



قطر غاز
QATARGAS



2021 Sustainability Report

Drive Sustainability through Cleaner Energy

Welcome

A very warm welcome to Qatargas 2021 Sustainability Report covering our Environmental, Social and Governance (ESG) performance for the reporting period from 1 January 2021 to December 31, 2021.

The scope of the report covers the Qatargas frameworks, procedures, processes, and initiatives that are in place to drive sustainability across our organisation. The reporting boundary covers all the Qatargas operations under our direct control within the State of Qatar.

This report has been prepared in accordance with the GRI Standards: Core option. We report on topics that are more material to our business and stakeholder groups. This report has successfully completed the GRI Content Index Service. To view the GRI content index, please refer to Appendix B.

We invite all enquiries and feedback on this report and our wider approach:



© All Rights Reserved



What's Inside

Welcome 02

About Qatargas 04

2021 Sustainability Highlights 07

Message From the CEO 08



Sustainability Approach 09

Materiality 11
Stakeholder Engagement 12



Occupational Safety and Health 13

Upholding International Standards 14
Occupational Medicine 20



Environment 24

Environmental Management 25
Compliance 26
Our Environmental Journey and Vision 28
Climate Action 31
Water Management 37
Waste Management 39
Biodiversity and Ecosystems 40



Workforce 45

Diversity and Inclusion 46
Engagement and Reward 48
Learning and Development (L&D) 49



Social 53

Corporate Social Responsibility 54
Giving in 2021 55



Economy 57

Qatarisation 58
Innovation and Collaboration 61
Customers and Suppliers 63



Governance 65

Good Governance 66
Ethics and Principles 68
Enterprise Risk Management 70
Business Continuity Management 71



Appendices 72

About Qatargas

Headquartered in Doha, Qatar, Qatargas is one of the largest Liquefied Natural Gas (LNG) producer in the world. Since 1984, we have been developing, producing and marketing projects for the production and sale of hydrocarbons from the world's largest non-associated natural gas field.

Today, we operate 14 LNG trains with a total annual production capacity of 77 million tonnes, as well as being a leading exporter of natural gas, helium, condensate propane, butane, sulphur, naphtha, kerojet and gas oils. We are proud of the high benchmark we have set for safe and reliable energy supply to customers worldwide.



14

LNG trains with a total production capacity of 77 million tonnes per annum



2

of the world's largest condensate refineries



2

sales gas facilities



3

helium plants



69

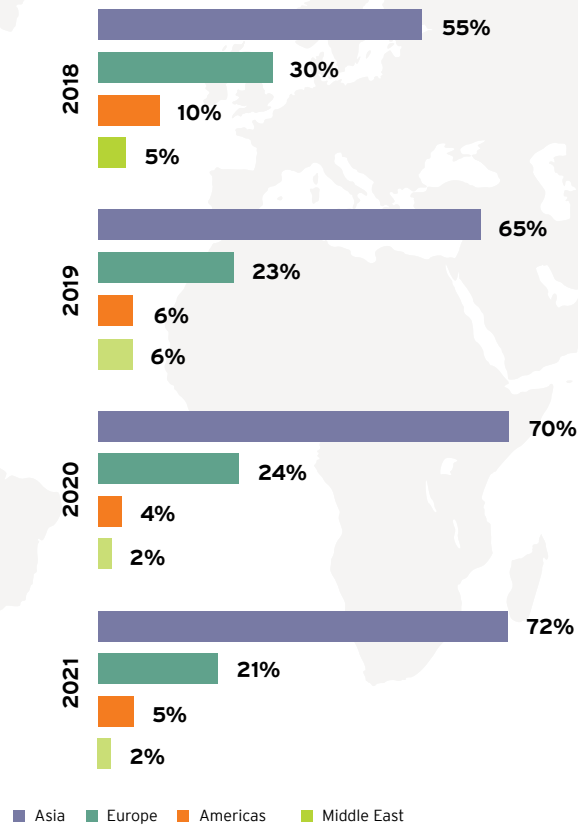
A chartered fleet of 69 LNG vessels



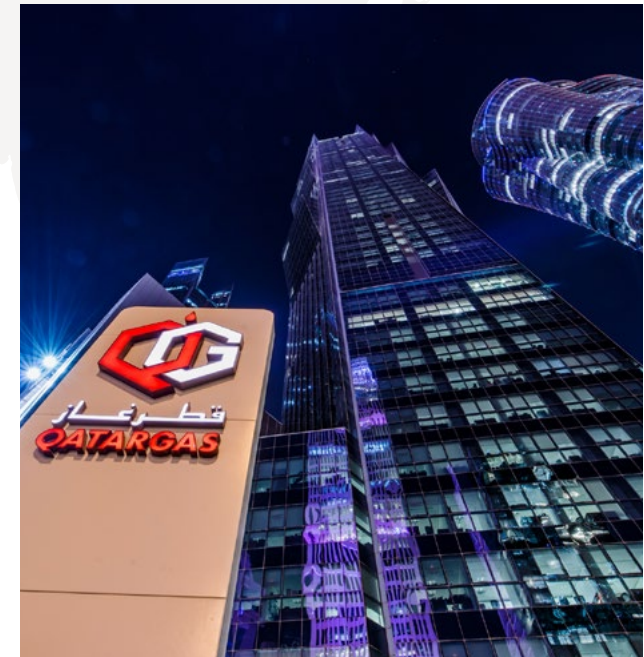
1.4

billion standard cubic feet per day of sales gas from the Barzan Gas Facility

Qatargas Markets Served



As of 2021, our operating company, Qatargas Operating Company Limited (OPCO) (70% owned by QatarEnergy (QE) and 30% ownership by venture partners), operated 10 incorporated joint venture companies and one unincorporated joint venture company. Together they constitute the Qatargas Group of Companies. In 2021, our Management Leadership Team (MLT) updated and launched a new Qatargas Strategy Plan for 2022-2026. The five-year roadmap is based on six strategic pillars that represent key priorities.



Vision



To be the world's premier LNG company

Mission

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



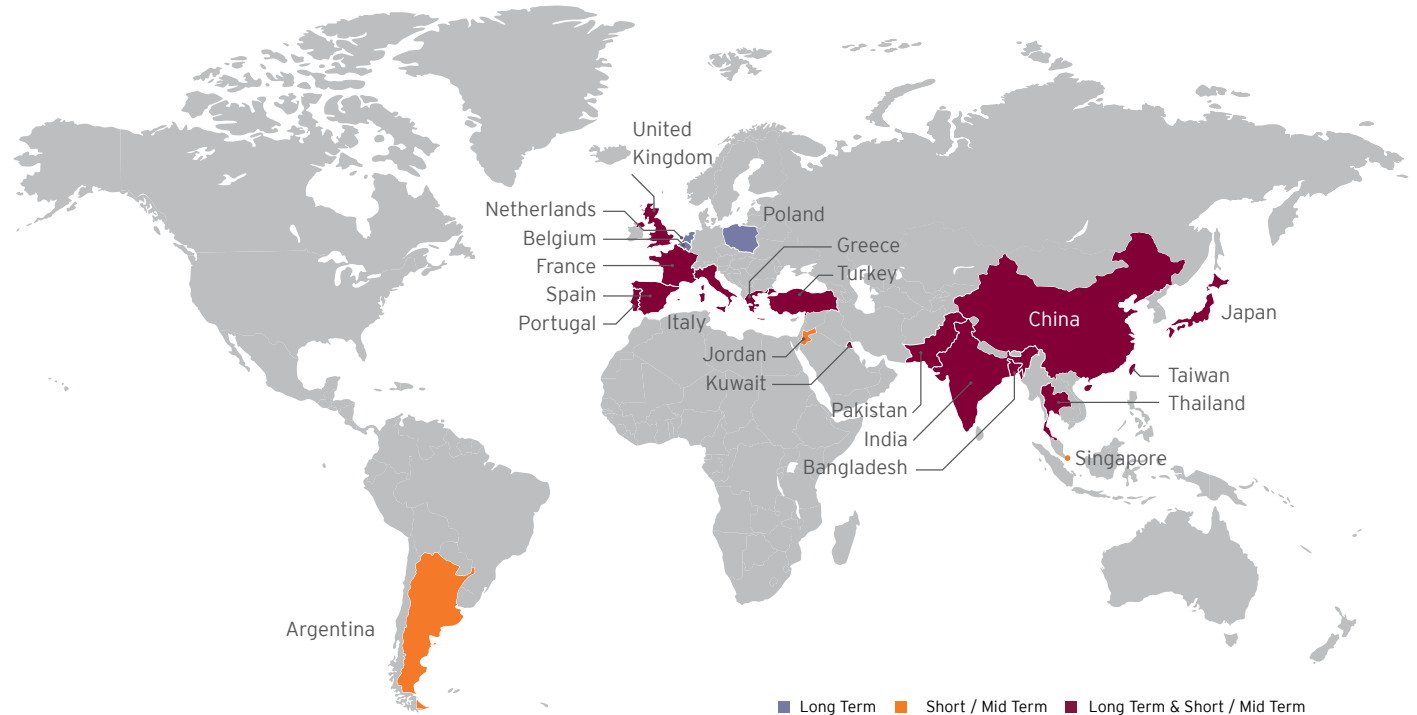
Values

<p>We Embrace Incident and Injury-free</p>  <p>We care for and value people and process safety above all else and demonstrate it in our commitments and actions.</p>	<p>We Value our People</p>  <p>We value, recognise, and appreciate all our people and their families; we foster teamwork and collaboration; we develop ourselves to be our best; we trust and empower one another.</p>	<p>We Uphold our Reputation</p>  <p>At Qatargas we always do what we say, we promote honest and transparent communication and conduct our business ethically.</p>	<p>We Strive for Premier Performance</p>  <p>We focus on quality in everything we do; we seek to innovate, optimise business and financial performance, and ensure continuous improvement; we always put the greater interest of the company first.</p>	<p>We Focus on our Customer</p>  <p>We place all customers, both internal and external, at the heart of the business; we deliver on our promises to customers.</p>
--	--	---	---	--

Economic Performance 2021

Fleet operations KPIs	2020	2021
Daily ETA update, %	100.0	100.0
Pilot request issued on time, %	99.7	100.0
Voyage order issued on time, %	97.0	100.0
Load port ETA, %	99.0	99.0
Discharge port ETA, %	99.9	99.5
Initiation of deviation/ off-hire process on time, %	95.0	91.0
Request for bunkers on time, %	100.0	100.0
Suez transit as planned, %	100.0	94.0
Fuel volume saved total million tonnes, MT	14,614	33,774
Fuel cost saving actual, USD million	4.86	17.8
Voyage optimisation cost saving, %	58.0	212.0

Qatargas Sales Distribution



2021 Sustainability Highlights

Safety & Health

Zero

Lost-Time Injuries for employees

18,903

Employee safety training hours

192,902

Contractor or training hours

99.7%

Of emergencies responded to within 5 minutes

100%

Double-dose vaccination employee and contractors

Environment

New

Long-term Environmental Strategy launched

60%

Reduction in fugitive methane emissions through SMART LDAR programme implementation

19%

Reduction in gas flaring hours

57%

Waste recycling

4500

Live corals relocated, first of its kind Coral Nursery launched

Workforce

21

More women joined Qatargas

97.9%

Compliance across the Performance Management cycle

165,800

Hours of training delivered

83%

Employee satisfaction

96.7%

Return rate from maternity leave

Society

Scaled Up

Community outreach sector partnership

QAR 3.6M

Given to community causes

Economy

Crystal Award

For supporting Qatarisation

+1.6%

Qatari Nationals employed

98%

Customer satisfaction rate in employee services

17th

Engineering Forum hosted

Several

Tawteen investment opportunities awarded to date

Governance

World Class Leadership

Award from ExxonMobil for Covid-19 response

Zero

Concerns or grievances recorded during 2021

Institute of Risk Management

Collaborations

Security

Policy launched

Mature

ERM process

Message from the CEO

I am proud to present our 2021 Sustainability Report, which offers a comprehensive, transparent overview of our performance across significant economic, environment, social and governance related issues. We also reflect on how these issues impact our stakeholders.

Despite Covid-19 impacting markets throughout 2021, we maintained our position as the world's premier LNG producer. The resilience demonstrated is testament to the hard work to maintain LNG supplies (achieving a 98% customer satisfaction rate), as well as the investment in mental and physical wellbeing within our workforce - our mass vaccination campaign achieved a near-100% double-dose rate among Qatargas employees and contractors.

Beyond the pandemic, environment, health, and safety management remains our utmost priority. In 2021, we again delivered outstanding performance, with zero employee Lost Time Injuries and an external HSE&Q audit confirming the effective implementation of our Occupational Health and Safety Management System. This audit highlighted our solid safety culture, which we further strengthened with new task forces and a health and safety campaign during the year.

Our success is, of course, built upon maintaining and developing a high-calibre workforce. In 2021, we introduced new career development planning modules to support our talent management policy. We also continued to deliver learning and leadership programmes, including a new Executive Leadership Programme. In all, each employee received nearly 30 hours of training on average. Diversity and inclusion remained high on the agenda, and I am pleased to report that even more female employees joined us in 2021.

With clean energy opportunities growing, we recognise the role we can play in the global shift towards low-carbon energy sources - it is why we have launched a long-term environmental strategy for the entire value chain. Meanwhile, we continue to reduce GHG emissions - with almost 20% less flaring in 2021 (76% reduction since 2011), while also cutting waste, wastewater, and shipping emissions (receiving a Green Award for our approach). Together with the Qatar Ministry of the Environment and Climate Change, and Qatar University, we began work on a landmark initiative to preserve Qatar's marine biodiversity, including establishing a unique coral nursery.

Finally, we maintained support for communities, nearly doubling our social investments with reference to our CSR approach. As we look to the future, we thank our stakeholders for playing a key role in shaping the company's direction, including our five-year Strategic Plan. Also, we are actively pursuing the North Field Expansion Project to increase our production from the current 77 million tons per annum (MTPA) to 126 MTPA, in the coming years. This report shows steps taken towards our vision and mission through sustainable activities that make a positive impact on the economy, the environment, and society.

As the World's Premier LNG Company, we present this report to share our accomplishments towards a more sustainable future for all.

Khalid bin Khalifa Al Thani
 Chief Executive Officer, Qatargas



Sustainability Approach

At Qatargas, sustainability is at the core of our strategic priorities and business decisions. As the world's premier LNG company, we make an important contribution to the SDGs and the QNV 2030.

Direction Statement Pillars

- 1

Safety, Health and Environmental (SHE) Performance


- 2

High Calibre Workforce


- 3

Efficient and Reliable Operations


- 4

Quality & Flawless Execution


- 5

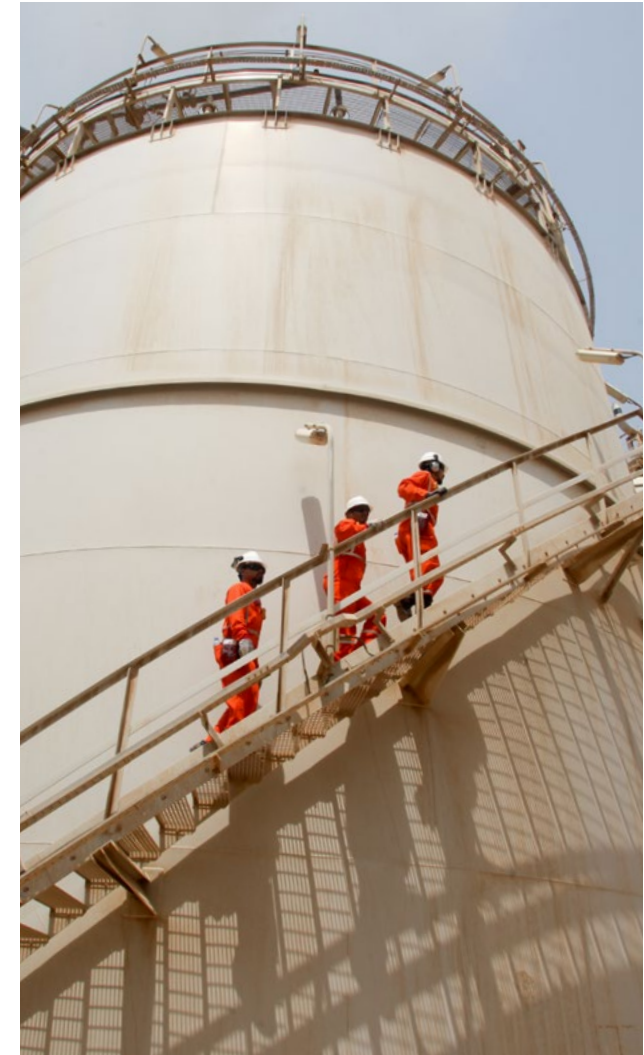
Customer Satisfaction


- 6

Financial Performance









It is the policy of Qatargas to conduct business in a sustainable manner, responsibly managing our ESG performance in line with the QNV 2030, while maintaining profitability and creating value is one of our priorities. Our approach is guided by Direction Statement pillars that underpin our Corporate Strategy.



Performance against the above commitments is overseen by various committees and leadership review meetings. We establish objectives with corresponding Key Performance Indicators (KPIs) and targets for each of the core areas and develop a structured plan of actions directed at achieving these targets. Our leadership review meetings are convened to make sure we are achieving these objectives and meeting our targets by following the structured plan.



Focus Areas

Safety and Health	Operate our facilities in accordance with the highest health and safety standards, protecting our employees, contractors, and assets as reflected in the Company's Health, Safety, Environment and Quality (HSE&Q) Policy.	
Environment	Protect the environment by being environmentally responsible, aware of our impact, compliant with applicable environmental regulations, and proactive in environmental mitigation as reflected in the Company's Health, Safety, Environment and Quality (HSE&Q) Policy and Qatar Gas Environmental strategy.	
Workforce	Provide personal and professional development opportunities in a safe and rewarding work environment to attract, develop and retain a diverse, high-calibre national and international workforce.	
Society	Demonstrate and promote outstanding corporate citizenship by proactively addressing social challenges in collaboration with our partners, to pave the way for a stronger and more cohesive society in Qatar, with focus on the Northern communities.	
Economy	Contribute to economic development in Qatar by enhancing and sustaining our capacity, managing our operations efficiently and reliably, building strong relationships with our customers, pioneering innovative LNG applications, and demonstrating strong financial performance.	
Governance	Conduct Qatar Gas' business transparently and ethically, complying with applicable laws, engaging in constructive dialogue with stakeholders on our most material sustainability issues, and making decisions that add value in the short, medium and long terms.	

