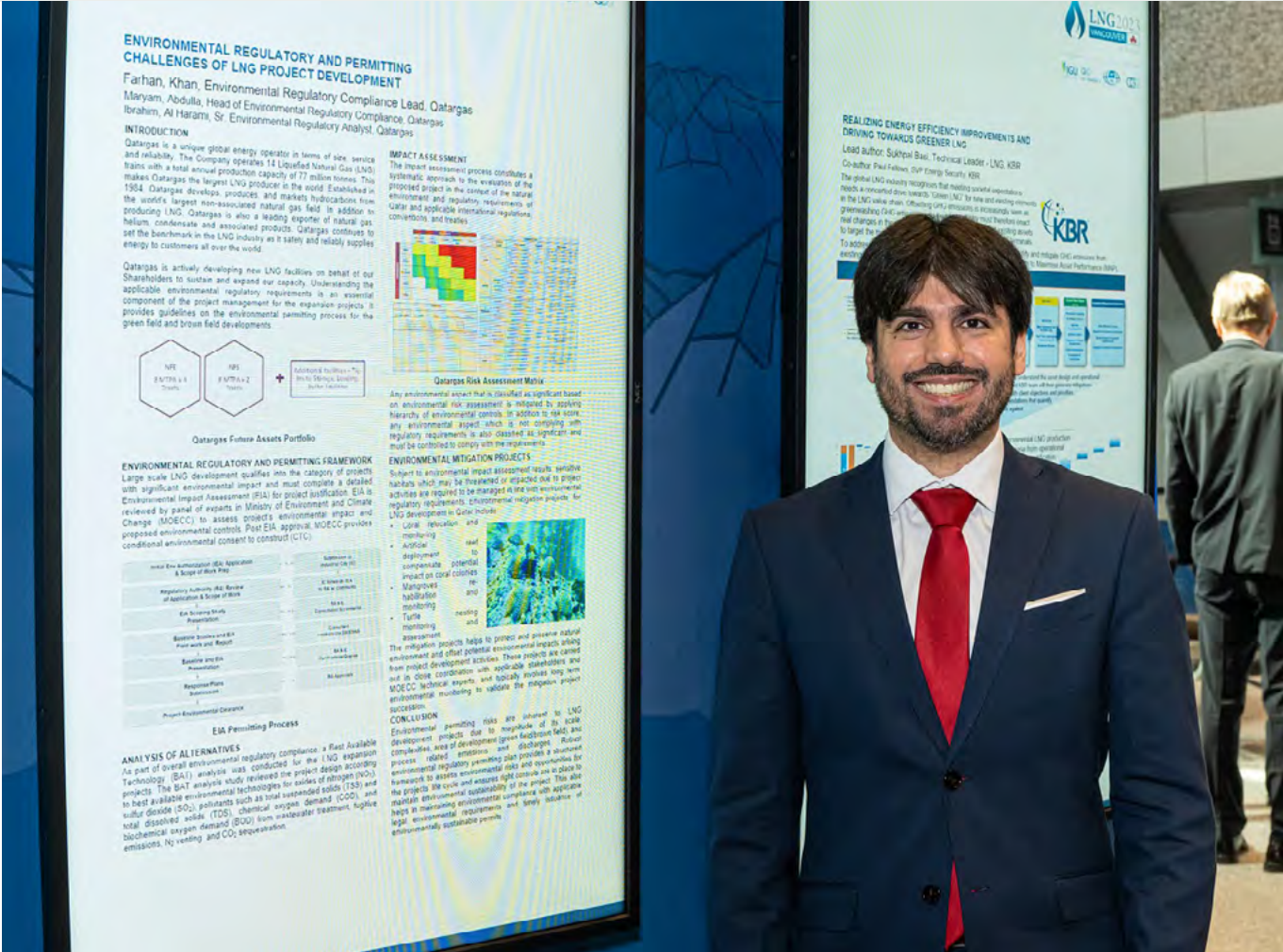
The trial took place between September and November 2023, involving approximately 1,700 tonnes of biofuel blend procured in Singapore.

B24 is a blend of up to 24% bio component and very low sulphur fuel oil (VLSFO). The bio component used for this trial was Used Cooking Oil Methyl Ester (UCOME) which is a second generation biofuel derived from recycled waste cooking oil. It was certified by ISCC (International Sustainability and Carbon Certification), and its use resulted in an approximate 17% reduction in CO₂ emissions compared to conventional VLSFO. Besides meeting industry standards for fuel performance, the trial highlighted that UCOME based B24 delivered the environmental benefits associated with biofuels and was compatible with existing LNG ship systems.

Going forward, we will evaluate opportunities for further trials with other grades of biofuel and other LNG ship types to expand the range of zero-carbon solutions available for our ship operations.

Showcasing our industry expertise at global industry events

QatarEnergy LNG attended the 20th International Conference & Exhibition on LNG (LNG2023) in July 2023 in Vancouver, Canada as part of a State of Qatar delegation. At this conference, QatarEnergy LNG showcased several key environmental initiatives, which included presentations and posters on *World-Class Environmental Standards: Greenhouse Gas (GHG) Emissions Reduction Experience in the Gas & LNG Industries* and *Environmental Regulatory and Permitting Challenges of LNG Project Development*.



Ahmed Jassim Al-Mohamedi, QatarEnergy LNG Environmental Lead presenting Environmental Regulatory and Permitting Challenges of LNG Project Development

“ We are using solar power to power some of our new LNG production. Qatar’s LNG carbon intensity is probably the lowest in the world. So, we are doing it in a very responsible fashion, and we are reducing emissions ”

– His Excellency Mr. Saad Sherida Al-Kaabi, the Minister of State for Energy Affairs, the President and CEO of QatarEnergy, speaking at the event's Leadership Dialogue.

Resources

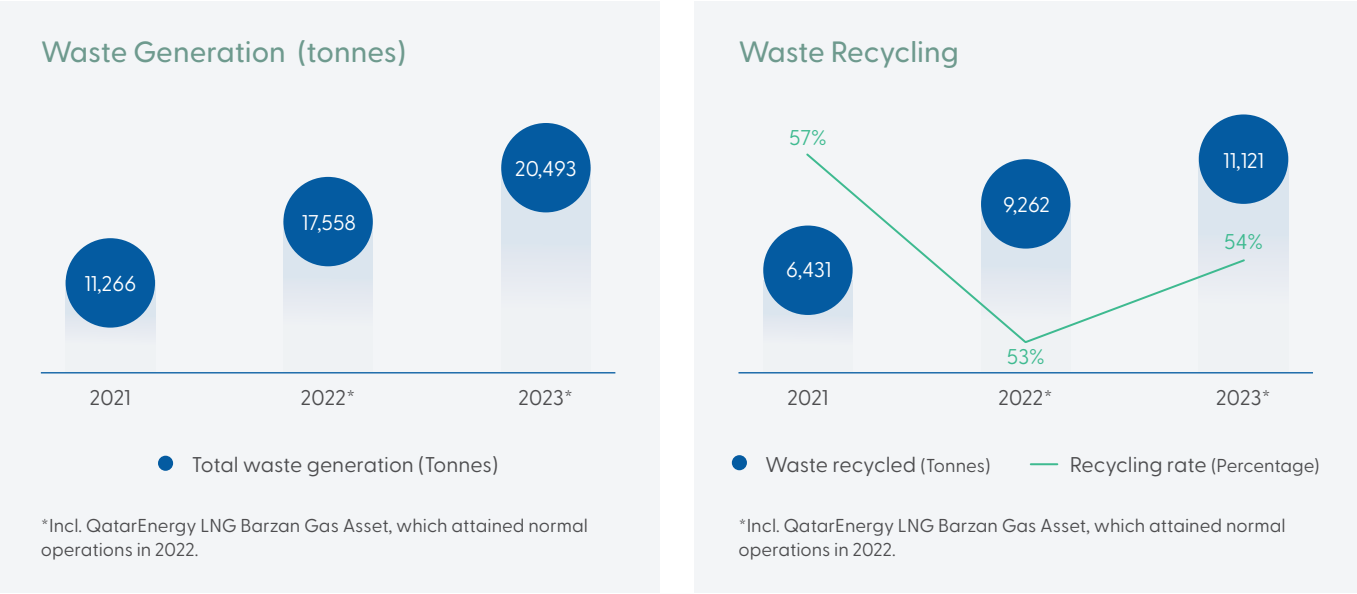
Waste Management

Waste recycling and circular economy are key elements of QatarEnergy LNG’s Environmental Strategy in line with QNV 2030 and best industry practices. Our strategic goal is to attain 70% recycling by 2030 across all waste streams generated, which we believe can be achieved through successful cross-industry partnerships and collaborations with local SMEs. These partnerships are vital in developing sustainable and economically viable recycling and upcycling opportunities to promote circular economy within the State of Qatar.

Our Waste Management Approach focuses on implementation of comprehensive waste management solutions, development and maintenance of associated waste infrastructure, as well as efficient and reliable execution of waste operations. We are currently implementing waste collection infrastructure and efficiency initiatives across all facilities.

2023 Performance

QatarEnergy LNG generated 20,493 tonnes of waste materials primarily from maintenance and turnaround activities. We have continued to introduce new recycling opportunities for previously scrapped materials and as well as maintained our partnerships with local industries and SMEs. This allowed us to sustain our recycling performance at previously achieved levels of above 50% in spite of a 16% increase in total volume of waste generated as compared to 2022.



Showcasing our achievements in waste and wastewater management

We presented our integrated approach to waste management, recycling and circular economy and environmental achievements in wastewater treatment at the 106th Petroleum Environment Research Forum (PERF) Annual Session, held on 14 and 15 March 2023. The event was jointly hosted by ConocoPhillips and the Qatar Science and Technology Park (QSTP).

We highlighted our notable success in the application of circular economy principles in partnership with local industries to implement sustainable recycling and reuse solutions for a variety of waste materials that would otherwise be landfilled, in order to maximize their potential in creating economic value within the State of Qatar.

We also provided an overview of our accomplishments in water management, emphasizing the successful implementation of Membrane Bioreactor (MBR) and Reverse Osmosis (RO) technologies at our facilities and collaboration on emerging water and wastewater management approaches with the ConocoPhillips Global Water Sustainability Centre (GWSC).