Materiality

Underneath our focus areas are material issues identified via a rigorous annual process that involves desk-based research including a review of peer companies, industry standards and employee interviews; prioritising the importance based on ESG impact; and validating results internally within Qatar Gas management to ensure the list of material issues captures and is inclusive of all stakeholder perspectives.

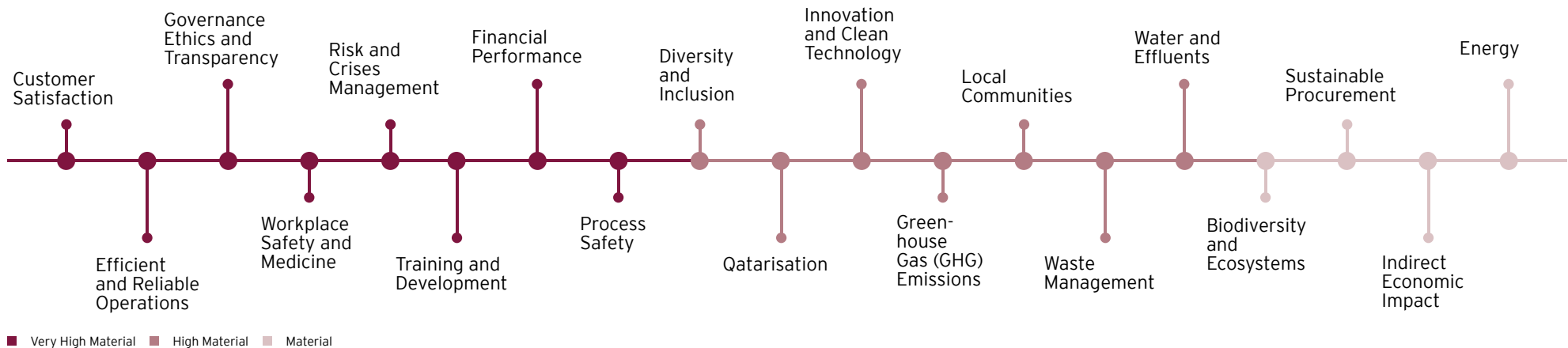
In 2021, we reviewed the issues to ensure they reflect the current level of significance and relevance to both our company and our stakeholders. Below are our findings, including those prioritised as of very highly material, highly material and material topics.



Material Issues	Priority Level
Customer Satisfaction	Very High Material
Efficient and Reliable Operations	
Governance Ethics and Transparency	
Workplace Safety and Medicine	
Risk and Crises Management	
Training and Development	
Financial Performance	High Material
Process Safety	
Diversity and Inclusion	
Qatarisation	
Innovation and Clean Technology	
Greenhouse Gas (GHG) Emissions	
Local Communities	Material
Waste Management	
Water and Effluents	
Biodiversity and Ecosystems	
Sustainable Procurement	
Indirect Economic Impact	
Energy	

In monitoring and acting on our material issues, we mitigate current and emerging risks, as well as opportunities for our business and key stakeholders.

Material Issues



Stakeholder Engagement

Our Sustainability Approach is shaped by the views of 10 major stakeholder groups with which we engage on a continuous basis to maintain accountability and understand evolving issues.

We deploy a variety of channels including press releases, employee communication tools, the Sustainability Report, the Tawasul newsletter, the Qatargas Pioneer magazine and social media platforms such as Twitter, Facebook, LinkedIn, YouTube, and Instagram.

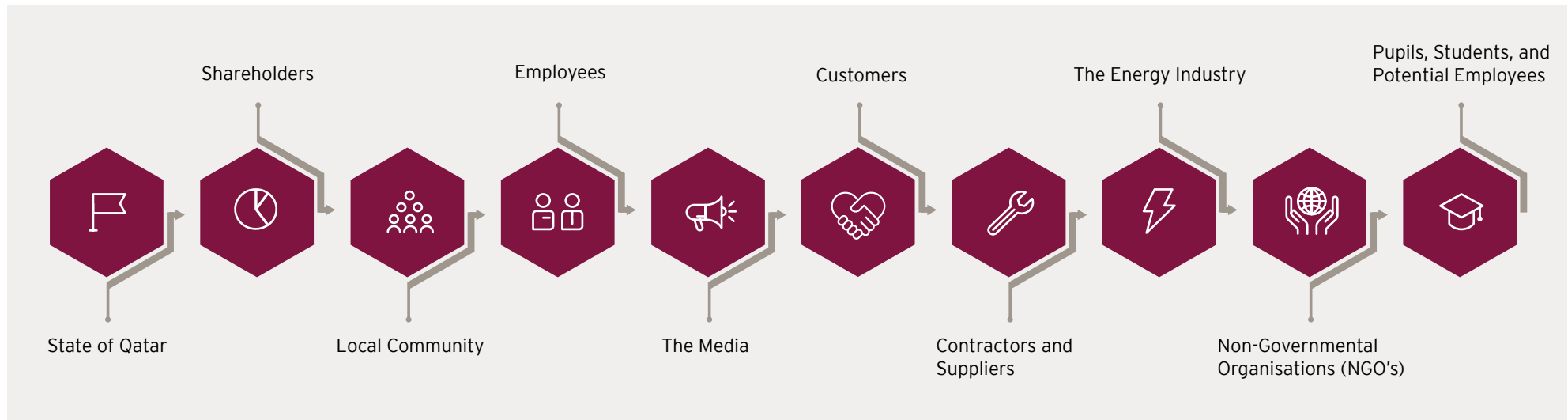
Such mechanisms remained fundamentally important through 2021 in light of the ongoing Covid-19 pandemic and social distancing. We also held key stakeholder meetings, notably the bi-annual MLT strategic meeting, quarterly management meetings and annual interviews with shareholders to gather their insights around our performance.



In 2021, stakeholders were instrumental in developing our five-year Strategic Plan, including internal workshops and employee surveys, as well as a strategic review of international benchmarks and external market surveys.

*See also our Stakeholder Map in Appendix A.

In 2021
stakeholders were instrumental in developing our five-year Strategic Plan





Occupational Safety and Health

We strive to operate in accordance with the highest health and safety standards, strengthening our incident and injury-free culture for employees and Contractors, and safe use of assets in production processes.

Material Issues Covered

- Workplace Safety and Medicine
- Process Safety

Upholding International Standards

As outlined in our Code of Ethical Conduct, as an employer we commit to making the health and safety of individuals our priority, keeping all individual medical information confidential, practicing a scientific basis with integrity, and acquiring and disseminating medical knowledge and expertise.

We operate on the principle that all incidents are preventable, and the Incident and Injury Free (IIF) model of safety culture is the central driver for all our safety processes. Our Health, Safety, Environment and Quality (HSEQ) Policy is based on the company's Direction Statement, pillars, and values. As an ISO certified organisation to 9001 (Quality) and 45001 (OHS), our procedures are aligned with international best guidance, standards, and principles, including the ILO, OECD and the WHO, as well as the Occupational Safety and Health Administration, the International Association of Oil & Gas Producers and the American Petroleum Institute (API). In addition, our protocols are aligned with the applicable Qatari-laws and regulations, as well as the Qatari-labour laws.

Qatargas Management System (QGMS): Ensure Protection

A Level Two process within Qatargas Management Systems (QGMS), 'Ensure Protection' includes 11 core L3 processes directly under the Ensure Protection L2 Process, and 11 other L3 processes which are essential and critical to HSEQ performance. These processes provide the highest safety standards in operations and maintenance, to ensure the wellbeing

of our employees, contractors and visitors, and compliance with environmental regulations, in addition to the management and investigation of incidents. 'Ensure Protection' standardises the processes and procedures, practices, systems and tools that recognise hazards, assess associated risks and identify and implement required controls to mitigate those risks.

Contractor Safety

Contractors are protected by an enhanced Contractor Safety Management System, and all receive the same level of safety training as our full-time staff, including courses on health-related topics such as heat stress and acclimatisation. A dedicated Qatargas Safety Contractor Forum provides stakeholders and local companies in the oil and gas industry the opportunity to meet, exchange knowledge and share best practices on Contractor safety.

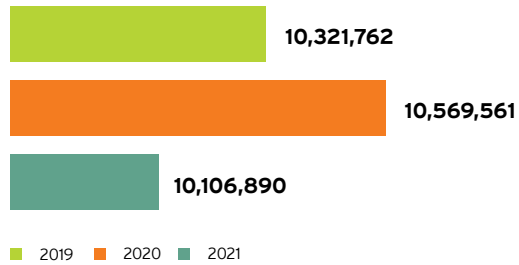
We operate on the principle that all incidents are preventable



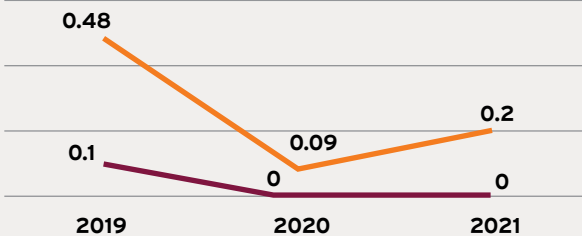
2021 Personal and Process Safety Performance

We are pleased to report zero employee fatalities and zero employee Lost Time Injuries during 2021. There were two recordable injuries, which have been thoroughly investigated and addressed.

Total worked hours (employees)

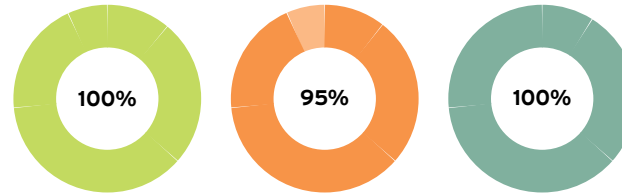


Personal Health and Safety KPIs	2019	2020	2021
Employee total recordable injuries	5	1	2
Employee lost-time injuries (LTI)	1	0	0

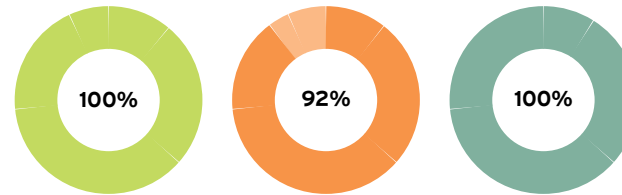


■ Employee total recordable injury frequency (TRIF)
■ Employee lost time injury frequency (LTIF)

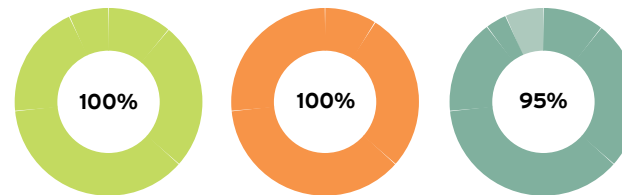
Regulatory compliance audits for radiation protection, %



Food safety and hygiene inspections, %



Health risk assessments, %



■ 2019 ■ 2020 ■ 2021

Industrial Hygiene KPIs	2019	2020	2021
Total recordable occupational medicine illness (per million exposure hours) vs. target, %	0.07	0	0.06

Process Safety KPIs	2019	2020	2021
Tier 1 Process Safety Events	4	1	4
Tier 2 Process Safety Events	3	3*	3

*Value restated



The 2021 external HSE&Q audit concluded that our management system was found to be effectively implemented, with a number of commendations:

- » Strong Management leadership and focus on improvement in all areas
- » Remote auditing technology (CISCO WebEx) was well managed and implemented
- » Awareness of QGMS and ISO standard requirements was very evident in all areas
- » There was detailed statistical analysis of weekly highlights and monthly reports
- » Emergency Response and Crisis Management system is well implemented
- » Legal compliance is well monitored and reported
- » Strong Safety culture, including comprehensive Safety Training and awareness conducted for all employees and Contractors
- » Good use of the Manage Operations Risks tool
- » Implementation of a 360 Dashboard

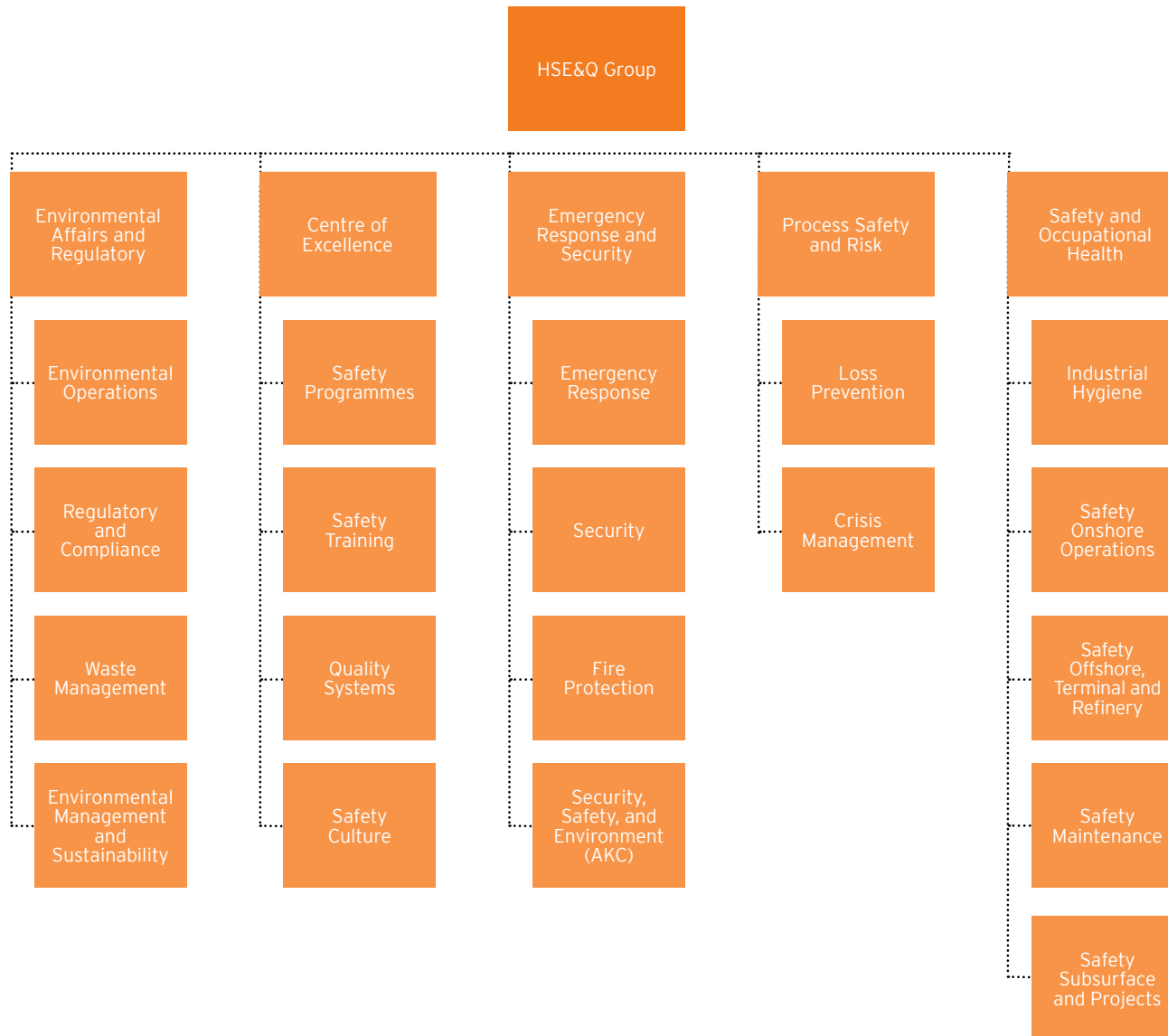
One minor nonconformity was cited, involving a bent scaffolding jack base plate on a site inspection (though still being safe to use). Following this, a detailed action closure form was completed with mitigations and corrective actions rigorously observed, including reinforcement of Safe Scaffolding Procedures.

Zero

employee fatalities and zero
 Lost-Time Injuries during 2021.



Qatargas HSE&Q Group Organisation Chart 2021



HSE&Q Governance

A dedicated Safety, Health, and Environment (SHE) Committee oversees performance against targets, while the OHS Management System sets the foundation for all other management systems across the company.

The system covers the management of occupational risk prevention, including road safety, crisis management, industrial safety and major accidents and emergencies, information security and the health of professionals.

The 'Ensure Protection' Steering Committee monitors and ensures effective continuous improvement of 'Ensure Protection' and other operational processes. The Committee is led by top level management, including Chief Officers for HSE&Q, Operations, Subsurface, Engineering and Projects. Our management teams maintain regular communication to ensure systems and processes in place are up to date and capture all potential risks.



Engaging Our People in Safety

Every January, we release a Safe Start video which shares key messages from the MLT, highlighting recent achievements and announcing the HSEQ focus areas for the coming year.

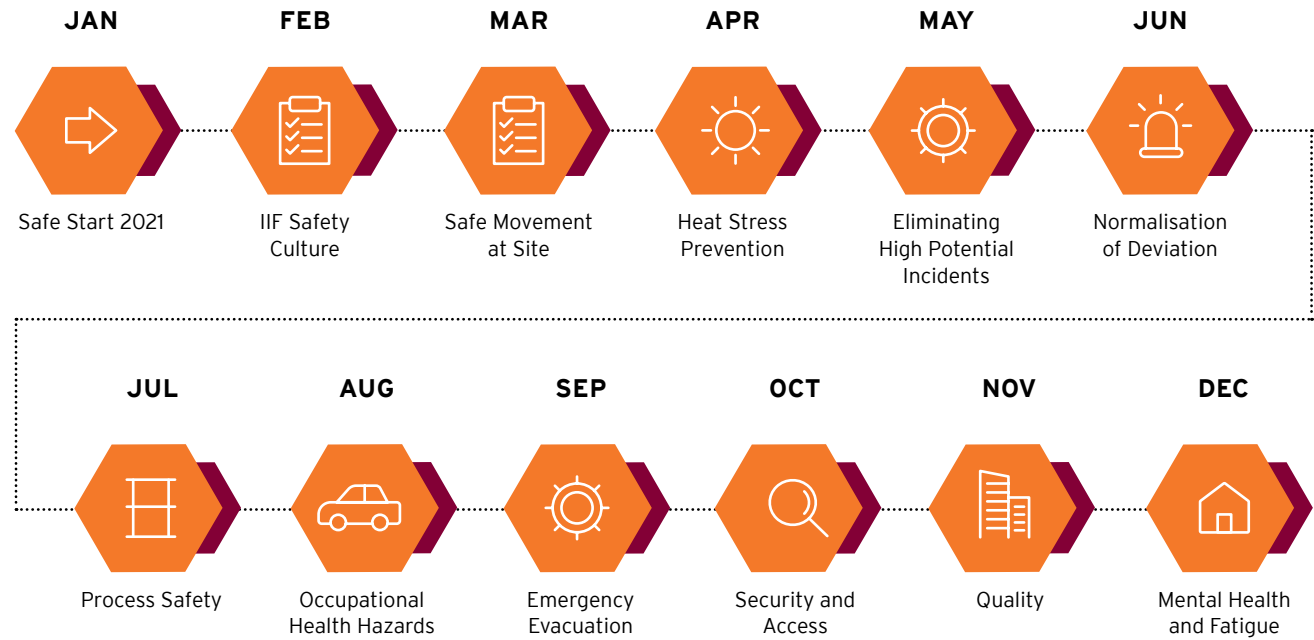
In 2021 the focus areas were:

- » Pre-Job Planning
- » Effective Controls
- » Safe Execution of Work
- » Safety Commitment

Additionally in 2021, the HSE&Q Group created new Taskforces to address issues surrounding Electrical Fires and Hand Safety in addition to the existing Drops and Falling Objects Taskforce. A successful 'Hazard Identification' safety campaign was rolled out and an L3 Process Attributions Committee was established.

Safety meetings between management and employees are ongoing through the year, with monthly 'Safety Moments' topics selected based on recent observations and incidents. In 2021, these were as follows:

2021 Monthly Safety Moments



Safety Training

In 2021, the Safety Training section delivered a total of 211,805 training hours. Employees undertook 18,903 hours of health and safety training, with a further 192,902 hours of training for contractors. Training ranged from Defensive Driving, Hazardous Materials Handling and Working at Height, to Life Saving Rules, Shutdown Safety Inductions and Incident Reporting. The frequency of retraining for each HSE&Q Training depends on the type of training, and relevant procedures, with typical retaining frequencies ranging from one to four years.

Furthermore, Safety Training has more than 25 different HSE&Q Training modules offered as Computer Based Training (CBT), which are made available to Qatargas Employees through the SuccessFactors Learning Management System (SF LMS) and to our Contractors through the SharePoint Portal. In 2021, these CBTs, were completed by a total of 35,443 personnel; 67% (23,837) of which are Qatargas employees and the other 33% (11,606) by our contractors.

Training Sessions offered by Safety Training helps our workforce to maintain and build on competency. We have a diverse workforce in Qatargas, and Safety Training delivers training in the English and Hindi language, which ensures that our training is inclusive and reaches as many of our employees and contractors.

Emergency Response and Security

Emergency preparedness and response is embedded into the Qatargas culture. State-of-the-art fire vehicles are always on standby, and all fire stations are accredited to Fire Service Excellence standards. During 2021, the Emergency Response Department ran approximately in 192 drills, with scenarios including

18,903
 employee training hours;
 192,902 Contractor training hours

fire, rescue, hazardous materials, and gas leaks. 99.7% against the KPI of responding was attained within five minutes and a turnout time of three minutes. In light of the ongoing Covid-19 pandemic in 2021, Qatargas maintained all safety restrictions, including remote training (using Cisco WebEx/Cisco Jabber and deploying a dedicated e-Learning Centre at the Qatargas North site), social distancing and Shutdown preparedness measures, including a mandatory SHE Training Matrix and a mobilisation plan for the affected personnel. For Turnarounds, a specific training module includes information specific to the particular turnaround and lessons learnt from the previous turnarounds. This training is mandatory for all personnel participating in the Shutdown.

Emergency Response KPIs	2019	2020	2021
Responding calls from ER and Fire protection division, #	385	253	307
Number of Tier 1 emergency exercises (participated in), #	225	183	237
Number of Tier 2 emergency exercises (participated in), #	12	11	16
Number of trainings related to emergency preparedness, #	465	453	452

Emergency Response KPIs	2019	2020	2021
% of overall achievement of ER KPIs	96	98	99.7
Fire protection system/ equipment inspection and testing, %	99.66	97.53	99.7
Fire protection system/ equipment readiness, %	99.66	99.95	99.94
Fire protection system/ equipment impairment, %	0.58	0.33	1.3
Emergency response and alarm processing time, %	96	98	99.7

Security KPIs	2020	2021
Training sessions at RLIC, delivered through TBTs and drills, #	328	322
Security training sessions at Doha, delivered through TBTs and drills, #	240	388
Availability* of Perimeter Physical Security Controls, %	100	100
Availability* of Access Control Systems, %	100	100
Functionality of Qatargas Security Closed Circuit Television (CCTV), %	98.1	98.74
Security Penetration (testing), %	0	0
Security Penetration (actual), %	0	0

* Including contingency measures

Occupational Medicine

Our Health Management Plan is premised on five key pillars: occupational medicine, primary care, emergency services, administrative services, and medical insurance. The Qatargas Medical Department aims to maintain and promote the physical, mental, and social wellbeing of employees and their dependents by providing a range of quality medical services. Person-centred occupational medicine, emergency medicine and primary health care are offered from dedicated Qatargas Clinics at the Plant, Offshore, HQ and Al Khor Community Medical Centre. In 2021, we expanded these to meet the growing demands of onshore and offshore expansion projects.

We conduct regular medical pulse surveys to assess patient experience. Mandatory annual medical examinations are carried out for all Plant & offshore staff, including Contractors, aged over 45 and every two years for those below 45. Elite Medical Insurance is provided to all employees and their dependents. All Contractors pass through fitness to work screening, with a Qatargas medical doctor validating reports to confirm fitness to work in the plant.

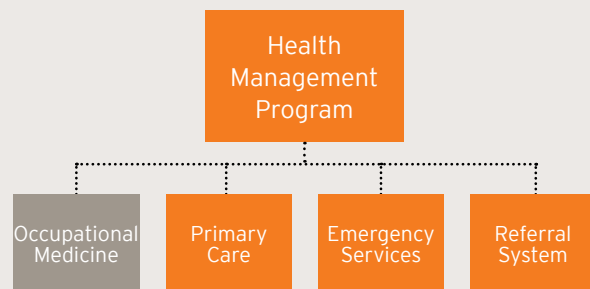
The Qatargas Medical Department Clinical Audit Policy delineates how we monitor and improve against best practices. Clinical audits take place monthly. Compliance with medical and dental legal requirements is standard. All medical personnel need to maintain valid practise license obtained from Ministry of public health on yearly basis.



The Qatargas Medical Department provides occupational medicine, primary and secondary medical care, dental car, and ambulance service to employees and eligible dependents through the following sites:

- » Ras Laffan North Clinic
- » Ras Laffan South Clinic
- » RLTO First Aid Station
- » Barzan First Aid Station
- » Offshore NFB First Aid Station
- » Offshore RGA First Aid Station

Health Management Programme Overview



1. Pre-employment, Periodic, Job Transfer and Exit Medical Examinations
2. Health Surveillance
3. Management of occupational illnesses and injuries
4. Fitness to work Assessment

- » Qatargas Headquarters Clinic
- » Qatargas Navigation Tower First Aid Station
- » Alkhor Community Medical Center
- » Qatargas Medical Ambulance service in Ras Laffan North
- » Qatargas Medical Ambulance service in Ras Laffan South

All direct hire employees and eligible dependents are covered by a comprehensive medical insurance service inside Qatar and overseas that comprises hundreds of excellent medical facilities.

Aside from its regular day-to-day activities Qatargas Medical expands its scope of practice during shutdowns to cover thousands of contractors at all onshore and offshore sites.

These additional activities include verification and validation of contractors' fitness to work, onsite fatigue management stations, and management of work-related illnesses or injuries.

The number of contractor medical reports validated by Qatargas Medical during 2021 shutdowns is approximately 5,500, out of which approximately 95 percent were deemed fit to work without restrictions, while 1.5 percent were deemed fit with condition. Approximately 2.5 - 3.5 percent were deemed unfit and were not allowed to work in Qatargas premises. Onsite fatigue assessment during the shutdown covered around 1,500 contractors and approximately 500 direct hire employees.

2021 Performance

Our mass vaccination campaign from Qatargas clinics was a complete success, with almost 100% double-dose vaccination for employees and Contractors (50% completion for the employee Booster dose). Overall, we have conducted 26,174 PCR tests to keep people safety in work and support business continuity, alongside regular rapid antigen testing. We have also introduced mass psychological screening to evaluate the impact of Covid-19 on mental health, as well as launching a Covid-19 related clearance procedure for clearance and return to work for suspected and confirmed cases alongside regular rapid antigen testing. We have also introduced mass psychological screening to evaluate the impact of Covid-19 on mental health, as well as launching a Covid-19 related clearance procedure for clearance and return to work for suspected and confirmed cases.

Other achievements during the year included implementing an improved system for Contractors to transfer large medical reports to manage and validate individual medical records for fitness to work and support wider community health including:

- » A community influenza vaccination campaign
- » A well-child screening campaign reaching 803 children between 12 years and 18 years; and
- » A breast cancer awareness campaign

In the months ahead, we will be focusing on fitness to work, scope of Medical Practise, Medical Fatigue Management, a Multiple Casualty Incident Management plan, an Onshore Plant Medical Operation Procedure, and an Offshore Plant Medical Operation Procedure. We will continue to enhance

services to support onshore and offshore expansion projects, while deepening case management and quality controls.

Occupational medicine KPIs	2019	2020	2021
Total Qatargas Medical mass screenings, #	31,858	22,639	34,731
Medical screenings for employees, #	3,054	1,804	24,929
Medical screenings for contractors, #	28,804	20,835	32,302
Total periodic medical examinations (QGN, QGS and Doha HQ), #	3,407	1,597	1,929
Covid-19 Swabbing Samples, #	N/A	11,000	36,878
Covid-19 Vaccinations, #	N/A	N/A	25,570
Regulatory compliance audits for radiation protection, %	100	95	100
Food safety and hygiene inspections, %	100	92	100
Health risk assessments, %	100	100	95
Total recordable occupational medicine illness (per million exposure hours) vs. target, %	0.07	0	0.06

Case Study: 2021 Accreditation and Collaboration

We are proud to have retained Joint Commission International Accreditation since 2012 when we were the first network of primary care and occupational medicine centres in Qatar to be accredited.

The accreditation recognises our focus on sustainable quality improvement in clinical care and includes Offshore first aid stations. Qatargas Plant Medical has gained continuous approval as a centre for higher speciality training from the Faculty of Occupational

Medicine of The Royal college of physicians of Ireland and our Postgraduate Training Centre also received renewed Accreditation as Qatargas Plant Medical Certified, as well as accreditation by Royal College of Physicians of Ireland.



Joint Commission International; Faculty of Occupational Medicine

We delivered two lectures at the Qatar Health 2021 Conference about our research on lessons learned from Covid-19 preventative measures and the life span of antibodies. These research papers have also been selected to be published in the Journal of Emergency Medicine Trauma & Acute Care by QSCIENCE Hamad Bin Khalifa University Press. Meanwhile, we also participated in the Person-Centred Care Virtual Conference 2021 organised by Hamad Medical Corporation, as well as the virtual meeting on Precision Medicine and Functional Genomics, 2021, presenting a paper.

Case Study: Emergency Response and Security

Emergency-Ready

At Qatargas, we have embedded emergency preparedness and response into our culture. For instance, state-of-the-art fire vehicles are always on standby, and all fire stations are accredited to Fire Service Excellence standards. During 2021, our Emergency Response Department ran approximately 192 drills, with scenarios including fire, rescue, hazardous materials, and gas leaks. We achieved 99.7% against our KPI of responding within five minutes and a turnout time of three minutes.





Environment

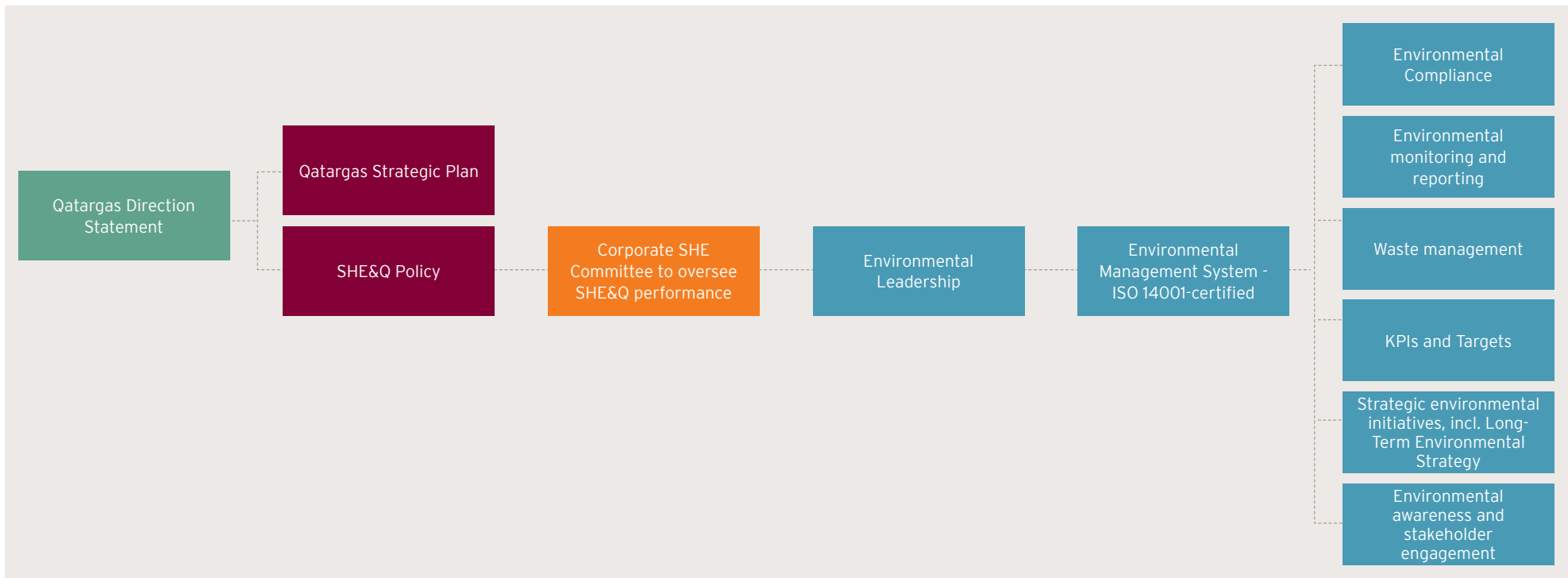
We strive to minimise the impact of our operations on the natural environment by mitigating climate change risks, reducing emissions and discharges, maximizing wastewater and waste recycling and reuse, protecting our biodiversity and ecosystem resources and enhancing environmental awareness of our stakeholders and the community.

Material Issues Covered

- Greenhouse Gas (GHG) Emissions
- Energy Efficiency
- Water and Effluents
- Waste Management
- Biodiversity and Ecosystem

Environmental Management

We have in place a series of policies, procedures and initiatives focused on environmental protection and governed via the ISO14001 Environmental Management System. In addition to our core activities related to regulatory compliance, environmental monitoring and reporting and waste management, we also have a dedicated team focused on strategic environmental initiatives, addressing and planning for long-term environmental risks and emerging trends, stakeholder engagement and research and innovation. An Internal Audit Team undertakes regular and cyclic audits to ensure the EMS is adapted accurately across all our activities and operations.



Compliance

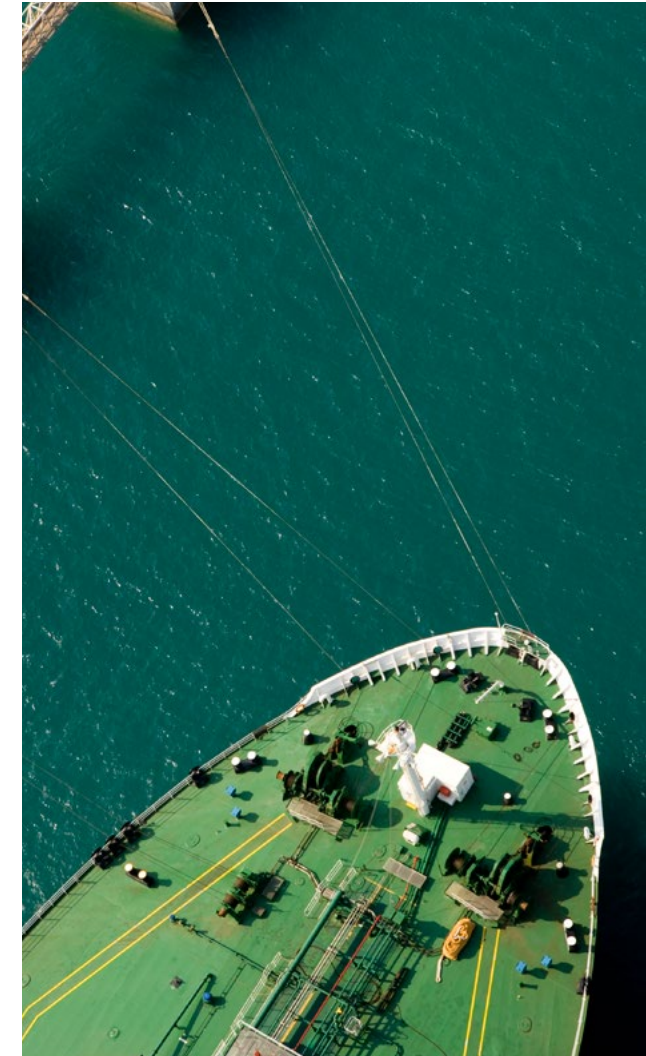
We maintain a dedicated Environmental Compliance Programme to oversee an extensive and systematic approach to environmental compliance verifications across our operations and assets. In line with our ECP procedure, we completed annual environmental compliance verifications for all our operating assets during the reporting period based on a full range of applicable environmental legal and compliance requirements.