Water and Effluents

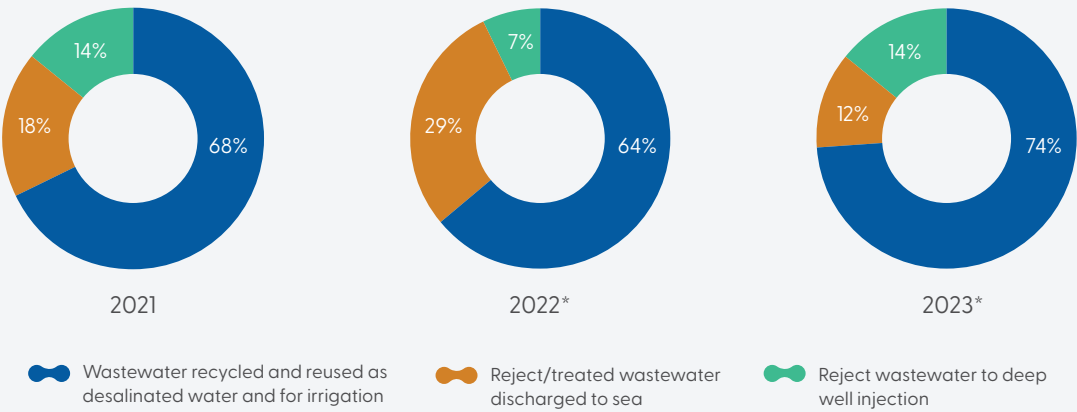
Our operations incorporate significant water usage, with distinct sources for different purposes. We use seawater for non-contact cooling processes, employing it in heat exchange systems to cool various operational streams. For steam generation and utilities, we rely on desalinated water, which we obtain both from Kahramaa and through our own onsite desalination facilities. We utilise advanced wastewater treatment technologies to recycle water, further contributing to our steam generation processes.

Our Water and Wastewater Reduction and Reuse Program aligns with the broader environmental goals set by the State of Qatar. We have adopted MBR and reverse osmosis systems at our wastewater treatment plants. Some of our treatment plants are achieving near to zero-liquid discharge through desalination water generation and reuse of water for irrigation.

2023 Performance

Our wastewater recycling and reuse rate increased from 64% in 2022 to 74% in 2023 due to improved availability and reliability of our advanced wastewater facilities, showcasing our commitment to circularity and sustainable resource use.

Water and Effluents



*Incl. QatarEnergy LNG Barzan Gas Asset, which attained normal operations in 2022.

Zero Liquid Discharge (ZLD) achievement

In 2023, QatarEnergy LNG South Operations achieved Zero Liquid Discharge (ZLD) from its Treated Industrial and Process Water (TIPW) facility by recycling reject water in its existing desalination units. This innovative concept was initiated as an in-house engineering solution and represents a key early achievement of the QatarEnergy LNG Environmental Strategy, which targets zero wastewater discharge to the sea across all facilities by 2030.

The TIPW facility leverages advanced treatment technologies, including ultra-filtration and Reverse Osmosis (RO), to recycle process and sanitary wastewater from the QatarEnergy LNG South plant for reuse as desalinated water. The ZLD approach eliminates reject water previously discharged to the sea from the TIPW facility, while also concurrently reducing the consumption of seawater intake to onsite desalination facilities.



Biodiversity

In 2023, we strengthened our engagement and collaboration with the Ministry of Environment and Climate Change (MECC), national universities and research centers on our various biodiversity projects. QatarEnergy LNG collaborated with Qatar University to carry out a series of monitoring surveys at the QatarEnergy LNG coral relocation site and previously marked sensitive site. The surveys were performed to assess the efficacy of the previous coral relocation campaign and collect field data from the relocation site that can augment and be used for our future campaigns. The survey was performed by group of scientific divers moving together from one array of deployed reefs to the next systematically photographing the tag of each reef and using a specifically designed datasheet to record critical information related to the artificial reefs, health status of the corals and overall marine biodiversity. A total of 4,500 coral colonies were monitored during the monitoring event at the relocated site with only 0.36% of corals showing any signs of bleaching, indicating that the 2022 bleaching season had little effect on the corals at this site.

Moreover, as proactive environmental decision-making, Benthic (sea floor) surveys conducted at one of the offshore NFXP wellhead platforms revealed the presence of rocky coral outcrops east of the proposed wellhead location. Subsequent ROV surveys showed that the area is of high ecological sensitivity with the presence of both soft and hard coral communities with significantly high coverage. To preserve this ecologically sensitive area, QatarEnergy LNG relocated the wellhead platform to another location. In collaboration with the MECC, we also embarked on a series of proactive annual monitoring campaigns at the original coral outcrop site to ensure that this area remained protected and unaffected by project development activities. Successive annual monitoring programs including the latest campaign as shown below illustrates a thriving ecosystem in the area comprising a healthy coral community of 16 species, along with 30 fish and 32 different species of invertebrates and vertebrates.



Scolopsis ghanam



Lethrinus obsoletus



Delphinus delphis



Stephanolepis diaspros



Bryaninops yongei



Eretmochelys imbricata
(Hawksbill turtle)

In addition to our biodiversity projects, we also continued to engage in broader environmental initiatives across Ras Laffan Industrial City (RLIC), led by the Laffan Environmental Society (LES), of which QatarEnergy LNG is a founding member. This included QatarEnergy LNG’s participation in a range of LES-led environmental monitoring and assessment studies as well as beach clean-ups for turtle nesting, with participation from our employees to further contribute to nature conservation and biodiversity protection.

In close coordination with Ras Laffan Industrial City (RLIC), we conducted a first of its kind emergency rescue operation for an endangered loggerhead turtle trapped in one of the seawater intakes in the RLIC port area. Despite numerous challenges, including the size and weight of the turtle and significant access limitations to the confined seawater intake area, the turtle was rescued and safely returned to its marine habitat.



Showcasing our achievements in marine protection

QatarEnergy LNG presented its marine biodiversity projects to a wide range of stakeholders during a workshop jointly hosted with Qatar University at the Aquatic Fisheries Research Centre (AFRC) in Ras Matbakh on 23 February 2023.

The forum provided a unique opportunity to share biodiversity expertise and best practices from environmental and marine scientists, researchers, and practitioners from the Ministry of Municipality, QatarEnergy, QatarEnergy LNG, Qatar University, AFRC, and other key energy sector companies, including ExxonMobil, Total Energies, North Oil Company, Shell, and Ras Laffan Olefins Company (RLOC).

The workshop focused on a QatarEnergy LNG’s first of its kind Coral Nursery inaugurated in 2021 at the AFRC in Ras Matbakh. The latest insights and results from coral propagation at the coral nursery were presented and discussed with technical experts and the wider audience, including the potential for the QatarEnergy LNG coral nursery to be utilised as a national coral bank, thereby contributing to future marine biodiversity and coral protection projects, both in Qatar and the region. This unique programme is expected to pave the way forward for sustainable marine ecosystem preservation methods and optimise the Technological Readiness Level of procedures and facilities for propagation of local coral species in a land-based nursery.

Collaboration and Partnerships

Our Environmental Strategy prioritises innovation and collaboration to raise awareness, enhance capacity building, and develop innovative solutions that support the achievement of QatarEnergy LNG’s environmental targets. To facilitate this, we have established a comprehensive research collaboration framework that involves national research organisations and industry innovation centres, leveraging their state-of-the-art resources and expertise to deliver on our objectives .

These include:

- Ministry of Environment and Climate Change
- QatarEnergy
- Qatar University
- Texas A&M University Qatar
- Aquatic Fisheries Research Centre
- ExxonMobil Research Qatar
- ConocoPhillips Global Water Sustainability Centre
- TotalEnergies Research Center Qatar



QatarEnergy LNG Environmental Research Collaboration Framework



Participating in QatarEnergy Industrial Cities Sustainability Forum

QatarEnergy LNG participated in the 4th QatarEnergy Industrial Cities Sustainability Forum held in Doha on 25 and 26 October 2023.

This Forum is held on an annual basis with a focus on knowledge sharing and showcasing industrial initiatives to meet long-term objectives and targets of the Environmental Development Pillar of QNV 2030.

We were proud to showcase some key collaborative initiatives with our shareholder and national research centres, which included the following:

QatarEnergy Water Mapping Initiative provided an overview of an advanced water surveillance program and tool developed in collaboration with ExxonMobil Research Qatar to measure, assess and optimize water use and wastewater management at QatarEnergy LNG facilities.

Harmonization of Soil and Groundwater Management and Protection in Ras Laffan Industrial City showcased QatarEnergy LNG’s industry-leading soil and groundwater mapping, monitoring and surveillance initiative in collaboration with ExxonMobil Research Qatar.

Advanced Methane Emissions Measurement which summarized key insights and results from methane monitoring utilizing advanced sensor and drone technology conducted in 2023 at QatarEnergy LNG facilities in collaboration with Total Energies.



Mapping and Assessing Soil and Groundwater Dynamics and Risks

QatarEnergy LNG, in collaboration with ExxonMobil Research Qatar (EMRQ), has led a multi-year program since 2021 to develop a comprehensive understanding of the physical and chemical groundwater dynamics at our operational facilities in Ras Laffan. This effort combines geology, hydrology, geochemistry, and remote sensing to address the variability of the groundwater table due to rainfall and tidal oscillations, groundwater chemistry, and the impact of soil and surface geology on infiltration. Using transducers as water level loggers, we have recorded real-time groundwater levels at 10-minute intervals over a 2+ year period, showing variations influenced by tides and rainfall. The findings indicated that individual wells responded differently to storm events and anthropogenic influences due to geologic variations in the subsurface, highlighting differences in hydraulic conductivity.

Through this collaborative effort, QatarEnergy LNG has developed a world-class database necessary for accurate forecasting and environmental emergency response, assessing soil and groundwater impacts on operational facilities, and setting the standard for groundwater management techniques and procedures.

CONTRIBUTING TO SOCIETY

Safety
Talent
Community

At the heart of QatarEnergy LNG’s social sustainability philosophy lies our commitment to benefiting people and economies locally and globally. As a business, we generate significant economic benefits through creating over 6,000 jobs and enhancing local supply chains, but we also invest and participate in social initiatives that boost community development. Our strategic framework prioritises safety, talent development, and community engagement, supporting our contribution to Qatar’s national goals and global leadership in social sustainability across the LNG value chain.

Pillar	Contributing to Society		
Focus Area	Safety	Talent	Community
Material Topics	<ul style="list-style-type: none">Occupational health and safetyProcess safety	<ul style="list-style-type: none">Training and developmentDiversity and inclusionQatarisation	<ul style="list-style-type: none">Local communities
QNV Alignment	Human Development	Human Development	Social Development
UN SDG Alignment		  	



Safety

Occupational Health and Safety

Keeping Safety at the Core of Our Operations

At QatarEnergy LNG, safety is not just a priority, but a core value that drives every aspect of our operations. Our robust safety programs adopt the highest health and safety standards, strengthen our incident- and injury-free culture for employees and contractors, and ensure the safe use of assets in production processes.

Our approach to safety is multifaceted. The QatarEnergy LNG SHE (Safety, Health, and Environment) Committee, chaired by our CEO, serves as a vital platform for direct engagement with management. This committee convenes monthly to discuss SHE highlights, analyse major incidents, share lessons and conduct site visits.

At the asset level, the Asset SHE Committee, comprising representatives from all functions, conducts monthly site visits and coaching sessions to identify opportunities for further health and safety enhancements. The committee also facilitates forums where operators and maintenance personnel can openly discuss mutual safety concerns and share valuable experiences. This collaborative approach is further bolstered by a network of safety champions and coaches embedded in all assets and across all shifts.

Upholding International Safety Standards

Embracing an incident- and injury-free culture is a fundamental part of our mission and values. Our commitment to safety extends to ensuring that our Health, Safety, Environment and Quality (HSEQ) systems adhere to the highest international standards. Our HSEQ systems are certified ISO 9001 (Quality), ISO 14001 (Environment), ISO 45001 (Occupational Health and Safety) and ISO 28000 (Security) standards. We align our procedures with the principles set out by some of the most reputable safety and labour organisations in the world, such as the International Labour Organisation, the Organisation for Economic Cooperation and Development, the World Health Organisation, the International Association of Oil & Gas Producers, and the American Petroleum Institute. We also have a track record of consistently meeting or surpass the benchmarks established by the Qatar Occupational Safety and Health Administration. Our contractors are safeguarded by an enhanced Contractor Safety Management system, ensuring that they receive the same level of comprehensive safety training as our own staff.

Instilling a Safety Culture

Our ‘Ensure Protection’ program is a key component of all management systems across our organisation and requires that all processes, systems and tools are in place to identify and protect against hazards and risks. Applications include our ‘manage operational risks’, ‘manage personal safety’ and ‘manage permit to work’ protocols. The external HSEQ audit conducted in 2023 found no failures to conform to Ensure Protection protocols.

To set the tone for safety each year, we begin with a ‘Safe Start’ video that communicates key safety messages to our workforce. Our ‘Fundamentals of Protection’ framework supports our ‘Life Saving Rules’ personal safety program with a specific focus on process safety. This disciplined framework is designed to manage the complexities of our operations while highlighting the risks that have the greatest potential to result in major incidents or fatalities. By emphasizing the importance of making the right technical decisions and taking appropriate actions, the Fundamentals of Protection framework aims to minimise unsafe behaviours and conditions across our organisation.

Life Saving Rules



Work with a valid permit when required



Conduct gas tests when required



Verify isolation and demonstrate zero energy before work begins. Use specified life protecting equipment



Obtain authorization before entering a confined space



Obtain authorization before overriding or disabling safety critical equipment



Protect yourself against a fall when Working at Height



Always wear your seat belt



Never walk under a suspended load



Do not smoke in prohibited areas



While driving, do not use your phone/radio and do not exceed speed limits

Fundamentals of Protection



Respect Hazards



Sustain Barriers



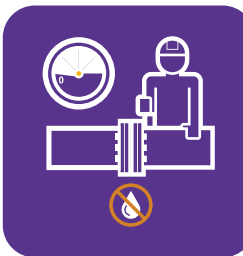
Apply Procedures



Maintain Competency



Stay Within Operating Limits



Maintain Safe Isolations



Watch For Weak Signals



Stop If Unexpected Occurs



Manage Change



Prepare For Emergency

Health and Safety Training

We run mandatory safety training programs throughout the year to ensure that our workforce is well-equipped to handle all safety challenges. With over 25 modules available in both classroom and computer-based formats, and offered in English and Hindi, these courses cater to the diverse roles and needs of our employees and contractors.

Our SuccessFactors Learning Management System enables employees to manage their training requirements efficiently, while contractors access their training via SharePoint. In 2023, we observed continued strong engagement with safety training:

- Employee trainers and contractor trainers provided 4,015 hours and 17,900 hours of training respectively.
- This training covered 5,683 classroom-based safety courses, attended by 121,848 participants.
- Employees and contractors also completed 26,415 computer-based training courses.

To further reinforce our safety message, we conduct strategic safety campaigns approximately every quarter, targeting key issues relevant to frontline workers. We produce a monthly calendar of 'Safety Moments', which plays a vital role in strengthening our focus on health and safety and fostering a robust safety culture across the organisation. By aligning these Safety Moments with our scheduled HSEQ/Operations events, campaigns, and initiatives, we prioritise the wellbeing of our employees and stakeholders.

2023 Performance

For the past three years, we have maintained our record of zero employee fatalities and no employee lost time injuries. In the year under review, there were a total of one recordable employee injury (2022: three) due to heat stress. Appropriate measures have been implemented to limit the potential for future occurrences of these incidents.

We completed the Legionella Monitoring Campaign across QatarEnergy LNG facilities, including onshore, offshore, and medical centres, ensuring a safe and healthy environment for our employees and visitors. We also conducted the 2023 Heat Stress (Hot Season) Lesson Learned Workshop to identify areas for improvement and share best practices.

As part of our commitment to maintaining the highest possible health standards, we conducted the Annual Review of Industrial Hygiene & Occupational Health Programs for Major Projects, including the North Field Expansion Project (NFXP) Onshore, NFXP Offshore, North Field South (NFS), and Engineering, Procurement, and Construction Offshore Logistics (EPCOL). All the Major Projects met the Key Performance Indices set for 2023 and successfully implemented the planned industrial hygiene and occupational programs. In 2024, greater emphasis will be placed on the Heat Stress Management program. The Industrial Hygiene - Major Project Community will focus on specific aspects of the Heat Stress Management Program, such as Heat Stress Health Risk Assessment, Training, and Monitoring.

Occupational Medicine

Our Health Management Plan is structured around the five critical pillars of occupational medicine, primary care, emergency services, administrative services and medical insurance, with a strong focus on delivering exceptional health services on all fronts.

Our Medical Department's Clinical Audit Policy remains a fundamental aspect of our sustainable healthcare practices, ensuring continuous quality improvement and compliance with medical and dental legal requirements. This policy exemplifies our dedication to closely monitoring clinical activities, identifying improvement opportunities and adopting optimal practices for clinical excellence.

We extend comprehensive occupational health services, free primary healthcare, and emergency medical support to all employees and contractors, ensuring uniform safety training and protective measures across the board. A recent pivotal advancement was the integration of eLearning modules aimed at bolstering mental health awareness and fostering a supportive culture for psychological well-being.

Our ongoing commitment to employee and community health is also evident in our delivery of mass health screenings, vaccination programs, and health awareness, training and optimisation campaigns covering a range of areas, from hand hygiene and breast cancer awareness to blood donations and cardiopulmonary resuscitation.

2023 Performance

In 2023, we conducted over 36,100 medical fitness screenings during major projects and shutdowns, ensuring workforce well-being. Our introduction of occupational psychological health training and the SAHA campaign for lifestyle management highlighted our commitment to comprehensive health.

The "Prevention is Better Than Cure" campaign at the Doha-HQ Clinic successfully disseminated crucial health information across eight topics. Our responsiveness in emergency situations was exemplified by the Plant Medical team's performance during Exercise Platinum Shield.

Worker Welfare Program

At QatarEnergy LNG, our commitment to the golden triangle of Safety, Quality, and People—including Worker Welfare—serves as the cornerstone of our group's operations. The Major Projects Leadership Team is actively engaged in fostering a supportive community, regularly visiting camps to share meals, participate in celebrations, and conduct thorough hygiene inspections. To further support our workforce and increase engagement, we have implemented programs such as "Village Heroes" and "Care Buddies," offering peer-to-peer assistance tailored to worker needs. Additionally, our 24/7 Welfare Operations Centers provide a platform for addressing concerns ranging from personal welfare and mental health to contract issues and site conditions.

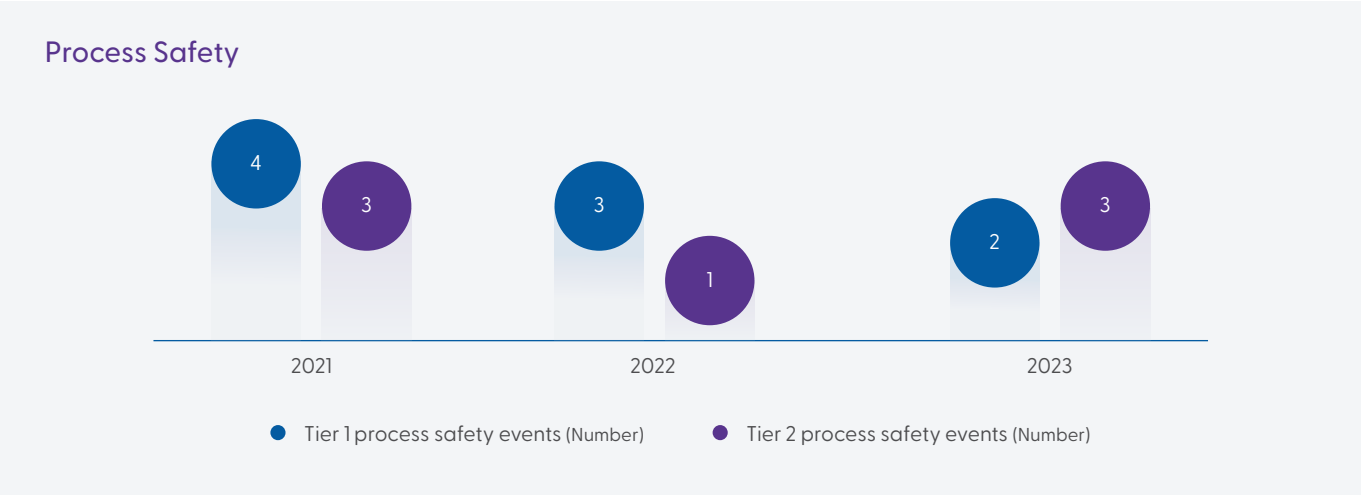


Process Safety

We prioritise the effective management of the process safety risks associated with major accident hazards. Our Manage Operations Risk process undergoes continuous enhancements to ensure the accurate identification, assessment, and mitigation of operational and process risks. In 2023, we continued to work on the operationalisation of safety cases and barrier management to ensure that our personnel are well-informed about process safety hazards and the barriers in place to mitigate them. This initiative also focuses on maintaining the effectiveness of these barriers.