Our legal and regulatory environmental requirements are based primarily on State of Qatar environmental laws and regulations as well as environmental construction, and operating permits issued by the Ministry of Environment and Climate Change (MoECC). Qatargas also comply with international environmental requirements such as the International Maritime Organisation, the Regional Organisation for the Protection of the Marine Environment and The International Convention for the Prevention of Pollution from Ships for marine-related activities.

We work closely with our Major Projects and Engineering teams to ensure that environmental risks of construction, commissioning, and Simultaneous Operations (SIMOPS) phases of our expansion, engineering and environmental projects are adequately assessed and mitigated in compliance with applicable environmental regulations and following Best Available Technology (BAT) demonstration.

Finally, we also comply with all local requirements such as Land Lease Agreement conditions issued by the QatarEnergy Industrial Cities Directorate as well as QatarEnergy corporate and shareholder requirements. The Qatargas Environmental Affairs

and Regulatory Team liaises closely with the MoECC, RLC, QatarEnergy and other national organisations to maintain the Company's leading position in environmental and regulatory compliance. The Company's primary environmental compliance document is the Consent to Operate (CTO), issued by the MOECC. Separate CTOs are issued for each Qatargas operating asset which specify environmental compliance conditions, monitoring, reporting and record-keeping requirements.



Environmental Compliance Programme



Qatargas maintains a total of 19 Consents to Operate (CTOs) issued for its various operational assets. Compliance with each CTO condition is reported on a quarterly basis.



» The **Do phase** requires regular tracking of environmental performance and verification with the applicable requirements.

» In the **Check phase**, a structured annual compliance audit is conducted to ensure compliance requirements are maintained.

» Finally, the **Act phase**, ensures compliance issues are appropriately evaluated, tracked, communicated to the stakeholders, and closed per Compliance Action Plan (CAP).

Our Environmental Journey and Vision

As part of the QatarGas Strategic Plan, our Long-Term Environmental Strategy outlines QatarGas's vision on critical issues such as climate change and the important role of LNG as a low-carbon alternative to conventional energy sources in the global energy transition. The strategy is aligned with the Environmental Development Pillar of QNV 2030 as well as the QatarEnergy Sustainability Strategy.

Environmental Achievements to Date:

1

12% Greenhouse Gas (GHG) reduction represented by over 4 million tonnes of carbon dioxide (CO₂) saved per annum.

Equal to a CO₂ sequestration capacity of 21,000km² of forest or CO₂ emissions from 860,000 passenger cars driven for one year.

2

76% flaring reduction

Equal to gas savings of 55,000MMSCF per annum or enough gas to power more than 560,000 homes.

3

CO₂ injection capacity of 2.2 million tonnes per annum (MTPA)

QatarGas operates the largest dedicated CO₂ injection facility in the region.

4

85% reduction in Nitrogen Oxide (NO_x) emissions intensity

Pace-setter performance through retrofitting our older fitted sources with advanced NO_x controls.

5

>60% wastewater recycling and reuse through advanced wastewater treatment projects

Including our Treated Industrial Process Water (TIPW), Zero Liquid Discharge (ZLD) and Wastewater Reduction and Reuse (WRR) facilities.

6

50% waste recycling

Representing a significant reduction in waste that would otherwise have been landfilled.

7

Relocation of 12,000 live corals and deployment of 1,200 artificial coral reef structures to protect Qatar's vulnerable marine ecosystem

First of its kind Coral Nursery inaugurated in 2021 with Aquatic Fisheries Research Center and Qatar University.

8

Go Green Outreach

Innovative Personal Carbon Footprint Calculator Raises awareness on personal responsibility in the fight against climate change with employees, our community and local schools.





2030 Key Environmental Targets

- 1 Overall, 20% LNG GHG intensity Reduction by 2030**

Through combination of additional CO₂ injection, flare reduction and energy efficiency improvement.
- 2 Increasing the current injection capacity to 9.5 MTPA by 2030**

Implementation of CO₂ injection for remaining existing LNG trains and NFXP facilities.
- 3 Overall, 80% flaring reduction by 2030**

Meeting 0.30% of sweet gas production.
- 4 Drive to zero wastewater discharge to sea**

Maximise wastewater reuse and recycling with annual savings of up to 1.5 billion liters of desalinated water (equal to annual local water consumption of 7,800 people). Implement innovative reuse options for reject water streams.
- 5 Sustained >70% waste recycling rates**

Enhance partnerships with local industry and contribute to green supply and circular economy in Qatar.
- 6 Recognised contribution to National Biodiversity Plans**

Completion of major projects on long-term coral conservation strategies, rehabilitation of deteriorated marine habitats and sensitive marine habitat mapping to support State of Qatar biodiversity strategy.
- 7 State of Art Environmental Controls for Qatargas expansion facilities**

Pace-setting NO_x, sulfur recovery, wastewater recycling performance with partial utilisation of solar power of NFXP facilities.

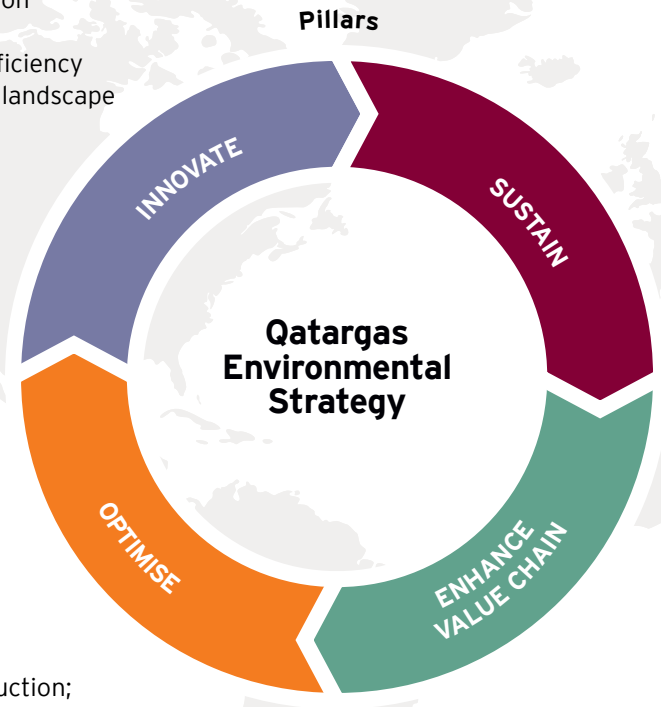
Pillars, Elements & Concepts

Concept:

CO₂ pricing offsetting and carbon neutral LNG

Elements:

- Research collaboration
- Digitalisation
- Enhanced energy efficiency
- Transition in energy landscape



Concept:

CO₂ injection; flare reduction; shipping GHG reduction

Elements:

- Climate change mitigation
- Resource/ energy efficiency
- Circular economy (waste management)
- Supply chain optimisation

Concept:

Sustain environmental performance

Elements:

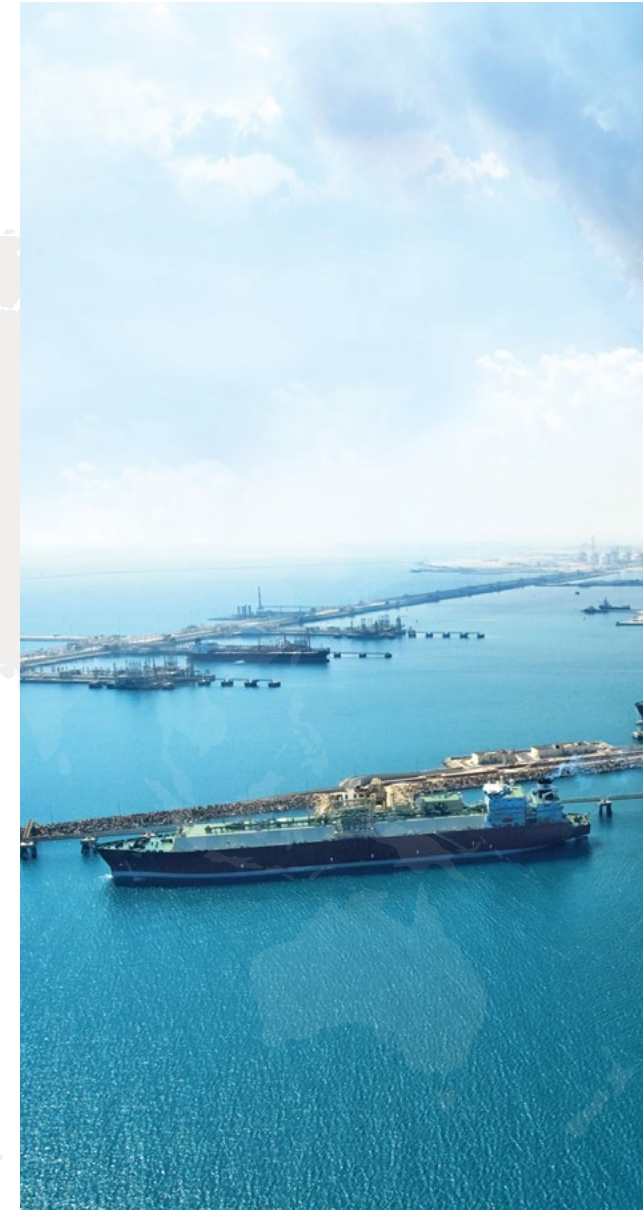
- Sustain compliance
- Continual improvement
- Assess corporate risk

Concept:

Environmental awareness and culture, (nature-based) projects

Elements:

- Enhance environmental culture
- Improve branding
- Focused CSR
- Biodiversity enhancement
- Assess and capitalise on environmental performance
- Stakeholder engagement
- Climate change mitigation
- UNSDGs alignment



Climate Action

Considering our GHG impact, Qatargas implements a rigorous GHG Management Programme to track, benchmark and reduce our GHG emissions.

Our GHG Accounting and Reporting process includes aligning emissions inventories for our value chain (plant and shipping) with the UN Intergovernmental Panel on Climate Change (IPCC) Guidelines and QatarEnergy GHG Accounting and Reporting Procedures which are in turn based on the 2012 European Union Monitoring and Reporting Regulations. Other guidelines include the GHG Inventory Protocol and the API Compendium of GHG Emissions (2009). We report our monthly and quarterly performance to our Management Leadership Team (MLT) and externally to QatarEnergy. Our GHG accounting system across our offshore, LNG production, storage and loading processes is externally audited on an annual basis through a process stewarded by QatarEnergy.

2030 Target

Reduce GHG emission intensity by 20% from 2013 baseline

2021 Performance

In 2021, we reduced our total GHG emissions (measured as tonnes of carbon dioxide equivalent - tCO₂e) by 1.1%, while retaining the same emissions intensity emissions (per tonne of production) compared to 2020.

GHG KPIs	2019	2020	2021
Total GHG emissions (scope 1 and scope 2), tCO ₂ e	34,723,427	34,728,305	34,342,909
Direct (Scope 1) GHG Emissions (All Qatargas facilities), tCO ₂ e	33,900,633	33,865,102	33,446,693
Indirect (Scope 2) GHG Emissions, tCO ₂ e	822,794	863,203	896,217
LNG loading GHG emissions, tCO ₂ e	96,866	76,484	108,954
GHG emission intensity, tCO ₂ e	0.35	0.36	0.36
Transportation, tCO ₂ e	4,500	4,636	5,381



Case Study: Enhanced Shipping Emissions Monitoring

Shipping LNG is a key component of our business. In the last year we established an enhanced Shipping GHG Model to align with our existing Plant-based GHG Accounting. The charter operators have implemented various changes to ensure ongoing compliance with the International Maritime Organisation Global Sulphur Cap, the Energy Efficiency Existing Ship Index, and the Carbon Intensity Indicator on LNG vessels, among others.

Green Award Certified, LNG Fleet

All 69 long-term chartered LNG transportation vessels have acquired the Green Award Certification after passing rigorous assessments, including an audit of operators and surveys of each vessel.



Case Study: Qatargas' GHG Accounting per LNG Cargo Methodology

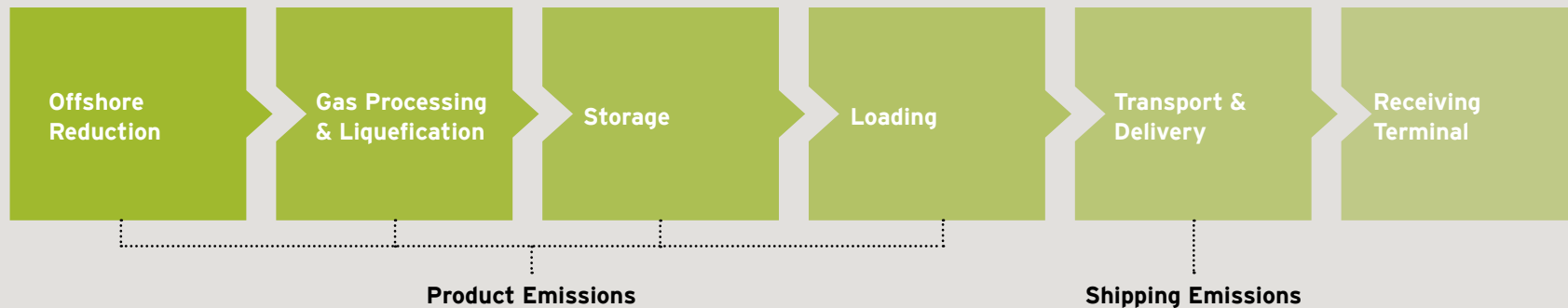
We developed a GHG quantification and reporting methodology for the entire value chain for each LNG cargo covering emissions from wellhead to receiving terminal. Provision of verifiable GHG emissions per LNG cargo is a key enabler towards potential future carbon neutrality of the LNG value chain and helps reporting emissions to respond to the regulatory changes that could drive LNG producers to track and report emissions data for LNG

imports into a country. The first and most critical step for both suppliers and buyers is to accurately quantify the full spectrum of value chain emissions associated with each LNG cargo. The methodology for per cargo emissions calculation is divided into two functional areas:

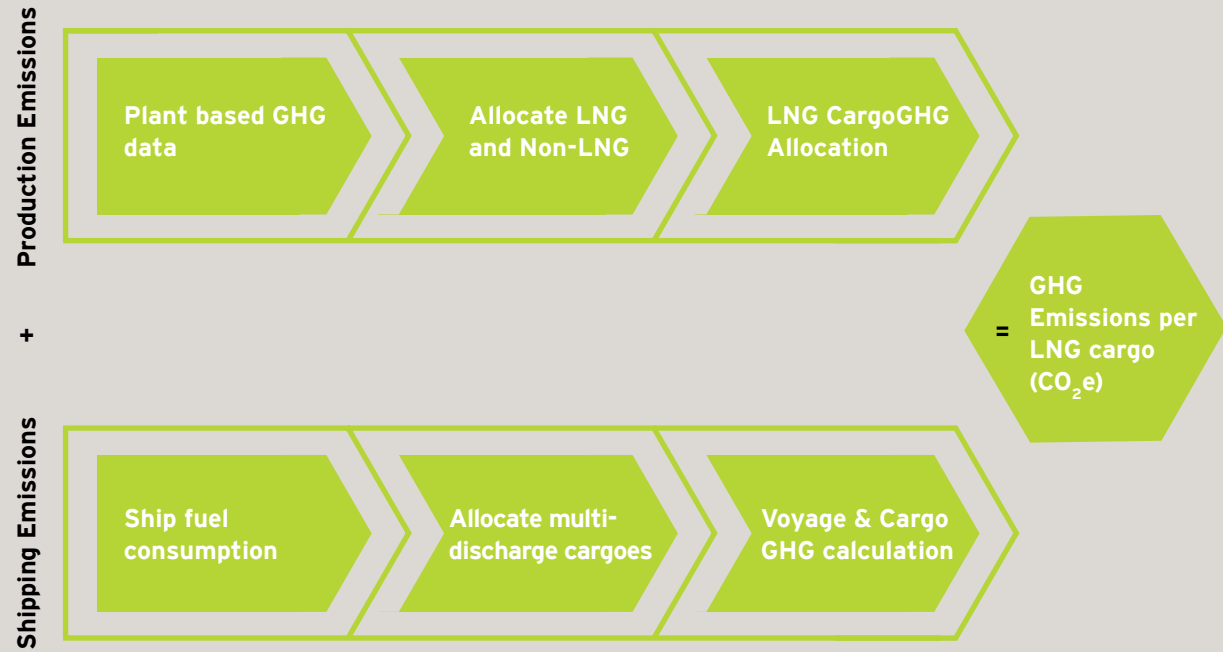
- » Production emissions, covering all emissions from wellhead to the loading point; and

- » Shipping emissions, covering emissions from loading point up to the receiving terminal, as depicted in Figure below.

Qatargas Value Chain Emissions Segregation



As part of the LNG cargo methodology, a series of allocation-based calculations are conducted to segregate LNG and non-LNG related emissions for the production (Plant) emissions and various rules applied for the shipping emissions to manage voyage and cargo data (production and shipping related GHG emissions data are obtained from the details provided above). The output from the production emissions is then combined with shipping emissions on a cargo-by-cargo basis to derive the total per cargo GHG emissions covering all emissions from wellhead to customer receiving terminal and the vessel's ballast journey back to Qatargas facilities in RLC, before the next loading. Emissions are reported on a CO₂e tonnes basis for the total delivered quantity (tonnes) and on per metric million British thermal unit (MMBTU) delivered.



Other Emissions

Qatargas maintains a range of advanced emission controls as well as extensive monitoring and reporting requirements for emissions of Nitrogen Oxides (NO_x), Sulphur Dioxide (SO₂) and Volatile Organic Compounds (VOCs). We have also seen a reduction of 10% in SO₂ emissions and 8% in VOC emissions, based on improved availability and reliability of our assets and reduced flaring.