2023 Performance

There were five process safety events recorded, of which two were Tier 1 (high potential) and three Tier 2 (low and medium potential). The Tier 1 events were related to a pressure transmitter tubing rupture in a propane compressor and a flange leak from a natural gas liquid (NGL) Vessel. The Tier 2 events were related to sour gas leak from pressure transmitter tapping welding joint, internal gas leak in a fire heater coil and propane leak from threaded connection failure of pilot safety valve supply line on a cargo vessel. Detailed investigations have been conducted for all five events, with lessons learned and remedial actions taken.



Talent

Fostering a culture of teamwork and collaboration is central to how we operate, enabling us to tackle challenges together and leverage our collective strengths. We are committed to providing opportunities for continuous development and growth, empowering our people to reach their full potential. By cultivating an environment of trust and empowerment, we enable everyone to take ownership, innovate and make a meaningful impact.

We have implemented many enhancements to our talent sourcing processes to support our expanding organization. Through the implementation of proactive recruitment campaigns and the introduction of our “Approved to Hire” process, we have achieved significant success in minimizing the time it takes to extend job offers to qualified candidates. These efforts have also resulted in an impressive 95% acceptance rate on “spot offers,” demonstrating the effectiveness of our streamlined approach.

Talent Development highlights in 2023

Conducted
22 school visits
to promote vocational program

Participated in
five career fairs
to showcase development programs and work opportunities

Launched
quarterly progress reviews
for national employees to track development

Hosted
two Trainee Induction Days

Initiated
two satisfaction surveys
for trainees and national graduates to evaluate development programs

Conducted
11 plant visits
to monitor progress of trainees during on-the-job training

Conducted the
People Survey
across the entire company and key contractors, achieving an 83% engagement favorability which exceeds global energy norms and benchmarks

Successfully implemented
Human Capital Expo 2023, which was expanded to including all Human Capital Group Departments including HR, Public Relations, Medical, Education and increased awareness of our HR services

Diversity and Inclusion

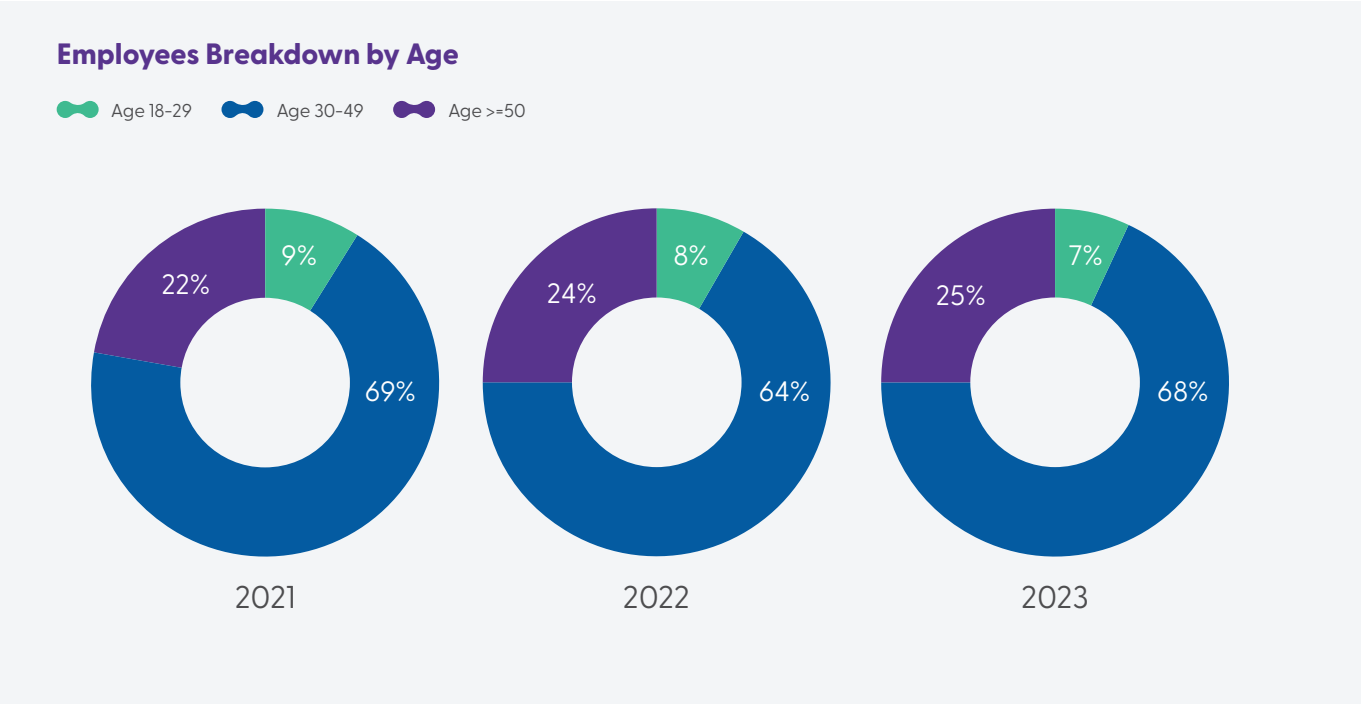
We recognise that a diverse workforce plays a pivotal role in ensuring business relevance, success and sustainable organizational growth. To this end, we have enhanced our talent sourcing process in recent years, with a particular focus on diversity and inclusion and the reduction of the average time to hire in filling vacant positions.

We have automated many of our talent sourcing systems including the Hiring Requisition process to provide a seamless experience for our internal client group as well as deploying an applicant tracking system which simplifies the process of shortlisting and progressing suitable candidates for our vacant positions. A Mobilization Dashboard storing our upcoming positions until 2031 has provided visibility and transparency to our Group and Department Managers regarding their future position vacancies. This encourages early collaboration and has enabled our Recruitment team to develop sourcing strategies based on the volume and expertise of the talent required. Our process enhancements not only enable us to onboard qualified candidates with ease but also strengthen our talent pipeline by tapping into an external pool of experienced and pre-approved candidates with a diverse range of skills and expertise which further enriches our workforce and positions our company for sustained success. Our onboarding programme delivers a 99% satisfaction rate from new employees joining our company, preparing them for a successful and rewarding career with us.

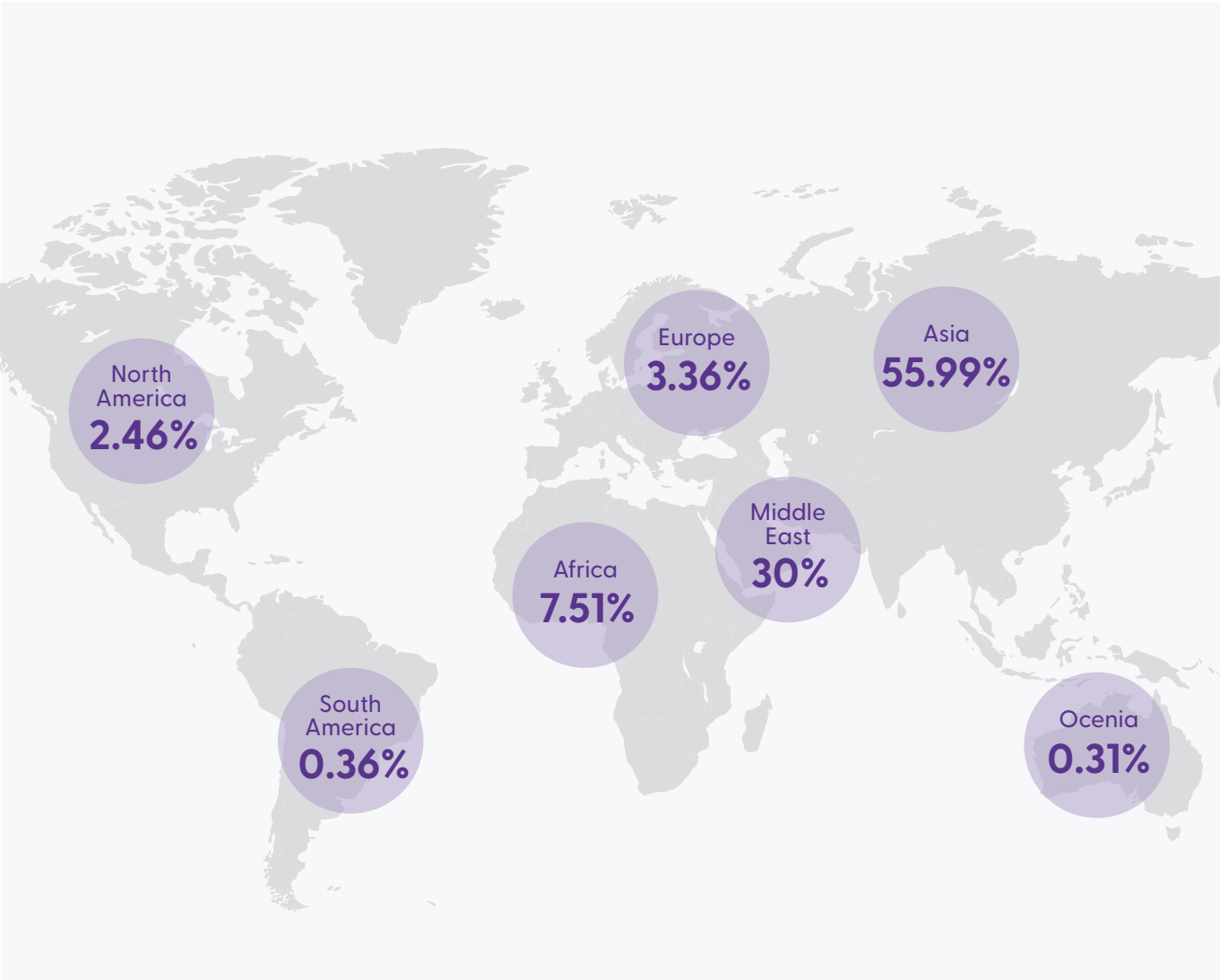
Our process enhancements not only allow us to onboard talented individuals seamlessly but also contribute to the strengthening of our talent pipeline. By leveraging an external pool of experienced and pre-approved candidates, we can tap into a diverse range of skills and expertise, further enriching our workforce and positioning ourselves for sustained success.

2023 Performance

There was a total of 565 permanent female employees and 70 temporary female employees in 2023. The workforce age profile was dominated by those aged 30-49. Detailed workforce disclosures are presented on page 65.



Employees by Region - 2023



Employee Recognition

In 2023, we recognized 62% of our employee population with 8,014 awards and financial incentive, to provide appreciation for their outstanding performance and innovations in the workplace.

Succession Planning

At the heart of our success is strong commitment to developing and promoting talent from within. Our Succession Planning process is designed to ensure business continuity by preparing a pool of capable leaders for the future. To date, we have identified 770 employees as potential successors for 429 key roles, enabling a robust talent pipeline. Over the past three years, 60 employees have successfully transitioned into leadership positions, a testament to both the strength of our process and our dedication to nurturing employee growth. This reflects our ongoing commitment to creating opportunities for career development, retaining institutional knowledge, and ensuring seamless continuity in operations to have continued success.



Retention & Employee Experience

In 2023, we maintained a regretted attrition rate of 1.3%, reflecting positively on the impact of our various retention and employee experience strategies.

We conducted our People Survey 2023, a company-wide engagement survey that seeks the opinions of both our employees and our key contractors. We reached a participation rate of 75% of our population, providing us with assurance that we obtained credible information on the thoughts and feelings of our people. We achieved an overall engagement index of 83%, which outperforms the benchmarked global industry norm. Additionally, we outperform the global benchmark results on items such as our employees pride to work at QatarEnergy LNG and our employees being willing to recommend our company as a great place to work. Improvement areas identified through the People Survey have been prioritized into the corporate workplan and are endorsed by our Senior Leadership Team.

We attract and retain a talented workforce through the range of employee benefits we offer. Examples of the types of employment benefits we offer include tax-free salaries, housing allowances, company provided accommodation for certain employees, transportation allowances, retirement plans, generous annual leave packages, annual air tickets home for employees and their families, prestige medical and dental insurance, education assistance, access to recreation including an on-site gym facility and more.

We offer various forums for our employees, including our annual Town Hall meetings with events in various locations. Over three days, employees are able to join the CEO and Management Leadership Team in an open forum to understand our performance, Strategic Plan, and future direction. A popular Q&A session with our leadership team provided employees with the opportunity to query a range of diverse topics, including sustainability.



Training and Development

We identify development opportunities through a two-tiered process that combines employee self-assessment with supervisor input, ensuring a comprehensive and personalised approach to each individual's growth journey. We take a collaborative approach to employee development, following the 70-20-10 model. This model emphasizes on-the-job learning (70%), coaching and mentoring (20%), and classroom training (10%).

Competence Framework: Nurturing Talent for Excellence

To ensure that we have highly skilled and motivated talent, we have implemented a competence framework that identifies and addresses the development needs of our workforce. The framework is built on the two pillars of behavioural and technical competences.

The Behavioural Competences pillar aligns with our company values and encompasses the three categories of core, job generic, and leadership competences. Employees are assessed annually against the required competence levels for their positions to identify areas for growth and development.

The Technical Competences pillar ensures that our employees have the necessary knowledge and skills to perform their roles effectively and safely. L&D periodically update and validate technical competence profiles to maintain their relevance and align them with evolving job descriptions and newly created positions.

By investing in the continuous development of our employees through this comprehensive Competence Framework, we ensure that we have the right talent with the right skills to drive our success now and in the future.

> For more information regarding the competence framework, please refer to the [2022 Sustainability Report](#).

2023 Competence Framework highlights

Technical Competence Profiles (TCPs)

100% of roles (1,539) have approved Technical Competence Profiles (TCPs), with clear descriptions of the competencies required to perform in the role.

147 TCPs validated by the line management in 2023, enhancing role clarity and expectations.

Technical Competence Assessments (TCAs)

3,067 out of 3,079 employees assessed, achieving **99.6% coverage**.

800 employees, out of 3,607, completed their TCAs in 2023, showcasing ongoing skill assessment.

Professional Development Plans (PDPs)

690 employees identified with technical competence gaps and have accordingly active development plans in the system.

Over 956 employees issued their PDPs to address their behavioural competence gaps.

Training Activities in 2023



In-house behavioral training

A range of courses mapped to QatarEnergy LNG's core and job generic competencies, such as communication skills, teamwork, and presentation skills. These courses are designed using experiential learning methodology, emphasizing learning activities, role-playing, and learning games to impart knowledge while keeping the theoretical components to a minimum. All courses are accessible through our Learning Management System. In 2023, the In-House Behavioral Training Catalogue contained more than 150 training courses which more than 2,000 employees attended these training and workshops.



Shareholder training

Our employees attending training courses with our shareholder companies. These courses primarily focus on technical aspects related to our business activities. During 2023, around 50 courses were offered with around 400 employees attended.



Leadership development

Our commitment to develop leaders within the organisation continued during 2023. Through investment in programs like Activate, Emerging Leaders, Cadre, Executive, Supervising the QatarEnergy LNG Way, alongside Alumni sessions, participants gained invaluable insights and enhanced essential leadership skills such as communication and navigating team dynamics.



In-house technical training

Aimed at enhancing employees' technical competencies and increasing their ability and confidence to work in a high-performance environment. Some of these courses are delivered by subject matter experts and cover topics such as safety leadership training, well management, and incident command training.

Performance Management

In employee performance management, we achieved a 99% compliance rate for objective setting, 99.71% participation in mid-year reviews, and 99.8% compliance for year-end reviews during 2023. In total, we conducted performance reviews for 5,646 employees, focusing on growth and feedback. We also updated the competence level requirements for 384 employees who moved to new positions in 2023. L&D resolved 52 performance appeals, ensuring fairness in evaluations. Additionally, 21 employees received tailored support through Performance Improvement Plans.

Qatarisation

We are fully committed to empowering Qatari talent and creating a diverse, inclusive, and thriving workplace, while contributing to the wider socio-economic development of Qatar. We remain on track to achieve our goal of a 50% Qatarisation rate by 2030, achieving 32% of total workforce in 2023.

To deliver on this promise, we have established a framework of programs and initiatives designed to attract, develop, and retain the best and brightest Qatari professionals across various disciplines. These programs are spearheaded by multiple QatarEnergy LNG departments, working in collaboration to ensure a holistic and effective approach to talent development.

Our National Graduate Development Programme (NGDP) provides a structured pathway for Qatari graduates to become fully qualified professionals in their chosen fields. Through a competence-based training and development program, each graduate receives an individually tailored Individual Development Plan (IDP) to guide their growth and progression within the company. The IDP is specifically designed for fresh graduates who are still under development and not yet at the professional level.

For those seeking to build technical expertise, our TCP equips trainees with the necessary skills in mechanical, process, instrumentation, and electrical domains. Trainees undergo a combination of classroom education and on-the-job training, along with mandatory courses and training phases, to ensure they are well-prepared for their roles.

We also recognize the importance of developing non-technical skills, which is why we have established the Non-Technical Training Programme (NTP). This competence-based program is designed to prepare National Trainees for their first level of establishment within the company, focusing on essential soft skills and business acumen. To support the academic aspirations of high-performing Qatari students, we offer the Undergraduate Scholarship Programme (USP). This initiative provides financial assistance and guidance to those who wish to continue their studies and pursue higher education in fields relevant to our industry.

In addition to these programs, all Qatari employees have access to various resources and platforms designed for further development and engagement. These include the CEO Forum, the Qatarisation Forum, and personalized coaching through quarterly and annual progress reviews. By providing these opportunities for continuous learning and growth, we cultivate a strong sense of belonging and purpose among our Qatari workforce.



CEO Forum
QatarEnergy LNG hosted its Annual CEO Forum 2023, themed L.E.A.D - Learn, Engage, Achieve, Do, where Qatari national graduates and trainees met with CEO Khalid bin Khalifa Al Thani to discuss their development plans and the Qatarisation programme. The two-day event celebrated the achievements of 14 national graduates, 14 coaches, one trainee, and eight scholars with special awards for their contributions. The forum emphasized QatarEnergy LNG’s commitment to nurturing its national talent, providing a platform for open dialogue with senior executives, and gathering valuable feedback to enhance the national development process.

2023 Performance
The number of Qatari nationals in our full-time workforce reduced by 4.5%, in the last year, due to integration of Commercial and Shipping Group employees to QatarEnergy.

In 2023, we provided six Qatari nationals with the opportunity to complete their Higher National Diploma (HND) at the University of Doha for Science and Technology (UDST) as part of the 2023 HND Intake plan. We also successfully onboarded 48 undergraduate scholars to pursue their bachelor’s degrees in various majors, 39 trainees for the Technician Certificate Program, and three individuals under the Top-up Program (Bachelor).

In recognition of our Qatarisation efforts, we received the prestigious Crystal Award for Supporting Qatarisation at the energy sector’s Annual Qatarisation Review Meeting.

Enhancing Talent Acquisition through Qatarisation and Internship Programs

The energy sector in Qatar faces significant recruitment challenges due to the limited pool of nationals with technical expertise, competition from other sectors, and a general disinterest in technical careers.

We are committed to strengthening the national workforce within the energy sector and enhancing the quality and quantity of young talent through Qatarisation efforts and an expanded internship program. We undertook initiatives aimed at attracting and enrolling more Qatar nationals under the Technician Certificate Program (TCP) and our Internship Program. This involved:

- Trainee intake enhancement - devising a comprehensive outreach strategy to better target potential candidates through increased visibility and improved communication materials.
- Internship Program revitalization - overhauling the internship process to align with company requirements and student expectations, creating discipline-specific intake plans, centralizing the selection process, and introducing mandatory orientation courses.

These efforts yielded significant results. The Internship Program saw a threefold increase in enrolments, with 91 interns in 2023. The TCP intake almost doubled, with 39 trainees in 2023, representing steady year-on-year growth from 21 in 2022 and 13 in 2021.

Community

Local Communities

We believe that investing in our communities is our responsibility and an opportunity to create shared value and drive positive change. We believe that by supporting the development and well-being of our communities, we contribute to their sustainable progress and also enhance our own resilience to risk.

Through our Social Investment Policy, we provide both financial and non-financial contributions that align with our core focus areas of community development, education, environment, safety and health. By carefully targeting our investments in these areas, we maximize our positive impact and deliver benefits that extends beyond the immediate scope of the projects.

QatarEnergy LNG is a member of the Ras Laffan Community Outreach Program (RL COP), which serves the communities surrounding Ras Laffan, where our operations are based. This committee, in partnership with other oil and gas companies operating in Ras Laffan, conducts regular community needs assessments to guide investments and initiatives for the northern areas of Qatar. Our involvement ensures that we address the community’s needs, focusing on environmental enhancement, educational support, and social cohesion.