Other Emissions KPIs	2019	2020	2021
NO _x emissions, tonnes	14,330	14,436	14,482
SO ₂ emissions, tonnes	23,688	23,441	21,009
VOCs, tonnes	1,659	1,436	1,322

Case Study: SMART LDAR to Mitigate Fugitive Methane Emissions

With methane 28 times more potent as a GHG than carbon dioxide, any methane reduction therefore has a correspondingly larger impact on overall GHG emissions. Our Methane LDAR Programme identifies and quantifies fugitive methane emission leaks from piping components and equipment which can then be mitigated through maintenance and repair, thereby reducing losses while enhancing process safety.

In 2021, we progressed with plans to further improve monitoring by incorporating both methane and VOC LDAR programmes as an integral component of Operator Care initiatives facilitating rapid leak detection and mitigation during operator rounds. We monitored more than 70,000 components across 19 facilities across our onsite and offsite assets, while our overall fugitive emissions monitoring programmes currently monitor and manage over 190,000 components in total hydrocarbon service across our LNG, sales gas, refining and terminal operations.

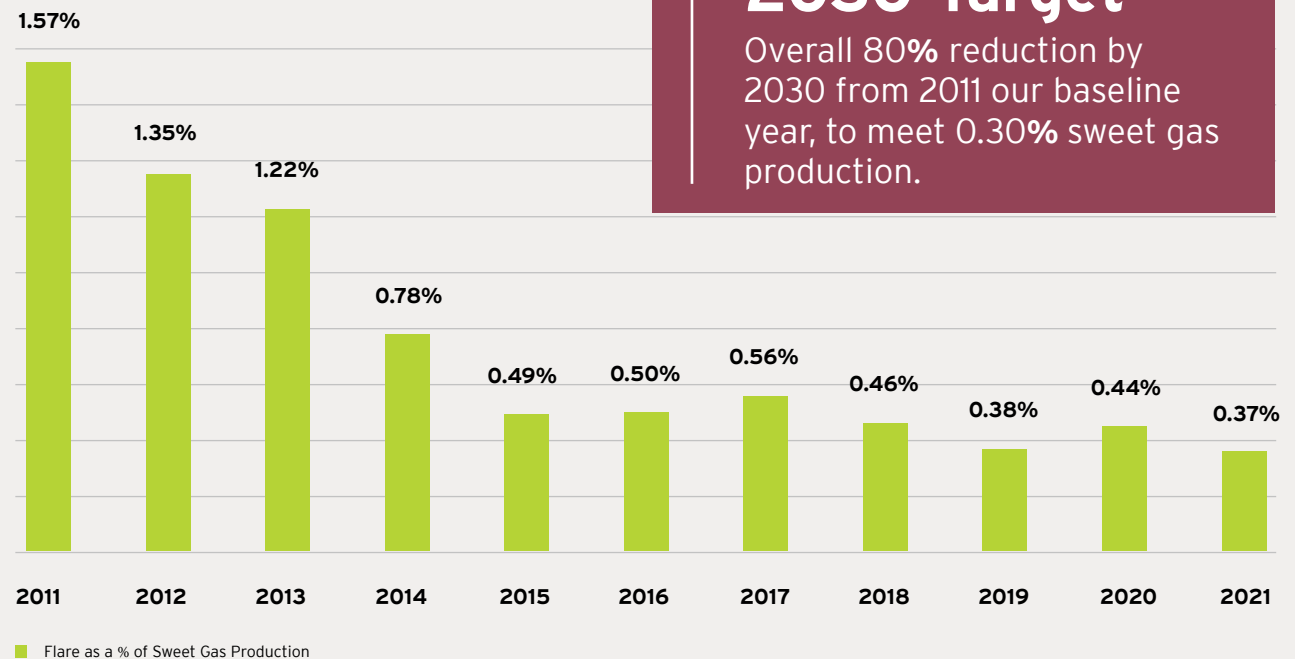
The programme is based on the methane LDAR guidelines issued by QatarEnergy and leverages the significant experience gained from a similar LDAR programme for VOCs implemented since 2008, in line with United States Environmental Protection Agency regulations. In its first year of implementation, the programme reduced our fugitive methane footprint by almost 60%, which amounts to the equivalent GHG emissions of 900 passenger vehicles driven for one year or the electricity use for 700 houses on an annual basis.

Flaring

Flare reduction is a key focus area across QatarGas' operations during normal plant conditions as well as during trips and planned turnarounds. A plant flare is a critical process safety device which allows for safe combustion of gas during plant trips, upsets and planned turnarounds (shutdowns and start-ups). A certain volume of purge gas is also sent to the flare system on a continuous basis to keep the flare lines under positive pressure and the flare system ready and available for the above process events as an essential operational requirement.

Over more than a decade, we have consistently reduced flaring, achieving a 19% reduction in 2021 alone from 2020 levels and an overall 76% reduction since 2011. Our flaring in 2021 was 0.37% of sweet gas production based on our focus on operational source reduction, improved availability and reliability of our plants and key process equipment, excellent shutdown flaring performance and the continued flare minimisation focus brought about by our Flare Management Programme and multi-disciplinary Flare Management Teams (FMTs).

Qatargas' Steady Flare Reduction from 2011 to 2021



Carbon Capture and Storage (CCS)

Qatargas' dedicated CCS facility was commissioned in February 2019 and represents one of the largest CO₂ sequestration facilities in the region. In 2021, our CO₂ injection facility captured 1.23 million tonnes of CO₂ and this quantity is expected to gradually increase to target its design injection capacity of 2.2 million tonnes of CO₂ per annum. Qatargas plans to expand its existing CO₂ injection capacity by an additional 4 million tonnes per annum by 2030 for our existing LNG operations. Some of this CO₂, is also expected to be exported outside of Qatargas to be used towards enhanced oil recovery in the future.

Energy

As a leading LNG producer, our main source of energy consumption is fuel gas, which accounts for 99.2% of our total energy consumption. The fuel consumed is used to produce steam and power our operations. The remaining 0.8% of our energy consumption represents electricity received from the grid by Kahramaa. Electricity is mainly used to power buildings, offsite areas and for various plant operations. During the last year, total energy consumption (direct and indirect) decreased by 1.5%, with reductions across both direct (fuel) and indirect (electricity) use.

Key Performance Indicators (KPIs)	2019	2020	2021
Direct energy consumption (fuel), Million GJ	529	539	531
Indirect Energy Consumption, Million GJ	4.47	4.33	4.26
Energy Consumption outside the organisation, Million GJ	0.050	0.066	0.066
Total energy use (direct and indirect), Million GJ	533	543	535
Total hydrocarbon production	121.7	118.9	115.5
Energy intensity, GJ/Tonne of Hydrocarbons	4.35	4.54	4.60



Water Management

We consume water for cooling and to generate steam. Cooling water is supplied from the sea and used for heat exchange to cool process streams, while desalinated water is externally sourced and obtained as recycled water from our advanced wastewater reuse and recycling facilities and is used to produce steam.

Our Water and Wastewater Reduction and Reuse Programme is in line with the State of Qatar's national objectives to maximise the efficient reuse of water to preserve this precious resource. The programme includes a number of innovations, including the adoption of membrane bioreactors and reverse osmosis through a range of advanced facilities that were commissioned in recent years including the Zero Liquid Discharge facility at our Laffan Refineries, and our Wastewater Reduction and Reuse (WRR) and Treated Industrial Process Water (TIPW) facilities at our LNG plants. These facilities currently achieve a recycling rate of up to 65% of wastewater feed to these plants.

2021 Performance

Our total water consumption in 2021 was 8.7 million cubic meters (m³), representing a slight increase on 2020, which was primarily due to more water being brought in from Kahramaa to meet operational requirements whereas seawater consumption for cooling was reduced by 2%.

Water Consumption Intensity, m³/t of Hydrocarbon Produced



Water consumption KPI	2019	2020	2021
Seawater used for non-contact, once-through cooling (onshore), m ³	6,583,651,100	6,593,575,600	6,464,827,147
Desalinated water consumed, m ³ *	8,175,305	8,737,499	8,751,838
Desalinated water from Kahramaa, m ³	2,404,776	2,180,425	2,555,875
Desalinated water generated on site from seawater, m ³	4,929,679	4,584,373*	4,385,976
Desalinated water recycled from Wastewater Reuse and Recycling Plants, m ³	840,850	1,972,701	1,809,987
Water consumption intensity, m ³ per tonne of Hydrocarbon produced*	0.067	0.074	0.076

* Value restated



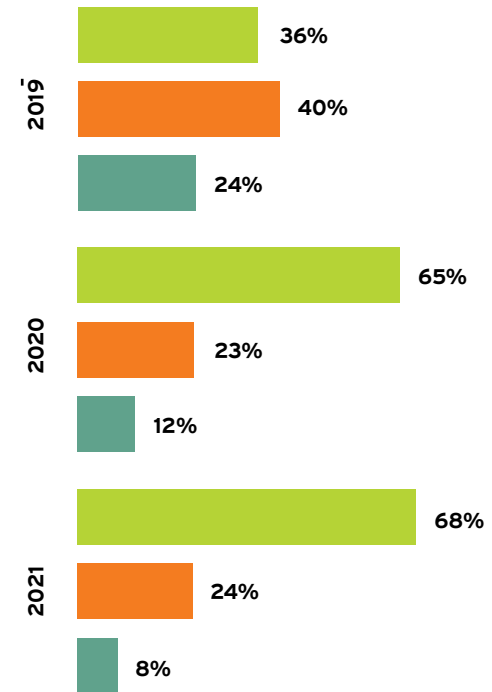
In order to optimise our desalinated water use, we continue to collaborate with stakeholders and research organisations within Qatar to explore multiple wastewater management and conservation efforts. In 2021, process wastewater generation increased by 3.6%, primarily due to operational requirements. Our wastewater recycling rates have increased significantly since 2019 owing to the successful commissioning of our advanced wastewater treatment facilities which has consequently reduced our wastewater discharged to sea by 9.4% in 2021 alone

Our chartered fleet continued to comply with all wastewater requirements of the International Maritime Organisation, Regional Organisation of Protection of Marine Environment, and the International Convention for the Prevention of Pollution from Ships as applicable. In 2021, we completed the installation of seven Ballast Water Treatment Systems for chartered vessels.

2030 Target

Drive to zero wastewater discharge to sea by maximizing wastewater recycling and reuse

Wastewater KPIs, %



■ Wastewater recycled (m³)
 ■ Reject/Treated water discharge to the sea (m³)
■ Process and sanitary wastewater used for irrigation

Wastewater KPI	2019	2020	2021
Process wastewater injected into subsurface formations, m ³	2,197,084	1,970,002	2,041,910
Total Water Sent to Wastewater Treatment			
Process and sanitary wastewater discharged to sea (excluding non-contact seawater for once-through cooling), m ³	937,573	713,785	646,410
Process and sanitary wastewater used for irrigation, m ³	548,684	363,976	215,587
Wastewater recycled, m ³	840,850	1,972,701*	1,809,987**

* Value restated

** Slight decrease in recycled water volumes due to operational constraints at wastewater reuse and recycling facilities in 2021.

Waste Management

We take seriously our corporate responsibility to manage waste in line with QNV 2030 and best industry practices. The waste generated from our operations comprises of hazardous and non-hazardous waste and is managed through the Qatargas Waste Management System.

We follow an integrated approach to manage waste, focusing primarily on reducing waste at source, followed by reusing it within our operations, recycling it externally and, when reuse or recycling are not possible, we follow alternative disposal options available within the country. Our long-term approach for the waste management relies on partnerships and collaborations with local small and medium sized enterprises (SMEs) as well as major industries to innovate and promote development of sustainable in-country waste recycling infrastructure, in addition to creating new cross-industry synergies.

Our primary focus is the establishment of long-term recycling options for major waste streams generated by Qatargas to achieve a meaningful change in our waste management. This approach allowed Qatargas to achieve and sustain high recycling rates based on total waste generated from our operations and maintenance activities, which we maintained and improved during 2021. We have implemented a range of sustainable waste recycling initiatives including molecular sieve recycling at a local cement plant (over 3,300 tonnes recycled in 2021), waste sulfur recycling at a local sulfuric acid facility, as well as enhanced recycling of ferrous and non-ferrous scrap materials, lube oil and waste hydrocarbon materials (new 2021 initiative - 1,300 tonnes recycled) at local

facilities. Our forward vision is to continue our efforts in identification and establishment of new recycling opportunities and create a scope to deploy a circular economy approach focused on the maximised use of local SMEs and infrastructure.

2021 Performance

In 2021, Qatargas total waste generation was lower in comparison with previous years, with reductions across both hazardous and non-hazardous waste streams. This was a combination of waste reduction efforts as well as impact of the Covid-19 pandemic situation.

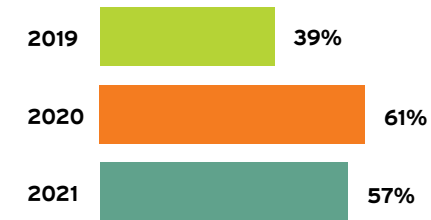
Waste KPIs	2019	2020	2021
Waste generation, tonnes	14,209	13,512	11,266
Hazardous Waste Generated, tonnes	8,418	7,508	5,668
Non-hazardous Waste Generated, tonnes	5,791	6,003	5,598
Percentage of Recycled Waste Relative to Total Waste Generated	39%	61%*	57%
Waste recycled, tonnes	5,577	8,226	6,431

* Value restated

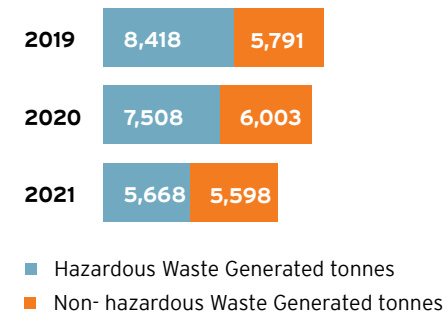
Target 2030

Achieve sustained >70% recycling rates and enhance partnerships with local industry and contribute to green supply and circular economy in the State of Qatar.

Percentage of Recycled Waste Relative to Total Waste Generated, %



Waste Generated, tonnes



Biodiversity and Ecosystems

Biodiversity and protecting natural systems are key objectives within our Environmental Strategy and in our alignment with the Environmental Development Pillar of QNV 2030. Our approach is based on implementing conservation programmes that reduce our impact on natural resources and promote environmental protection.



We focus on the essential role that corals play in protecting the country's vulnerable coastline while providing a sustainable habitat for vibrant populations of varied flora and fauna. Since 2007, Qatargas has undertaken a range of significant coral conservation efforts including the relocation of live corals from nearshore pipelines to offshore protected areas, and the deployment of over artificial reef modules to enrich Qatar's marine ecosystem. Qatargas continues its close collaboration with the MoECC and local stakeholders in implementing additional biodiversity conservation initiatives to support the State of Qatar's National Biodiversity Strategy.

Through the RLIC COP, we also conduct environmental protection and biodiversity conservation programmes, such as beach clean-up and turtle nesting on a yearly basis. For more information on the RLIC COP, please refer to Social Investments.

2030 Target

Recognised contribution to National Biodiversity Plans through completion of long-term coral and mangrove conservation strategies and sensitive habitat assessments.

Case Study: Protecting Qatar's Coral Reefs

In 2021, we worked with the MoECC and Qatar University on a landmark Coral Management Programme (CMP) comprising Artificial Reef Deployment and Coral Relocation, as well as the first of its kind land-based Coral Nursery. It also includes a long-term, comprehensive monitoring plan for the relocated corals, with eventual handover of all relocation zones to the MoECC for incorporation into the State of Qatar's protected natural reserve. The latest phase of the CMP culminated in the deployment of hybrid artificial reefs which were

locally fabricated using an environment friendly concrete mix, thereby taking the number of artificial reefs deployed by Qatargas to 1,200. This was followed by the meticulous relocation of live corals to secure recipients' sites bringing the total number of relocated corals to 12,000 since 2007.

As part of our CMP, we have also created a unique land-based Coral Nursery at the Aquatic Fisheries Research Centre in Ras Matbakh. So far, over 1000 live corals have been rehabilitated and out-planted to

carefully selected recipient sites. The Coral Nursery has the potential to become a National Coral Bank, thereby contributing to future marine biodiversity and coral protection projects, both in Qatar and the region. Moreover, it will optimise the Technological Readiness Level of the procedures and facilities for propagation of local coral species in a land-based nursery. This unique programme is expected to pave the way forward for sustainable marine ecosystem preservation methods.



Qatargas Marine Biodiversity Projects Portfolio

2006 - 2007

- » Relocation of 4,500 corals to recipient sites

2007 - 2013

- » Post-relocation monitoring



2019

- » Fabrication and deployment of 200 artificial reef modules



2020 - 2022

- » State of Art Coral Nursery Programme for 1,000 corals at Aquatic Fisheries Research Center (AFRC) in Al-Khor
- » 7,000 Juvenile corals out planted offshore into different recipient sites



2012

- » Deployment of 550 boulders and 210 artificial reefs
- » Relocation of 2,800 corals

2012 - 2017

- » Post-relocation monitoring

2020 - 2021

- » Deployment of 300 hybrid design Artificial reef modules
- » Relocation of 4,500 live corals

2022 - 2024

- » Small seedling relocation coupled with nursery raised seedling out-plantation
- » Approximately 1,000 seedling to be relocated at suitable mangrove site

Environmental Partnerships and Stakeholder Engagement

Partnering with our stakeholders and the research community are key elements of our Long-Term Environmental Strategy. Leveraging our diverse stakeholder expertise as well as collaborating We have established a comprehensive research collaboration framework with national research organisations in Qatar such as our shareholder research centres, Qatar University.



Case Study: Partnering with our Stakeholders and the Research Community

We have established a comprehensive research collaboration framework with national research organizations in Qatar such as our Shareholder Research Centres, Qatar University, Texas A&M University and the Aquatic Fisheries Research Centre (AFRC) on a wide range of key environmental focus areas to create value-added and sustainable environmental solutions for Qatargas operations. The collaboration framework currently includes the following environmental projects and studies to support Qatargas' Long-Term Environmental Strategy, which are currently in various stages of implementation:

- » **Sustainable Water Use:** Long-term roadmap launched to achieve excellence in sustainable water use practices including water reuse and process optimisation.
- » **Soil and Groundwater Management:** Long term strategy to address emerging soil and groundwater risks at Qatargas facilities including completion of a comprehensive soil and groundwater baseline, hydrodynamics and water chemistry and groundwater fate and transport.
- » **Marine Biodiversity Initiatives and Studies:** Implementation of a strategic Coral Management Programme, establishment of a first of its kind Coral Nursery in Qatar

and collaboration on major national studies related to marine habitat mapping, coral and sensitive habitat rehabilitation enables us to support State of Qatar national biodiversity plans.

- » **Climate Change Assessments:** Emerging GHG-related market requirements including impact of carbon neutral LNG, Measurement, Reporting and Verification (MRV) system improvements and assessment of decarbonisation pathways including technology options and impacts on Qatargas' long-term GHG footprint are included among climate change assessment efforts.
- » **Air Emissions Impact Assessments:** Comprehensive review of current and future air emissions, including potential impacts on the local airshed and surrounding communities and assessment of mitigation options.
- » **Training, Development and Go Green Environmental Collaboration:** Collaborations to deliver tailored environmental trainings for Qatargas employees and to raise awareness and engagement among Qatargas employees, students and the society on climate change and its global impacts.

Case Study: Sharing our Learnings with the Scientific Community

We presented several successful environmental programmes at the International Conference on Sustainable Energy-Water-Environment Nexus in Desert Climates held on 23-25 November 2021. Organised by QEERI, this flagship conference brought together over 500 researchers, scientists, and stakeholders from Qatar and around the world in a virtual setting to showcase their scientific contributions. The conference proceedings kicked off with a live-streamed, in-person inaugural ceremony held at Education City in Doha. Qatargas was proud to showcase the following key environmental programmes:

1

Qatargas Coral Management Programme

2

Environmental Management of Large-Scale LNG Project Development

3

 Application of Leak Detection and Repair (LDAR) Programme in Qatargas: **Success Story of Achieving Sustainable Reduction in Fugitive Methane Emissions.**
4

My Carbon Footprint: Raising Awareness among Employees & Community to Reduce their Carbon Footprint



Environmental Awareness

In an initiative to encourage awareness of and action against the global challenge of climate change, Qatargas and its stakeholders, held a series of workshops at local schools and colleges to introduce students to the concept of My Carbon Footprint. More than 300 students attended the awareness sessions and were given the opportunity to calculate their individual carbon footprint using a specially designed Personal Carbon Footprint (PCF) calculator, which is available on the Qatargas website.

Click through [here](#) for the PCF Calculator.

The outreach, which is a fundamental element of Qatargas' annual Go Green environmental awareness programme, encourages sustainable environmental practices and fosters community wellbeing, giving our key stakeholders a bird's-eye view of the impact of their daily choices and lifestyle on human-driven climate change.

Over 500 Qatargas employees and their families attended a series of online webinars as part of our My Carbon Footprint campaign with over 800 employees and contractors utilizing the online PCF calculator to calculate their personal carbon footprint.



Workforce

We place a strong emphasis on attracting, nurturing, and keeping national and international best talent, which enables us to establish a committed and engaged team, we do so by providing personal and professional development opportunities in a safe and rewarding work environment.

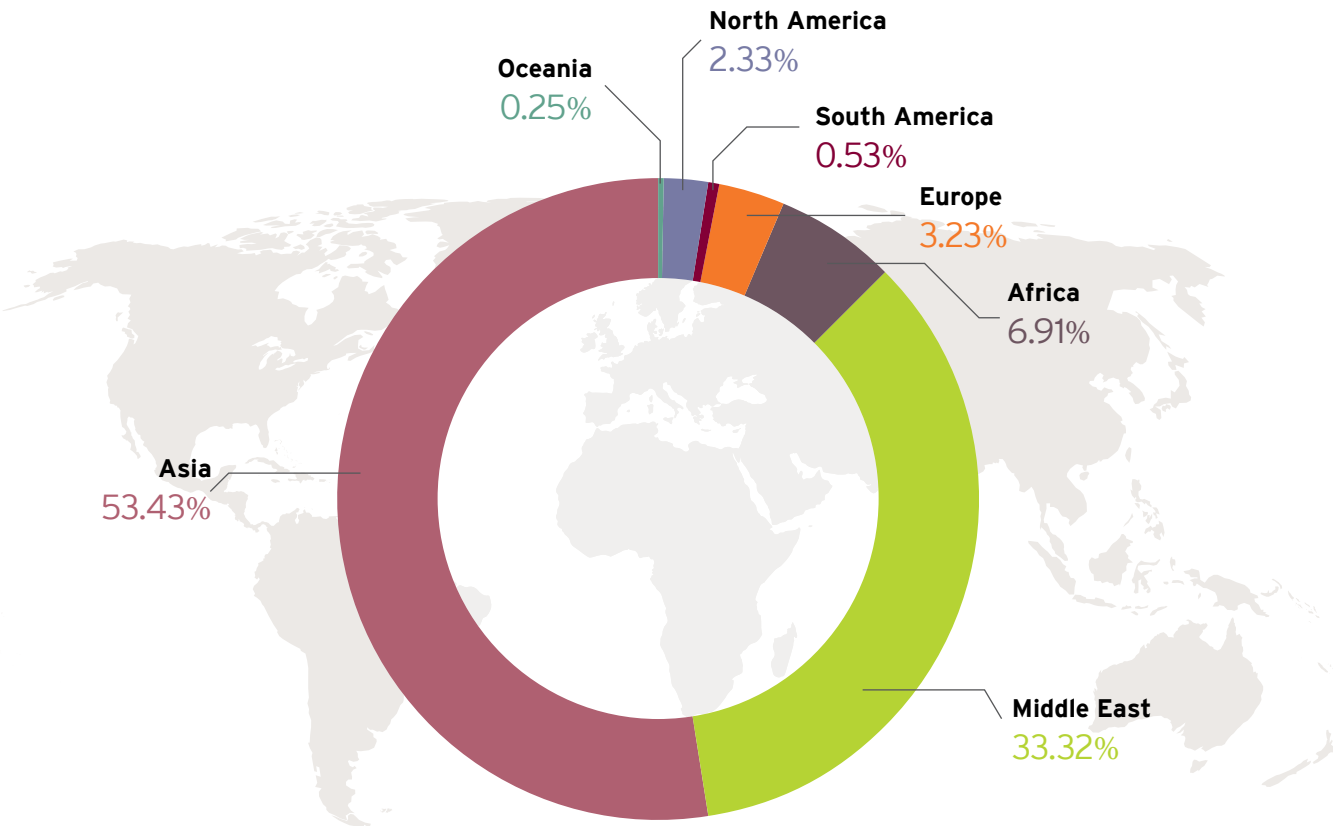
Material Issues Covered

- Diversity and Inclusion
- Training and Development

Diversity and Inclusion

At Qatargas, we are proud of the diversity of backgrounds and perspectives that our 5,570 employees bring to the table. Ensuring an inclusive environment regardless of gender, country of origin or age is fundamental to how we innovate, attract, and retain key talent and service our clients. Our workforce demographics have remained steady in recent years.

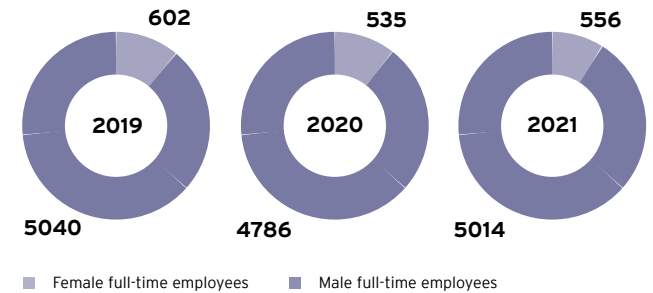
Regional Representation of Workforce



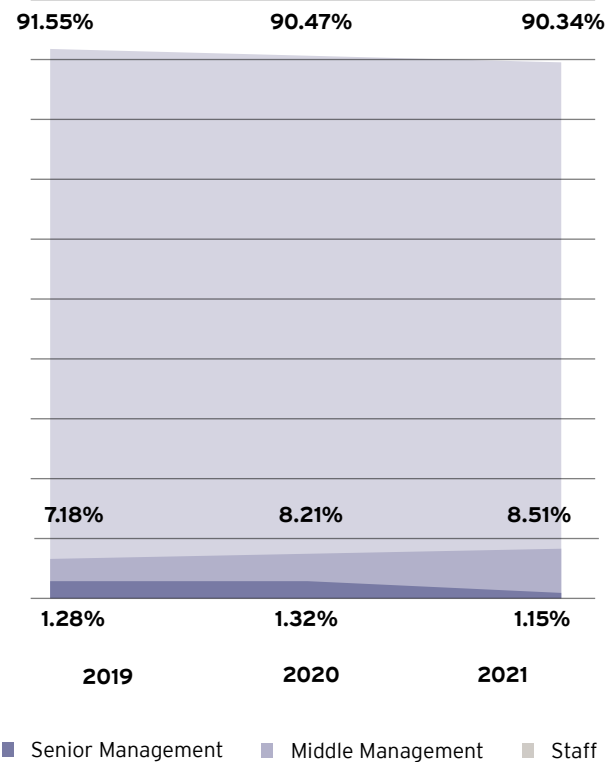


We continue to proactively support the recruitment, retention, and development of national and non-national talent through our learning and development and benefit programmes. In 2021, we further reviewed benefits for female Qatari nationals alongside QatarEnergy and we held several workshops to empower female leaders, encourage networking and inspire women at all levels of the organisation.

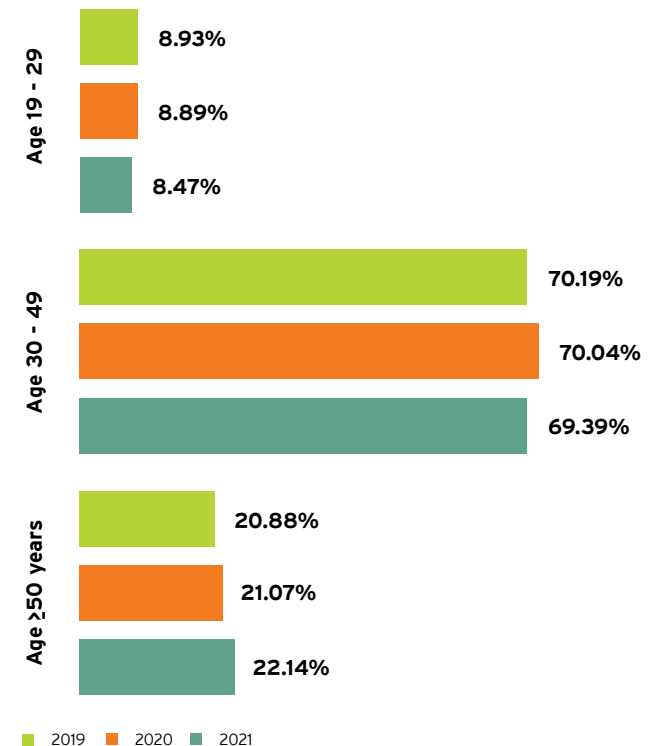
Workforce Profile KPIs



Employment level



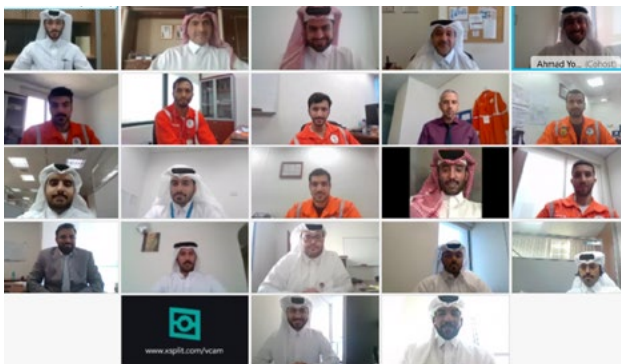
Age Profile



Engagement and Reward

Employee engagement and reward are key aspects of how we retain and grow our workforce. Examples of engagements include a consolidated onboarding programme for new joiners including a corporate welcome event, CEO Forum and 'Ask the CEO' platform, achievement and recognition events, Group Quarterly Performance Reviews, our annual Town Hall question and answer forum (conducted offline in 2021 in light of the Covid-19 pandemic) and the biennial People Survey.

The 2021 survey offered an opportunity for employees and contractors to provide confidential feedback and we recorded a satisfaction rate of 83% (consistent with the previous survey), a 95% safety ethos satisfaction rate and a 94% satisfaction rate around how Qatargas Leadership guided employees safely through the Covid-19 pandemic. We outperformed our previous survey performance on survey dimensions of safety and health, ethics, collaboration, communication, and development. Overall, our business results outperform worldwide energy sector and GCC Country norms, as captured by our People Science and Engagement Partners.



Employees and those outside of the company are invited to confidentially submit any concerns or grievances via an online tool, with all reports monitored by our Internal Audit team and appropriate actions taken.

Remuneration and Benefits

Our extensive benefits are outlined in key HR Policies, including Allowances and Benefits, Annual Leave and Official Holiday, Employee Life and Personal Accident, End of Service Benefits and Salary Management.

We offer tax-free salaries, housing allowances, transportation allowances, retirement plans, company provided accommodation for certain employees, generous annual leave packages, annual air tickets for employees and their families to return to their home country, prestige medical and dental care, access to an on-site gym facility and education assistance.

National Employees are covered under Retirement and Pension Law and are subject to End of Service Benefits. Nationals are subject to pension contribution and retention allowance.



Learning and Development (L&D)

At Qatargas, our approach to development programs follows the approach consisting of 70% job experience and learning, 20% coaching & mentoring, and 10% formal courses and training.

In order to implement learning and development strategies successfully, internal SMEs inputs and industry best practices were used to revalidate the required competences for the positions. Development needs are identified via competence assessments. A strategic development plan is thereafter established upon real development needs and put into practice through different learning and development activities.

Qatargas Competence Framework

The Competence Framework aims to retain highly skilled talents across the Company. It also provides mechanisms to ensure that the employee development needs are identified and addressed through the Talent Management System. Each role in the organisation is built with the required set of technical and behavioral competences.

» **Behavioral Competences Framework:** Core competences that drive alignment towards the Qatargas values, job generic competences, and leadership competences are covered within the framework. Employees are assessed yearly on their behavioral competences to identify areas of development to be addressed.

» **Technical Competences Framework:** The framework covers unique positions which require specific knowledge, skills, and abilities to effectively perform on-the-job technical activities. The technical competences are assessed every 3 years or 6 months after the employee has been appointed in a new position.

Technical Competence Assessment (TCA) is used to identify any gaps in employees' skills. Employee and supervisor will agree on the development activities using 70-20-10 to close any competence gap, using Career Development Planning module in Qatargas integrated Talent Management System (QGiTMS).

In 2021, 2,648 employees underwent TCAs, with 557 identified with Technical competences other than skills gaps and required to undertake Professional Development Plans (PDP) for further development.

PDP enables employees to take ownership of their development with the support of their direct supervisor who can provide feedback, assess development, and monitor their progress.



Performance Management

Performance Management (PM) module is a part of the Talent Management System that is used to manage and track employees' approved objectives and to ensure alignment with department objectives and company's goals. The module is also used to rate and rank employee's performance.

The first stage of the PM cycle requires employees to set their SMART objectives in the system for approval by their supervisor. In the second stage which also corresponds to mid-year review, the employee records their accomplishments and comments against each objective which are discussed with the supervisor. The third stage, year end appraisal, during which the employees and supervisors meet to discuss whether the deliverables are aligned with the performance indicators, and how they were delivered. The overall performance of the employee which is a combination of objectives rating (70%) and the behavioral rating (30%) is rated.

In 2021, there was 97.9% compliance for all three phases of the Performance Management cycle (objective- setting: 99%; mid-year review: 95.8%; and year-end review 98.8%)

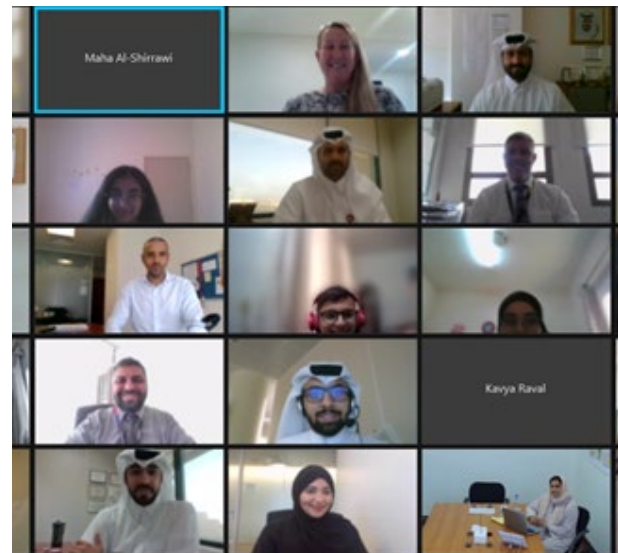
+5,000

employees logged objectives in 2021

Training

We received the crystal award for Training and Development from the Energy sector's Annual Qatarisation Awards for the 2nd time in row. The Company receives a training demand plan and training requests via two systems:

- » **Learning Management System (LMS):** A cloud-based solution used to deliver corporate, operational, and safety training for our employees. It includes powerful reporting features and customizable content options for on-the-job learning.
- » **Training Event Management System (TEMS):** A workflow system used for approval and management of external training courses linked to training needs and development plans of Qatargas' employees.



2021 Learning & Development Activities:

During 2021, Qatargas offered different types of Learning and Development activities to address competence development needs.

- » **In-House Training:** Behavioral training and technical training were offered during 2021. Both trainings were launched and published in LMS to ease access.