In 2023, we increased our investments by 25% compared to previous years and continued our efforts through RL COP. We invested in environmental initiatives to maintain a cleaner environment and educational programs to foster interest in STEM subjects, providing opportunities for community members to join the oil and gas industry. Additionally, RL COP runs various social initiatives that support elderly women, utilise the expertise of retired professionals, and address issues related to workers in residential areas.



Sustainability:
Evolving all CSR programs into sustainable projects which positively impact communities.



Visibility:
Proactively raising employee and community awareness with an Enhanced Communication Plan for each initiative.



Process and Evaluation:
Implementing robust criteria to improve selection of programs.



Partnership:
Enhancing and enriching programs through internal and external stakeholder collaboration and Working Group targets.

Donations

In 2023 we have continued our commitment to donating redundant IT equipment, including PCs, laptops, printers, and monitors, to charitable organisations and community groups. We always ensure that the items are in good condition before donating them. By revitalizing surplus IT equipment, we not only contribute to the betterment of our communities but also uphold our commitment to conserving valuable natural resources and minimizing waste.

Sanea Competition

The Sanea Competition, organized by RLCOP in partnership with Ibtechar and the Ministry of Education and Higher Education, is an annual event aimed at nurturing young innovators in Qatar. Targeting preparatory and high school students, the competition takes participants on a six-month journey of discovery, creativity, and making, where they identify real-world problems and develop innovative solutions using STEM skills. The competition provides expert guidance and consistent feedback from judges, with projects assessed for design, functionality, teamwork, and presentation skills.

In 2023, the competition focused on schools in the Northern Areas, saw exceptional talent and ingenuity from students across 10 schools. This year’s competition highlighted diverse and impactful projects, such as converting kinetic energy from sports activities into electrical energy, smart attendance bracelets, and assistive devices for ADHD.



UPHOLDING RESPONSIBLE GOVERNANCE

Governance

At QatarEnergy LNG, our adaptive and responsible governance framework enables us to handle industry complexities with agility and innovation. We are committed to transparency and ethical conduct, complying with laws and regulations, and engaging in constructive stakeholder dialogue on business and sustainability issues. By efficiently managing our operations, delivering strong financial performance, building strong customer relationships, and pioneering innovative LNG applications, we contribute to Qatar’s economic growth and sustainable development.

Pillar	Upholding Responsible Governance	
Focus Area	Governance	Operations
Material Topics	<ul style="list-style-type: none">Governance, ethics and transparencyRisk, business continuity, crisis managementSustainable procurement	<ul style="list-style-type: none">Economic impactInnovationEfficient and reliable operationsCustomer satisfaction
QNV Alignment	Economic Development	Economic Development
UN SDG Alignment	<div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div> <div><div>11</div><div>SUSTAINABLE CITIES AND COMMUNITIES</div></div>	



Governance

Governance, Ethics and Transparency

Corporate Governance

Our Board of Directors sets the foundations of strong corporate governance. The Board consists of 14 members, with three representing QatarEnergy LNG and 11 representing our joint venture partners. Each partner organisation has a unique ownership structure, and the chosen Board representatives bring various skills, talents, experiences and perspectives to the Board, ensuring a balanced and inclusive decision-making process. The roles and responsibilities of the Board members are clearly defined in the QatarEnergy LNG Articles of Association and Joint Venture Agreement, which also delegate authority to the Board members and the relevant Board committees.

The Board plays a crucial role in overseeing financial and technical affairs, while also adopting and monitoring strategies and policies that empower executives to make informed and strategic decisions. To ensure the highest standards of corporate governance, the Board-level Audit Committee is tasked with overseeing the integrity of internal controls, accounting policies, financial statements and reporting, and risk management.

With strategic oversight from the QatarEnergy LNG Board Key Performance Indicators (KPIs) are monitored by the Safety, Health and Environment Committee, and the Audit Committee. Delivery is via a number of programs, strategies and management systems spanning important material topics.



For more information regarding the competence framework, please refer to the [2022 Sustainability Report](#).

Code of Ethical Conduct

Ethical conduct is central to our corporate culture and is guided by our Code of Business Ethics (the Code). The Code promotes a culture of responsibility and fairness, and all employees are expected to adhere to its principles to maintain and enhance our reputation for honesty, integrity, and reliability. The Ethics and Conflict of Interest Committee is responsible for enforcing the Code, resolving issues arising from violations, and communicating the importance of ethical conduct throughout the organization.

All employees undergo a mandatory induction process that covers the Code, and they are required to sign an annual statement of compliance. In addition to the Code, a range of regulatory documents, policies, charters and procedures are in place that ensure ethical behaviour that aligns with international standards, industry best practices, and Qatari law.

Risk, Business Continuity, Crisis Management

Enterprise-wide Risk Management

Our Enterprise Risk Management (ERM) division oversees a robust risk management system for all our operations based on international best practices. The framework is designed to identify, assess, manage and report on risks, enabling effective risk prevention and mitigation measures to be implemented across our entire value chain. The framework allows us to apply our risk management approach across the entire enterprise, evaluating risks based on key criteria such as financial, reputational, and Safety, Health, and Environmental (SHE) impacts.

Risks are categorised in various ways including organisational unit, risk type, impact type, consequence, and probability. They are then assessed against corporate objectives as identified in our Direction Statement and the six underlying pillars.

All ERM procedures are aligned with global best practices and ISO 31000 Risk Management standards. Verification is performed through a series of internal and external audits. Our ERM division is also regularly audited by QatarEnergy LNG Internal Audit, and externally by our shareholders.

Mitigation plans and assessments for identified risks are formally reviewed every quarter (at a minimum) across the organisation. These quarterly risk reviews involve meetings with all business divisions, which represent our internal stakeholders as well as external stakeholder representatives. In 2023, the feedback provided by all stakeholders about the ERM division and the results it is achieving was very positive.

Risks classified as strategic are escalated to the Strategic Risk Register, which is reviewed by the Management Leadership Team (MLT). The MLT also works with our stakeholders to do a comprehensive SWOT analysis every year.



Ensuring Business Continuity

Our ERM framework includes robust Business Continuity Management (BCM) procedures that are aligned with international best practices, including the ISO 22301 BCM standards. The BCM Team, reporting to the ERM division, is responsible for coordinating the activation of BCM across our ventures and managing a network of Business Continuity Coordinators.

Based on the lessons learned from the Covid-19 pandemic, we developed a comprehensive Pandemic and Resilience Plan. This plan enables our Incident Management Team to adopt a risk-based approach, focusing on key risk response requirements to mitigate potentially significant impacts on our operations. While the plan was developed in response to the pandemic, its value and relevance extends far beyond global pandemics and it is a vital resource to ensure resilience in the face of any major risks to our organization.

Looking ahead, we will further enhance our resilience by fostering a strong business continuity management culture throughout our organization. To achieve this, in 2023 we continued to implement several key initiatives:

- Raising competencies to global standards by certifying our central BCM team, ensuring they possess the necessary expertise to effectively manage business continuity.
- Enhancing the skills of our business continuity coordinators through industry-standard training, equipping them with the knowledge and tools to support our BCM efforts.
- Improving governance and monitoring through the implementation of specific KPIs, allowing us to track progress and identify areas for continuous improvement.
- Promoting collaboration, integration, and better communication among the various areas, teams and individuals involved in BCM.

Crisis Management

We possess a professional crisis management system which delivers immediate strategic responses to any onshore or offshore incident or crisis event within QatarEnergy LNG. The Crisis Management Team is responsible for coordinating and maintaining crisis, emergency, and disaster management standards, systems, training, and workforce. This ensures our ability to effectively respond to any emergency incident, regardless of its complexity, duration, or impact.

Each year, the Crisis Management Team conducts over 600 exercises for the QatarEnergy LNG response system. **In 2023, the team carried out 554 exercises for the Tier-1 system, 43 for the Tier-2 system, and 2 for the Tier-3 system.** These exercises included a total of 214 Major Accident Hazard (MAH) scenarios, reflecting the current risks associated with our onshore and offshore operations.

Regarding training, the Crisis Management Team completed Incident Command System (ICS) 100, 200, and 300 training for 207 QatarEnergy LNG employees, focusing primarily on our Offshore and Major Projects departments. The team also enhanced the Emergency Support Group (ESG) functions of QatarEnergy LNG’s Public Relations, Human Capital, and Business Continuity groups. Additionally, our medical response capability was strengthened through the development of several mass-casualty exercises.

The Crisis Management Team also tracks and reports quarterly on the current State of Emergency Readiness. This analysis provides a highly focused and continuous assessment of the performance of all Tier-1, Tier-2, and Tier-3 systems, ensuring a constant state of response and readiness to meet every unique demand and challenge that may arise during a QatarEnergy LNG incident.

On 28 November, the Crisis Management Team, in collaboration with QatarEnergy RLIC, QatarEnergy Corporate, the Qatar Ministry of Interior, and Hamad Medical Corporation, completed one of its largest crisis management exercises since 2016. Exercise Platinum Shield involved over 1,700 participants in Doha and Ras Laffan, testing our ability to respond effectively to a major gas release incident, as well as evaluating the multi-agency response capability of QatarEnergy LNG and its partners in the event of such an incident. The exercise employed several enhanced response concepts, including the use of drones, the deployment of mass-casualty response units, and the use of unified command structures. It tested numerous activations within the company’s Tier-1, Tier-2, and Tier-3 response systems, focusing on the strategic relationship with QatarEnergy during a major crisis event. The exercise activated Tier-1, Tier-2, and Tier-3 response systems and focused on our strategic relationship with QatarEnergy during a major crisis. The insights gained will enhance our internal and shared emergency response protocols.



Emergency Response & Security

We remain committed to continuous improvement in emergency response and Security preparedness, ensuring the safety and security of our employees, operations, and the communities we serve. Overseeing emergency response in QatarEnergy LNG. Emergency Response & Security Department has retained its international accreditation for eight consecutive years, as determined by the Centre for Public Safety Excellence (CPSE) through its Commission on Fire Accreditation International. We have also achieved the ISO 28000 for the Supply Chain Security Management System.

Collaboration with QatarEnergy Fire & Rescue Services has been crucial in enhancing our mutual aid and tactical response capabilities, aligning with our Incident Management System. A recent assessment of our emergency response and fire protection capabilities facilitated the sharing and optimal use of resources. This collaboration improved operational efficiency and strengthened our collective efforts, building a more resilient and sustainable response mechanism. It exemplifies the teamwork between QatarEnergy LNG and QatarEnergy.