- » **External Technical Training:** During 2021, Qatargas supported virtual technical training requests to ensure continuity of development during the global pandemic. In addition, external classroom training requests in Qatar were supported to ensure competence development for critical roles.
- » **Stakeholder Trainings:** In collaboration with stakeholders and partners, technical and behavioral training was offered to Qatargas employees to support their development. In 2021, training catalogues for Tamayoz and Tafawoq were sent to all Qatargas employees via email and launched in LMS to ease access and registration.

Leadership Development Programmes:

Selected employees identified in the talent pool underwent a Leadership Development Programme to meet leadership level criteria. All leadership programmes were delivered virtually as per Covid-19 restrictions. The programmes are designed based on the philosophy of: Leading Self, Leading Others, and Leading the Business.

Activate

The programme consists of two phases that allow developpees in last phase of their IDP or recently completed their IDP program to gain the concept of leadership skills focusing on personal leadership.

Emerging

This programme is designed to support the development of Leads and Supervisors by obtaining knowledge on leading oneself and leading others.

Cadre

The programme is designed to support the development of Heads by providing them the required skills on leading themselves, others, and the business.

Executive

This programme aims to support the development of Managers by providing them with the required skills and executive knowledge on leading themselves, others, and the business.

Supervising the Qatargas Way (For Supervisors / Leads):

The programme which includes Employee Relations Toolkit (CBT), Driving Premier Performance (CBT) and Finance was conducted virtually during the pandemic.

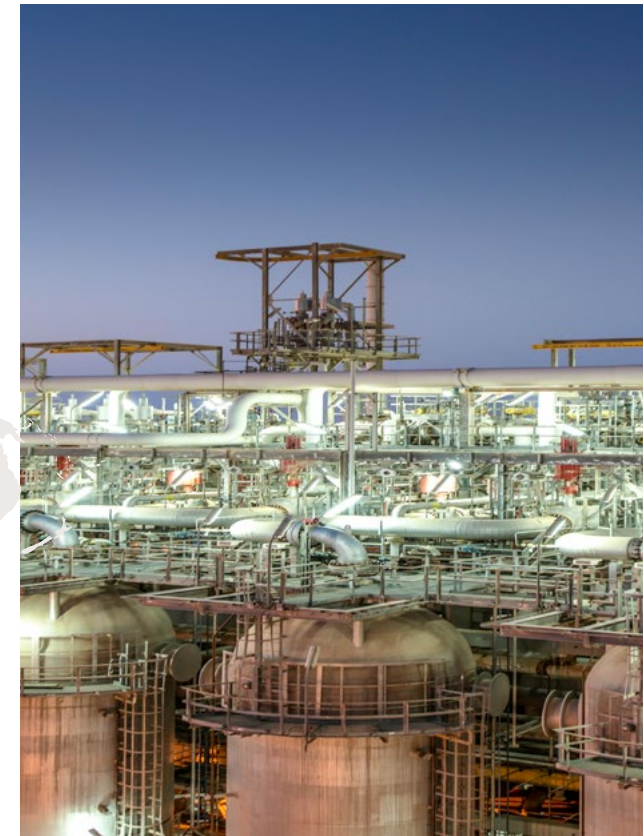
Leadership Alumni seminar:

400 seats were offered on Qatargas Leadership Alumni Series during 2021. This programme seeks to provide ongoing Leadership Development opportunities for alumni Leaders who graduated from Qatargas Leadership Development programmes. Examples of Seminars offered during 2021:



400 Seats

were offered on Qatargas Leadership Alumni Series during 2021



Empowering Qatargas Female Leaders:

Two training sessions were offered by external providers to empower women during 2021, with the aim of engaging female leaders to network, discuss challenges, support each other, and develop the required leadership skills. These sessions were:

- The Power of Championing for Career Progression
- The 13th Friendship Committee for Women career Development Forum



Team Building

Qatargas offered different virtual Team Building activities delivered during 2021 for different groups which supported communication and employee morale, etc.

Training KPI	2021
Total number of training hours*	165,800
Average hours of training/employee	29.3
Average hours of training by employment category	
Senior Management	26,256
Middle Management	139,544
Employees receiving regular performance and career development reviews - by gender and employment category	
Female, %	9.3
Male, %	90.7
Senior Management, %	3.7
Middle Management, %	11.2
All employees	4,981

* Includes in-house classroom training, external classroom training and web-based training across the company (Scholarship data excluded)





Social

Qatargas aims to have a positive influence on the areas in which it operates and always provide value. Considering the community, in which we operate in an ethical and sustainable way is one of our key priorities.

Material Issues Covered

- Indirect Economic Impact

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is defined as using the power of business to create a more sustainable community. At Qatargas our Social Investments refer to activities and contributions, both financial and non-financial, in areas of donations, sponsorships and volunteer work to enhance our social responsibility role by supporting positive projects for the society.



Sustainability Policies, the CSR strategy focused more on sustainable investments and initiatives, the strategy identifies focus areas and enhanced visibility, with initiatives evaluated based on the return on investment (as opposed to the value of the investment). In this way, projects achieve a measurable and long-term impact on communities. In the shorter term, we will honour existing annual commitments and charitable donations, including the CEO Fund. Social Investments are governed within the Public Relations Department of Qatargas.

Four strategic goals enable us to realise the mission:

- 1. Sustainability:** Evolve all CSR programmes into sustainable projects which positively impact communities.
- 2. Partnerships:** Enhance and enrich programmes by optimising resources to create higher value internal and external stakeholders through Working Group targets.
- 3. Visibility:** Increase visibility of CSR through an integrated proactive Communications Plan to ensure increased employee and community awareness.
- 4. Process and evaluation:** Implement robust criteria to improve selection of programmes with an Enhanced Communication Plan for each.

To support delivery of our Social Investment and

CSR Mission

Promote and strengthen Qatargas brand as a responsible, reliable LNG producer through a sustainable CSR investment.

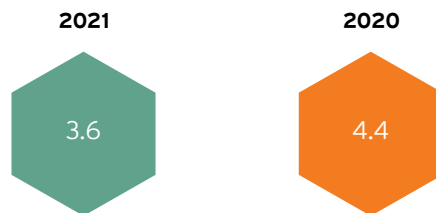


Giving in 2021

In 2021, our investments included sponsoring a Carbon Management Workshop and the 18th Plant Design Contest at Qatar University, as well as Qatar National Day Celebrations, donating medical and IT equipment and delivering a Go Green Campaign with schools. In 2021, we structured our CSR approach based on voluntary initiatives. Leveraging our expertise in specific areas, we built partnerships to deliver various programmes in CSR. Total social investment spending is 3.6 million QAR in 2021. We focus on leveraging our expertise and the power of collaborations to develop community programmes in different areas. Since we attached importance on voluntary efforts in 2021, the amount of social spendings has dropped compared to the previous year.

Community KPIs

Total community investment/ social investment spending, MQAR



Case Study: Joining Forces with our Sector on Community Outreach



Alongside prominent industry peers, we are able to scale up community impact as part of the Ras Laffan Industrial City Community Outreach Programme (RLIC COP). In the past year, the Committee's social investments have helped support:

The Al-Bayraq Programme

An educational programme that provide the students the opportunity to be innovative and creative and develop projects related to STEM.



Darb Al Salama- Safe journey 2021 virtual event

A competition for the students studying at the northern areas school to produce a video that raises awareness on road safety.



Education School Park- Al Shamal Primary Girls

A Park in Al Shamal Primary School for girls which will be designed to educate students about several topics. This park will be accessible by all schools of the northern area.

The Magic Carpet educational experience

Building a VR Platform that allows the children to live unique educational experiences.



A training room for Al Daayen municipality

Revamping and furnishing some rooms in the Municipality of Al Daayen to be used as training rooms for their staff and the residence of Al Daayen if needed.

Al Daayen Youth Centre football court

Building a huge football court in Al Daayen Youth Centre to serve the residents of the area and enhance them to have a healthier lifestyle.

The Maqad Al Duha Programme

A programme that gathers elderly women in the northern area to share their historical stories, support their hand-crafted work and educate them and arrange some activities for them.

Every 3 years, the group conducts a survey to find out how it can further deepen its impact and target key community challenges. As a result of the 2018 survey and some feedback received from community members, projects in 2021 included those addressing safe traffic issues (as highlighted by the Safe Journey project), as well as education in the northern area. Findings from the 2021 survey will be reflected in the choice of 2022 projects.

The Community Outreach Programme includes grievance mechanisms for any concerns from communities in northern regions who are most acutely impacted by oil and gas presence.



Economy

We strive to contribute to economic development in Qatar by managing our operations efficiently and reliably, building strong relationships with our customers, pioneering innovative LNG applications, and demonstrating strong financial performance.

Material Issues Covered

- Qatarisation
- Financial Performance

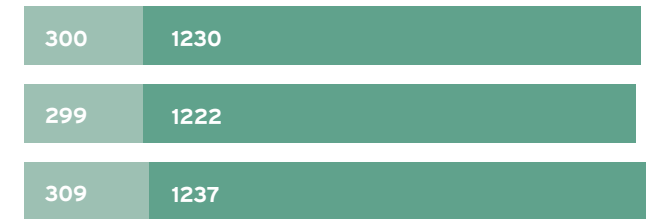
Qatarisation

Qatarisation is one of the key components of the QNV 2030, it aims to increase the ratio of Qataris within the existing workforce and to enhance the capability of nationals by providing different development opportunities including academic studies, vocational training, continuous learning support, etc. The success of the Qatarisation relies upon individual development ownership and mobilisation of resources to serve this purpose.

Qatargas strives to contribute to all pillars of QNV 2030 and demonstrates initiative in order to achieve the Qatarisation target set. Qatargas is aiming to achieve 50% Qatarisation rate by 2030.

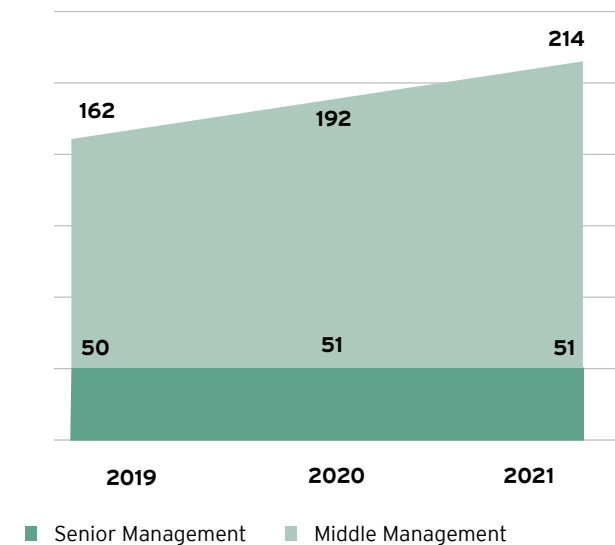
During 2021, the number of Qatari nationals in the full-time workforce increased by 1.6% (to 1,546) in Qatargas. This included 3% more Qatari women and 11.5% more Qatari middle managers.

Nationalisation by gender



- Female National full-time employees
- Male National full-time employees

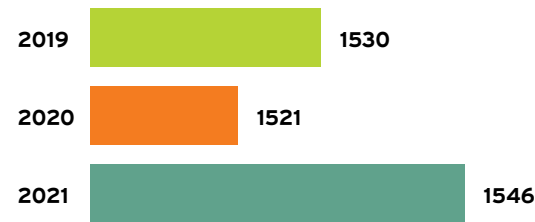
Nationalisation by level



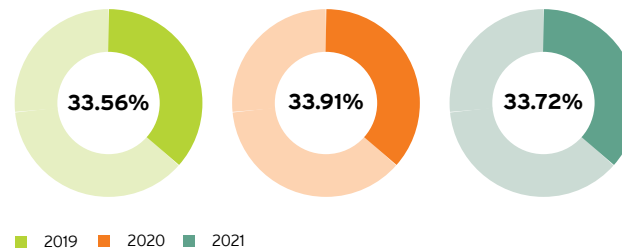
- Senior Management
- Middle Management



Nationals among full-time workforce



Nationals among full-time workforce



- 2019
- 2020
- 2021

Crystal Award for supporting Learning and Development, 2nd consecutive year.

“We are very proud to be recognised with this distinguished award, especially during a time we have been severely tested by the Covid-19 pandemic. I am confident that our comprehensive learning environment will help us continue in our journey to develop an even stronger workforce in alignment with the Qatar National Vision 2030.”

Khalid bin Khalifa Al Thani
 Chief Executive Officer, Qatargas



Opportunities for local graduates and school students

Our five-year Qatarisation intake plan is reviewed annually with the management and involves a number of local employment initiatives to meet the target such as, “Hayyakum Outreach Programme” that was designed to attract talented Nationals from high schools and Universities. In 2021, the team successfully reached out to 18 schools through events conducted virtually and presented a detailed information about the Technician Certificate Programme (TCP).

In addition, the Company launched a virtual Hayyakum campaign on social media in order to attract and encourage Qatari youths to apply for our programmes. Furthermore, the Company participated in Qatar University (QU), Carnegie Mellon University in Qatar (CMUQ) and University of Doha for science and Technology (UDST) Career Fairs. In 2021, the company conducted an exercise with the Labour Department to screen 400 national candidates for interview and selection.



5,720
 National Trainee training hours completed

National Development

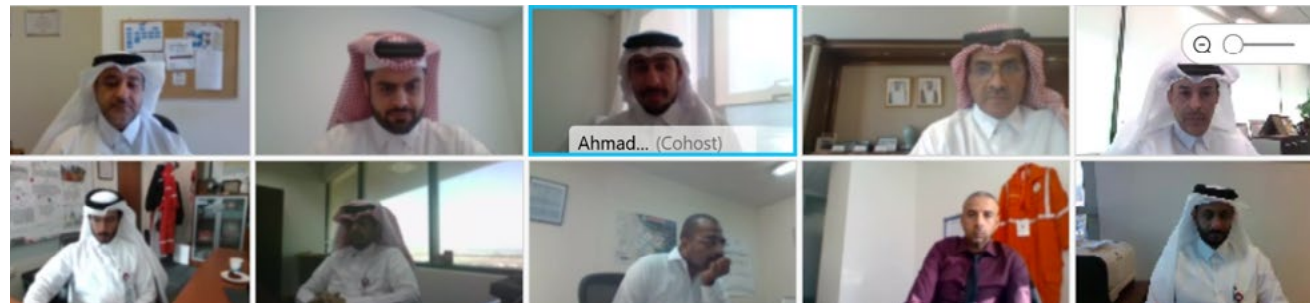
The Company designed number of development programmes to suit Nationals' development in different professional levels and to fulfil the Company's requirements. The National Graduate Development Programme (NGDP) offers a structured competence-based development plan to develop the national toward required skills and knowledge to become Fully Qualified Professionals (FQP). NGDP designed as two-to-six-year programme that encompasses technical and behavioural development objectives following Qatargas L&D approach 70-20-10. In 2021, 25 National Graduates had the opportunity to join Major Projects to develop their skills. During these assignments, the developpees spend approximately six months to one year in the relevant position and are monitored by a designated coach.

The Company's focus is on various types of development opportunities for different levels of employees. In 2021, the total number of Qatari employees on academic studies increased to 140, amongst them 26 scholars started their programmes, and 36 employees who pursued their higher education in technical disciplines for both diploma/bachelor's degree level. In addition, 33 employees were developed under the Technician Certificate Programme (TCP).

Employee development is monitored via different communication channels and engaging sessions which include:

- » **The CEO Forum:** Hosted virtually in November 2021, the annual CEO Forum allows National Graduates and Trainees to engage directly with the CEO and MLT to discuss their development, challenges, and ideas.
- » **Qatarisation Forum:** Two virtual Qatarisation forums were hosted in 2021 for National Graduates and Trainees to share ideas and raise any challenges with the Learning and Development Manager and the Qatarisation & National Development team.
- » **Assigned coach and mentors:** each national developpee has an assigned coach and mentor to support the development.

- » **Progress Review & Counselling sessions:** each national developpee will have the chance to meet with the assigned Development Specialist to discuss the progress of the development plan in quarterly bases, during the counselling sessions, national developpee can address any challenges impact the development. In addition, a progress review conducted between developpee, coach, and development specialist at the end of each development phase.
- » **Quarterly Progress Review:** The meeting aims to provide a quarterly progress update on the nationals' development. Programme updates are shared with each group's senior management team in order to engage the managers in the development process.



9,912

National Graduate training hours completed

37 employees won

CEO Best Award

for outstanding performance in 2021.

Innovation and Collaboration

Maintaining a high rate of asset reliability and availability over a sustained period has required innovation and partnership among our industry peers and the research and development community.

In 2021, we partnered with HEC Paris Business School to launch a new initiative for 33 students and 11 Qatargas young professionals to participate in virtual seminars on the LNG industry, including learning from experts. And, as members of the Al-Attiyah

Foundation, we worked further to promote sustainable development debate within our industry and, alongside the Texas A&M Mary Kay O'Connor Process Safety Centre, we raised awareness of safety through education, research, and practice.

“This annual assembly of highly-skilled engineering talent has proven to be an excellent platform to share knowledge among industry peers.”

Khalid bin Khalifa Al Thani
 Chief Executive Officer, Qatargas

Case Study: Hosting the 17th Engineering Forum

In 2021, we hosted the 17th Engineering Forum which brought together more than 400 engineering experts from QatarEnergy, Qatar Chemical Company, Shell Global Solutions, ExxonMobil, Dolphin Energy, TotalEnergies, North Oil Company, Qatar University, Hamad Bin Khalifa University and more, alongside academic institutions in Qatar.

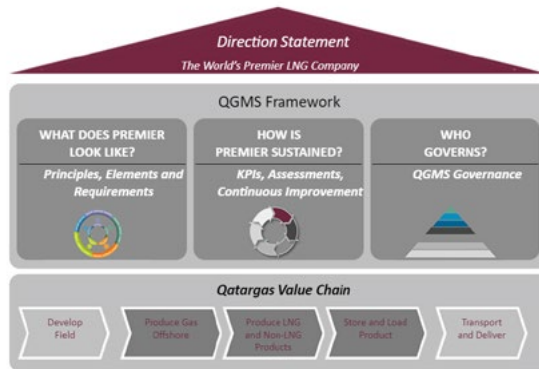
Participants shared their expertise on Optimisation & Best Practices; Integrity and Reliability; and Innovation & Technology. A total of 98 abstracts were submitted, 21 of which were selected to be presented at the forum, and 14 technical Posters.