2023 Performance

In 2023, the emergency response team exceeded the response time target of reaching all incidents within five minutes, thus remaining well above the National Fire Protection Association benchmark of 90% levels. Additionally, 2,995 firefighting-related training sessions were delivered to QatarEnergy LNG employees and contractors.

Information Risk Management

We remain dedicated to proactively identify and mitigate potential cybersecurity threats. Our governance framework plays a vital role in safeguarding QatarEnergy LNG Information to support and protect business objectives. Information security awareness program ensures our employees are aware of the principles of Information Security and understand how to safeguard QatarEnergy LNG Information and Information Systems.

Enhancing offshore vessel communication

QatarEnergy LNG faced a challenge in ensuring robust communication for offshore vessels involved in critical drilling and construction projects. Due to these vessels’ remote locations, harsh operational conditions, and limited deck space and power, our maintenance personnel require highly reliable, non-traditional communication systems. Adding to this are further complexities around high latency issues with satellite communications, compliance with local regulations, and ensuring cybersecurity. To address these issues, we initiated a process to identify and collaborate with a communications company that had the proven global and regional expertise in delivering advanced communication solutions. The resulting partnership led to the development of a dedicated communications hub within Ras Laffan Industrial City (RLIC), specifically designed to provide secure and reliable satellite communication services to our offshore vessels.

Sustainable Procurement

Our procurement approach is rooted in our business planning framework that aligns with the vision and five-year strategic plan. This framework is the result of thorough analysis of our internal and external environment, assessing our strengths, risks, challenges and opportunities. It is built on the two pillars of fair vendor selection and local enterprise development and support.

Fair and transparent vendor partnerships - We are committed to fair and transparent vendor partnerships through an open tender process. We evaluate vendors based on safety, financial stability, and technical capabilities, partnering only with those who meet our rigorous standards and comply with regulations. Emphasizing sustainability, we select and monitor vendors, implementing corrective actions as needed. Regular assessments ensure responsible sourcing, while our eProcurement system streamlines tendering and contract oversight, enhancing efficiency and quality.

Supporting local economic growth - Our procurement objectives focus on balancing quality, efficiency, customer satisfaction, cost-effectiveness, and timely procurement. We support Qatar’s In-Country Value initiative by encouraging local and smaller enterprises to participate in our open tenders, aligning with the Qatari Tawteen localization initiative.

Economic Impact and Innovation

As well as driving Qatarisation through our employment (created 231 new jobs in 2023) and community investments, we strive to contribute to Qatar’s wider economic development by managing our operations efficiently and reliably, building strong relationships with our stakeholders, pioneering innovative LNG applications and demonstrating strong financial performance.

QatarEnergy LNG produced 77.85 MTPA in 2023, distributing 50% of the volume to Asia, 31% to the Middle East and South Asia, and 19% to Europe. Alongside QatarEnergy, which holds the majority equity, international energy companies such as ExxonMobil, Total, Shell, and ConocoPhillips participate in the ownership of these production trains.



Efficient and Reliable Operations

Our ongoing pursuit of operational excellence is guided by our core value of premier performance. This commitment ensures that we continuously innovate, improve our business and financial performance, and foster a culture of ongoing improvement across all aspects of our operations.

The QatarEnergy LNG Management System (QLMS) is the cornerstone of these endeavours, providing a comprehensive framework that shapes how our workforce performs and delivers value. QLMS ensures that tasks are executed safely, effectively, and synergistically, guiding our efforts to realize and uphold the company's vision. The system encompasses our entire value chain, processes, organizational structure, and our employees, bringing together every aspect of our operations as an interconnected series of value-adding activities.

To maintain efficient and reliable operations, QLMS provides principles, elements, and requirements that guide optimal performance of business processes. We conduct Business Process Assurance for all 70 business processes which involves systematic review of process performance by process owners, stakeholders and executive leadership. We have also introduced a Holistic Integrated Planning function to align strategies and execution plans in order to prepare our business for upcoming expansions and sustainability initiatives.

In 2023, QLMS hosted a Certification Training for our champions and specialists located in various departments. A total of 75 participants engaged in the intensive two-day modules led by leading professionals in Business Process Management (BPM). The training catered to experienced personnel and prepared prospective champions and process owners to assume these roles with confidence in the future.

2023 Performance

We further increased LNG reliability to 97.67%. We recorded 11 late or off-spec delivery in 2023.

Committed to Quality

Our dedication to quality was validated by successful ISO Surveillance assessments conducted by Intertek demonstrating our compliance with international quality standards. We also launched the electronic HSE&Q Waiver Request system and conducted the annual Ensure Protection Process Assessment to maintain our rigorous quality standards.

Engaging our employees is crucial to fostering a culture of quality. We actively participated in Safety Day which serves as a reminder of QatarEnergy LNG commitment to safety and plays a role in showcasing HSEQ Departments critical contributions, technologies, and capabilities. We also hosted the Quality Forum to raise awareness and promote best practices. We also celebrated the World Month of Quality, reinforcing our commitment to excellence across the organization.

In 2023, we focused on enhancing and implementing Quality Assurance Plans for all shutdowns, ensuring that our maintenance and operations adhere to the highest standards. We introduced innovative solutions such as the Quality Observation eCard (Jawda) and the Maintenance Verification Assurance Process to streamline our quality control processes, making them more efficient and effective.

Customer Satisfaction

Our ongoing customer loyalty is a testament to our nearly three-decade track record of delivering exceptional quality products and services. Customer feedback is processed internally to identify strengths and weaknesses. Complaints are addressed by identifying root causes, and lessons learned are shared with the wider team.

Business processes and guidelines are regularly reviewed, updated, and endorsed by management to reflect changing business requirements. Employees can register feedback via online tools like the HR Service Desk, IT Service Desk, and PA Telephone Desk.

At QatarEnergy LNG, we conduct annual marketing strategy discussions and workshops with LNG marketers, who serve as our frontline representatives to stakeholders and customers. These sessions generate activities and key targets to enhance our market position and relationships with stakeholders and customers.



APPENDIX A. DETAILED DISCLOSURES

KPIs	2021	2022	2023
CONTRIBUTION TO SOCIETY			
Workplace Safety and Medicine			
Total employee manhours	9,362,562	9,819,093	9,873,131
Total contractor manhours	26,026,298	30,886,907	36,274,049
Employee fatalities as a result of work-related injury	0	0	0
Contractor fatalities as a result of work-related injury	0	0	0
Employee high consequence work related injury (excluding fatality)	1	0	0
Employee high consequence work related injury rate (excluding fatality)	0.11	0.00	0.00
Contractor high consequence work related injury (excluding fatality)	1	0	2
Contractor high consequence work related injury rate (excluding fatality)	0.04	0.00	0.05
Employee work related injury (excluding fatality and high consequence work)	1	3	1
Employee work related injury rate (excluding fatality and high consequence work)	0.11	0.31	0.10
Contractor work related injury (excluding fatality and high consequence work)	10	11	17
Contractor work related injury rate (excluding fatality and high consequence work)	0.38	0.36	0.46
Tier 1 process safety events	4	3	2
Tier 2 process safety events	3	1	3
Parental Leave			
Employees that took parental leave	112	106	115
· Female	33	30	26
· Male	79	76	89
Parental leave return to work rate (%)			
· Female (%)	96.7%	100%	96%
· Male (%)	100%	100%	94%

KPIs	2021	2022	2023
Diversity and Inclusion			
By Region			
N. America (%)	2.33%	2.26%	2.46%
S. America (%)	0.53%	0.48%	0.36%
Europe (%)	3.23%	3.31%	3.36%
Africa (%)	6.91%	7.46%	7.51%
Middle East (%)	33.32%	32.45%	30.00%
Asia (%)	53.43%	53.74%	55.99%
Oceania (%)	0.25%	0.29%	0.31%
New hires and turnover			
Age 18-29(%)	22.09%	25.75%	16.48%
Age 30-49 (%)	70.24%	66.21%	75.37%
Age >=50 (%)	7.67%	8.05%	8.16%
Female (%)	9%	11%	9.62%
Male (%)	91%	89%	90.38%
Turnover rate (%)	3.25%	3.29%	6.32%
Qatarisation			
Nationals among total full-time workforce	1,546	1,575	1,503
Qatarisation rate	33.72%	33.35%	32.01%
Female National full-time employees	309	315	286
Male National full-time employees	1,237	1,260	1,217
Qatarisation, senior management	51	52	49
Qatarisation, middle management	214	234	244
Qatarisation, staff level	1,281	1,289	1210
Indirect Economic Impact			
Positions sustained	5,570	5,830	6047
PRESERVING OUR ENVIRONMENT			
Greenhouse Gas (GHG) Emissions			
Total GHG emissions (Scope 1 and 2, tonnes CO ₂ e)	34,342,910	37,804,035	37,939,557
GHG Scope 1 (tonnes CO ₂ e)	33,446,693	36,577,907	36,754,710
GHG Scope 2 (tonnes CO ₂ e)	896,217	1,226,128	1,184,847
GHG emissions intensity (tonnes of CO ₂ per tonne LNG & Sales Gas)	0.36	0.36	0.38

KPIs	2021	2022	2023
Flaring (MMSCF)	18,267	17,200	18,077
Flaring intensity (% of sweet gas production)	0.37	0.32	0.33
Turnaround (shutdown flaring) (million standard cubic feet - MMSCF)	1,764	1,485	1,531
Other Emissions			
NOx emissions (tonnes)	14,482	15,004	15,120
SO ₂ emissions (tonnes)	21,009	24,798	24,150
VOCs (tonnes)	1,322	1,262	1,323
Energy			
Energy consumption outside the organization (MJ)* *2021 and 2022 data revised based on correction in calculations	0.16	0.19	0.19
Direct Energy Consumption (fuel)(MJ)	531	558	563
Indirect Energy Consumption (MJ)	4.3	6.4	6.5
Total energy use (Mega Joules (MJ))	535	564	569
Energy intensity (MJ/tonne of hydrocarbon product)	4.63	4.53	4.63
Waste Management			
Waste generation (tonnes)	11,266	17,558	20,493
Waste recycled (tonnes)	6,431	9,262	11,121
Recycling rate	57%	53%	54%
Hazardous waste generation (tonnes)	5,668	10,018	11,081
Non-hazardous waste generation (tonnes)	5,598	7,541	9,412
Water and Effluents			
Desalinated Water consumption (Kahramaa and onsite generation) Million cubic meters	8.61	9.64	9.93
Desalinated Water Generated on site from seawater Million cubic meters	4.39	4.61	4.20
Water consumption intensity (million m ³ /tonne of hydrocarbon product)	0.075	0.077	0.080
Wastewater recycled and reused as desalinated water and for irrigation (Percentage)	68%	64%	74%
Reject/treated wastewater discharged to sea (Percentage)	18%	29%	12%
Reject wastewater to deep well injection (Percentage)	14%	7%	14%

KPIs	2021	2022	2023
RESPONSIBLE GOVERNANCE			
Efficient and Reliable Operations			
Late deliveries	0	0	1
Off specs deliveries	0	0	0
LNG reliability (%)	98.40%	98.60%	97.6%
LNG availability (%)	95.40%	95.30%	94.3%

GRI Content Index



CONTENT INDEX
ADVANCED SERVICE

2024

For the Content Index – Advanced Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. The service was performed on the English version of the report.

Statement of use	Qatar Energy LNG has reported in accordance with the GRI Standards for the period 1/1/2023 till 31/12/2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11: Oil and Gas Sector 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/ OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	9, 10, 11, 12, 13			
	2-2 Entities included in the organization's sustainability reporting	2			
	2-3 Reporting period, frequency and contact point	2			
	2-4 Restatements of information	No data was restated			
	2-5 External assurance	QatarEnergy LNG doesn't seek external assurance.			
	2-6 Activities, value chain and other business relationships	11, 12, 13			
	2-7 Employees	47, 68			
	2-8 Workers who are not employees	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-9 Governance structure and composition	58			
	2-10 Nomination and selection of the highest governance body	52, also 2022 Sustainability Report , 51, 52			
	2-11 Chair of the highest governance body	52			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	14, also 2022 Sustainability Report, Page 51, 52, 53			
	2-13 Delegation of responsibility for managing impacts	2022 Sustainability Report, Page 51, 52, 53			
	2-14 Role of the highest governance body in sustainability reporting	2022 Sustainability Report, Page 51, 52, 53			
	2-15 Conflicts of interest	58, 59			
	2-16 Communication of critical concerns	2022 Sustainability Report, Page 54			
	2-17 Collective knowledge of the highest governance body	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-18 Evaluation of the performance of the highest governance body	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-19 Remuneration policies	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-20 Process to determine remuneration	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-21 Annual total compensation ratio	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-22 Statement on sustainable development strategy	9, also QatarEnergy LNG Sustainability Framework			
	2-23 Policy commitments	43, 54, 58			
	2-24 Embedding policy commitments	58, 59, 60			
	2-25 Processes to remediate negative impacts	2022 Sustainability Report, Page 51, 52, 53			
	2-26 Mechanisms for seeking advice and raising concerns	2022 Sustainability Report, Page 54, 55			
	2-27 Compliance with laws and regulations	Not disclosed	Confidentiality constraints	Due to internal policies	
	2-28 Membership associations	32, 34, 55			
	2-29 Approach to stakeholder engagement	18, 19			
	2-30 Collective bargaining agreements	Collective bargaining is prohibited in Qatar	Legal prohibitions	Collective bargaining is illegal in Qatar.	
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	15, 16, 17			
	3-2 List of material topics	15, 16, 17			
Qatarisation					
GRI 3: Material Topics 2021	3-3 Management of material topics	52			11.2.1 11.14.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not disclosed	Confidentiality constraints	Due to internal policies	11.14.2
	201-2 Financial implications and other risks and opportunities due to climate change	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.2.2
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	68			11.11.2 11.14.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
Economic impacts					
GRI 3: Material Topics 2021	3-3 Management of material topics	63			11.14.1
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	27, 36, 37, 55, 61, 63			11.14.4
	203-2 Significant indirect economic impacts	68, also 2022 Sustainability Report pg 32			11.14.5
Governance, ethics and transparency					
GRI 3: Material Topics 2021	3-3 Management of material topics	58, 59, 60			11.20.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.20.2
	205-2 Communication and training about anti-corruption policies and procedures	58			11.20.3
	205-3 Confirmed incidents of corruption and actions taken	Not disclosed	Confidentiality constraints	Due to internal policies	11.20.4
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	27			11.1.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	69			11.1.2
	302-2 Energy consumption outside of the organization	69			11.1.3
	302-3 Energy intensity	27			11.1.4
	302-4 Reduction of energy consumption	27, 28			
Water and effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 31			11.6.1 11.8.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	30, 31, 37			11.6.2
	303-2 Management of water discharge-related impacts	30, 31			11.6.3
	303-3 Water withdrawal	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.6.4
	303-4 Water discharge	31, 69			11.6.5
	303-5 Water consumption	69			11.6.6
GRI 306: Effluents and Waste 2016	306-3 Significant spills	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.8.2
Biodiversity					
GRI 3: Material Topics 2021	3-3 Management of material topics	32, 33			11.4.1
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.4.2
	304-2 Significant impacts of activities, products and services on biodiversity	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.4.3
	304-3 Habitats protected or restored	32, 33			11.4.4
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.4.5

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	24, 25, 26			11.1.1 11.2.1 11.3.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	24, 68			11.1.5
	305-2 Energy indirect (Scope 2) GHG emissions	24, 68			11.1.6
	305-3 Other indirect (Scope 3) GHG emissions	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.1.7
	305-4 GHG emissions intensity	24, 68			11.1.8
	305-5 Reduction of GHG emissions	25			11.2.3
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	25, 69			11.3.2
Waste management					
GRI 3: Material Topics 2021	3-3 Management of material topics	29			11.5.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	29			11.5.2
	306-2 Management of significant waste-related impacts	29			11.5.3
	306-3 Waste generated	29, 69			11.5.4
	306-4 Waste diverted from disposal	29, 69			11.5.5
	306-5 Waste directed to disposal	29, 69			11.5.6
Occupational health and safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	40, 41, 42, 43			11.9.1 11.3.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	40, 61			11.9.2
	403-2 Hazard identification, risk assessment, and incident investigation	60, 61			11.9.3
	403-3 Occupational health services	43			11.9.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	16,18,20			11.9.5
	403-5 Worker training on occupational health and safety	42			11.9.6
	403-6 Promotion of worker health	42, 43			11.9.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61			11.9.8
	403-8 Workers covered by an occupational health and safety management system	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.9.9
	403-9 Work-related injuries	42, 67			11.9.10
	403-10 Work-related ill health	42, 67			11.9.11
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not disclosed	Information unavailable	No clear indication when and if this will be measured in the future due to difficulty obtaining data	11.3.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
Training and development					
GRI 3: Material Topics 2021	3-3 Management of material topics	45, 50, 51			11.10.1 11.7.1
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	45, 50, 51			11.10.6 11.11.4
	404-2 Programs for upgrading employee skills and transition assistance programs	45, 50, 51			11.10.7 11.7.3
	404-3 Percentage of employees receiving regular performance and career development reviews	50			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	68			11.10.2
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	48, 49			11.10.3
	401-3 Parental leave	67			11.10.4 11.11.3
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not disclosed	Confidentiality constraints	Due to internal policies	11.10.5 11.7.2
Diversity and inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	46, 47, 68			11.11.1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	58			11.11.5
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed	Confidentiality constraints	Due to internal policies	11.11.6
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not disclosed	Confidentiality constraints	Due to internal policies	11.11.7
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	54, 55			11.15.1 11.16.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	54, 55			11.15.2
	413-2 Operations with significant actual and potential negative impacts on local communities	54, 55			11.15.3
Sustainable procurement					
GRI 3: Material Topics 2021	3-3 Management of material topics	62			11.10.1 11.14.1
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not disclosed	Confidentiality constraints	Due to internal policies	11.14.6
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not disclosed	Confidentiality constraints	Due to internal policies	11.10.8
	414-2 Negative social impacts in the supply chain and actions taken	Not disclosed	Confidentiality constraints	Due to internal policies	11.10.9
Process safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	44			11.8.1
GRI 11: Oil and Gas Sector 2021	Additional sector disclosure: Report the total number of Tier 1 and Tier 2 process safety events, and a breakdown of this total by business activity	44			11.8.3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER	Omissions		GRI SECTOR STANDARD REF. NO.
			REASON	EXPLANATION	
We also report on topics that are not covered by the GRI standards					
Customer satisfaction					
GRI 3: Material Topics 2021	3-3 Management of material topics	65			
Efficient and reliable operations					
GRI 3: Material Topics 2021	3-3 Management of material topics	64			
Risk, business continuity, crisis management					
GRI 3: Material Topics 2021	3-3 Management of material topics	59			
Innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	64			
Topics in the applicable GRI Sector Standards determined as not material					
Topic 11.12 Forced labor and modern slavery	QatarEnergy LNG complies with the QatarEnergy Code of Conduct pursuant to which QatarEnergy LNG will not engage, tolerate or work business partners: <ul style="list-style-type: none">· that employ children and minors· that engage in human trafficking or forced, bonded or compulsory labor· whose employees are not free to leave their employment after reasonable notice or are required to lodge deposits of money or identity papers with their employer, unless required to do so in accordance with the law.				
Topic 11.13 Freedom of association and collective bargaining	In Qatar, national labor laws and regulations restrict union activities and collective bargaining.				
Topic 11.17 Rights of indigenous peoples	QatarEnergy LNG complies with the QatarEnergy Code of Conduct pursuant to which QatarEnergy LNG respects the human rights of people in communities impacted by QatarEnergy LNG’s activities, including in relation to their use of land, water and other natural resources.				
Topic 11.18 Conflict and security	QatarEnergy LNG does not disclose details of security risks affecting its operations.				
Topic 11.19 Anti-competitive behavior	QatarEnergy LNG complies with the QatarEnergy Code of Conduct and is committed to the principles of free, transparent and fair competition. QatarEnergy LNG never engages in or tolerates unfair methods of competition, such as price fixing, bid rigging or manipulation or abuse of market position. Commercially and competitively sensitive information is shared only on a “need to know” basis with the organization. In particular QatarEnergy LNG implements a robust competition “Firewall Ruleset” in order to mitigate the risk of anti-competitive behaviour which may impact the LNG and Helium markets globally and regionally.				
Topic 11.21 Payments to governments	QatarEnergy LNG makes payments to the government of the State of Qatar including fees for licenses and permits relevant to its operations as well as taxes in any jurisdiction where it has a taxable presence. QatarEnergy LNG does not however disclose details of these payments.				
Topic 11.22 Public policy	QatarEnergy LNG does not engage in political activity or advocacy within Qatar or internationally				