Optimised performance

The Qatar Gas Management System (QGMS) Framework defines principles, elements and requirements for optimal performance. In 2021, we met or exceeded all process efficiency KPIs, a particular achievement in the headwinds of the ongoing Covid-19 pandemic, corporate strategy validation and ongoing process assurance. Our progress over the past two to three years has remained consistently solid.

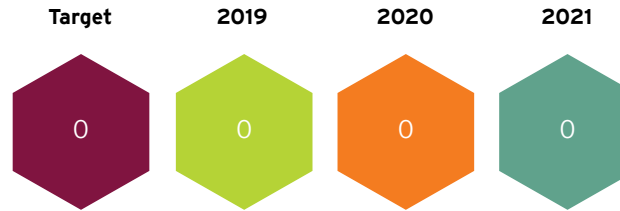
Qatargas Management System (QGMS)



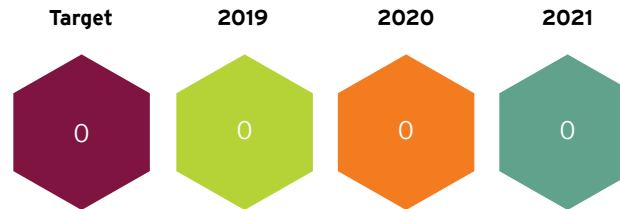
During the year, we conducted Business Process Assurance on 77 processes with highly positive stakeholder feedback and we established a Holistic Integrated Planning function within the Corporate Planning department to support our new Corporate Strategy rollout and Digitalisation Strategy. Looking ahead, we will be launching an iContribute tool to further drive efficiency and cost optimisation across various business units and processes. We also aim to build Integrated Planning into all systems in preparation for increased production and expansion.

Positive responses to change requests:

Number of late deliveries

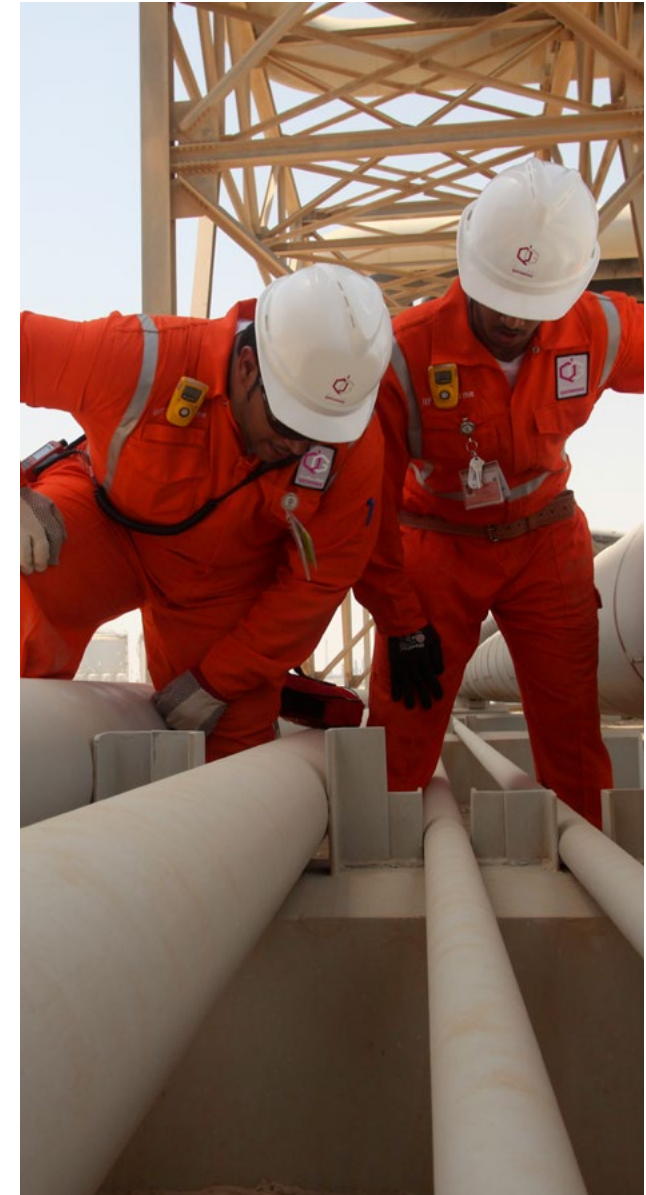


Number of off-spec deliveries



Security KIPs	2019	2020	2021	Target
LNG reliability, %	98.1	98.1	98.4	98.0
LNG availability, %	95.7	94.6	95.4	94.4
LNG unit cost, USD per tonne	10.1	9.8	10.5	10.2

25%
faster, average time to hire new joiners



Customers and Suppliers

We are proud of the excellent relationships we have built with our customers. They are testament to our track record of delivering exceptional quality products and services over nearly four decades.

We monitor customer satisfaction on product quality, compliance to Sales and Purchase Agreement requirements and flexibility of our schedule and fleet.

Internal Customer Satisfaction reported a 98% positive response rate for employee services and a 95% response rate in customer service delivery by the Human Capital Group.

External Customer Satisfaction reported a 98% positive response rate on delivery change requests processed by the Commercial & Shipping Group

98%

positive response rate for employee services

95%

response rate in customer service delivery by the Human Capital Group

Positive responses to change requests:

	Target	Actual
2019	90%	90%
2020	90 - 100%	95%
2021	90 - 100%	98%

External Customer Satisfaction KPI

Basis of customer satisfaction consideration

Flexibility of our fleet and delivery schedule

Product responsibility requirements from customer

Quality requirements as per contract



Responsible Procurement

We manage procurement responsibly through a clear business planning system aligned with the Corporate Vision and five-year Strategic Plan. It is rooted in internal and external analysis of strengths, weaknesses, opportunities, and threats (SWOT) and includes clear objectives, KPIs and calendars for controls and governance. In addition, our Risks and Controls Management framework is designed to mitigate Process and System related risks. We follow ISO14000 Environmental Management System standards for all procurement practices. Our Procurement Strategy balances the quality of goods being procured, vendor efficiency, customer satisfaction, cost optimisation and purchasing timeline. We are committed to positively contributing to Qatar's In-Country Value (ICV) programme to maximise local economic impact.

Tawteen

We also support the Qatari Tawteen localisation strategy, encouraging local and smaller enterprises to participate in our Open Tenders. So far, we have awarded several Tawteen Investment Opportunities.



Fair Selection and Evaluation

We strive to ensure fairness in supplier selection through an Open Tender Policy that includes consistent evaluation criteria on supplier safety, financial and technical performance. Purchase orders and agreements are only made with suppliers that have been assessed against these criteria, alongside compliance with Labour Laws of Qatar, insurance requirements, performance guarantees, taxation requirements etc.

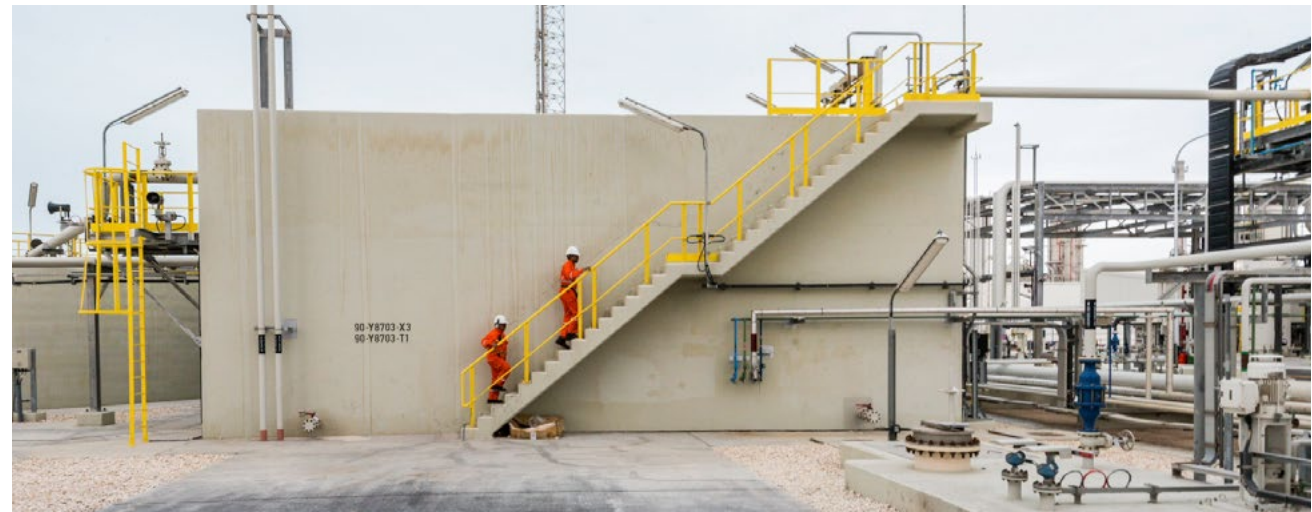
New suppliers must complete a Supplier Registration Questionnaire and thereafter performance is monitored, and any required corrective actions should be implemented. Every year (or at the end of contract, whichever occurs earlier), a Performance Evaluation report is completed, while high or medium Criticality Category suppliers must also complete an HSE&Q Evaluation, which is submitted to the OHS Manager for review.

Protecting Environment

We have an electronic bidding system completely avoiding hard copy submissions. All Contracts executed using e-signature through electronic system avoiding hard copies and protecting our environment.

Primary consideration of major equipment selections focuses on the lifecycle cost, energy consumption, carbon emissions, obsolescence etc. fully supporting the protection of environment and reduce the waste. All chemicals procured are subject to review of Material Safety Data Sheet to ensure that the usage of chemicals are not impacting the human and the environment.

Significant reduction in travel of Company & Suppliers, leveraging the technology of virtual meetings thus reducing energy and fuel consumption and protect the environment and to increase efficiency.





Governance

We strive to conduct Qatargas' business transparently and ethically, complying with applicable laws, engaging in constructive dialogue with stakeholders on our most material sustainability issues, and making decisions that add value in the short, medium and long terms.

Material Issues Covered

- Efficient and Reliable Operations
- Governance, Ethics and Transparency

Good Governance

Qatargas Operating Company Limited ("Qatargas") operates ten incorporated joint venture companies, which constitute the Qatargas family. The Board of Directors for Qatargas comprises of 14 members, of whom three represent QatarEnergy and 11 represent joint venture partners. Each Qatargas venture has a unique ownership structure.

The roles and responsibilities of the Board members are set out in Qatargas Articles of Association and Joint Venture Agreement, which also further delegates authority to the Chief Officers of the 10 groups within Qatargas and the relevant committees. The Board oversees financial and technical affairs, while adopting strategies and policies to support executives in strategic decision making.

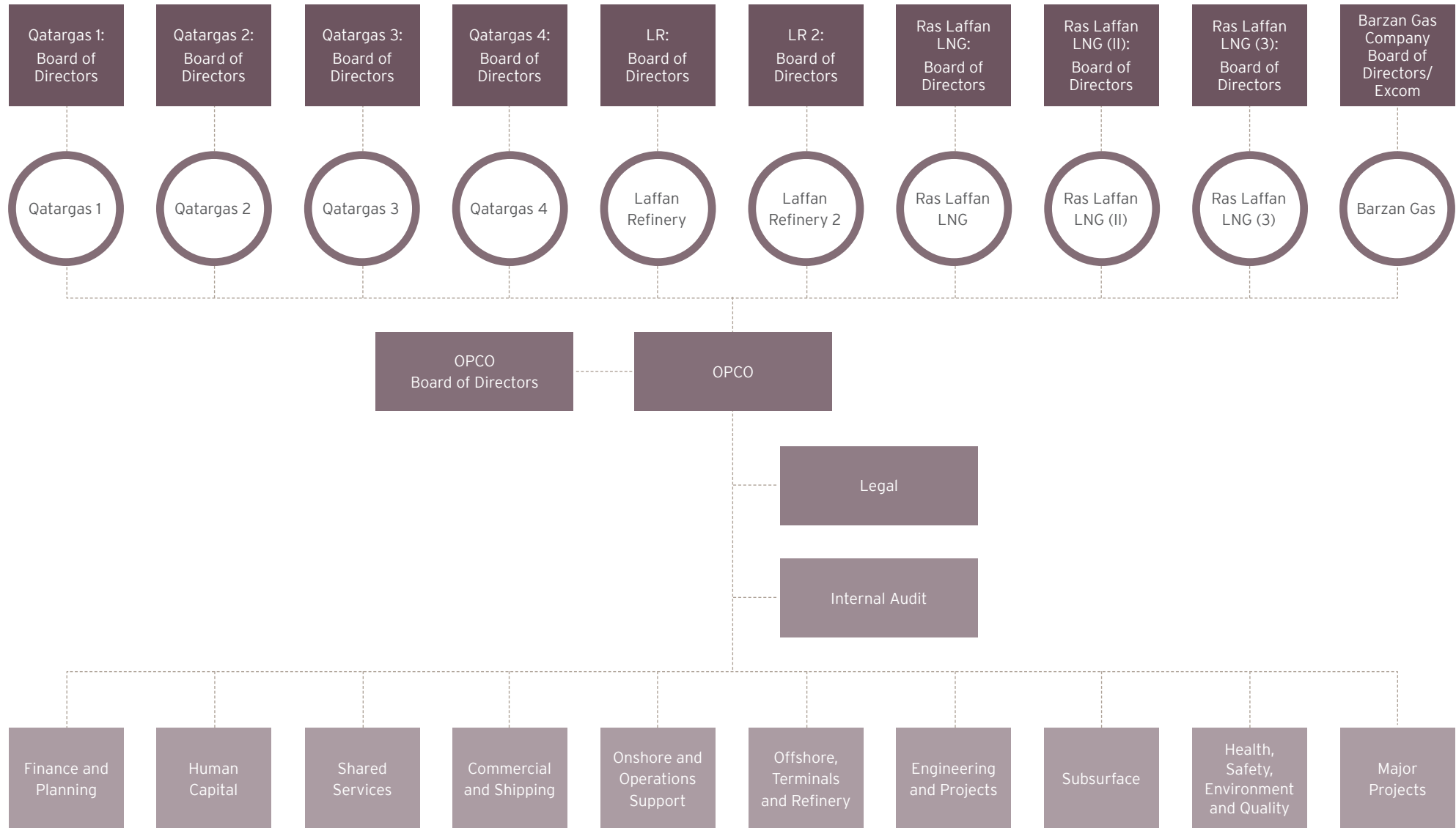
A Board-level Audit Committee oversees the integrity of internal controls, corporate governance, accounting policies, financial statements and reporting, and risk management. Sustainability issues overseen at the corporate level lies with the Qatargas CEO.

The diagram below depicts the structure of Qatargas governing bodies:

Qatargas Shareholders:



The structure of Qatar gas governing bodies



Ethics and Principles

Our Code of Ethical Conduct fosters a culture of responsibility and fairness across the company. Corruption, fraud, and unethical behaviour are expressly forbidden. All employees are expected to abide by this Code to maintain and enhance our reputation for honesty, integrity, and reliability through the series of listed rules, ethical behaviour expectations and elimination of conflict of interest arising between employee's private interests and company interest.

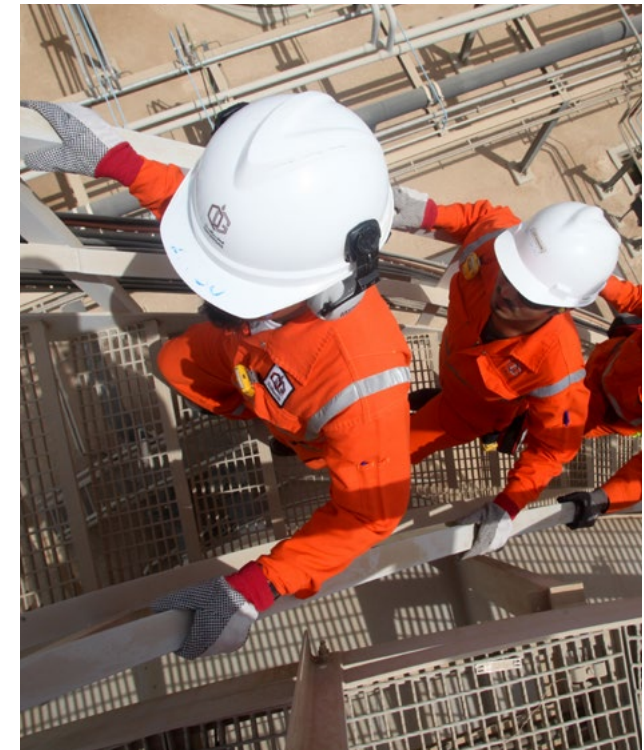
Ethics Oversight

The Code of Ethical Conduct is supervised by the Ethics and Conflict of Interest Committee. The Committee is responsible for enforcing the regulations distributed to all departments, resolving issues arising from violations and communicating the proper ethical conduct required of our employees. All employees undergo the mandatory annual Qatargas induction process which covers the Code to which all employees are required to sign an annual statement of compliance, confirming adherence to our principles of ethical conduct.

In addition to the Code, we have in place a series of regulatory documents, policies, charters, and procedures that meet international standards and industry best practices, tailored to the Qatari-society and the country's laws and regulations, which are expected to be implemented and followed by all employees. The avenues through which Qatargas' maintain ethical and responsible conduct, include:

- 1 Direction Statement 
- 2 Code of Business Ethics Policy 
- 3 Internal Audit Charter 
- 4 Enterprise Risk Management Process 
- 5 Social Investment Policy and Procedure 
- 6 SHE Committee Charter 
- 7 Employee Relations Policy 

Where potential conflicts of interest arise, we deploy a Conflict-of-Interest Declaration. Conflicts are evaluated and then investigated on a case-by-case basis to sustain objectivity on our part. We remain committed to the highest standards of integrity across all our operations and activities which guarantees that our employees adopt a corporate culture that respects and upholds the company's ethical principles.



Case Study: Fostering a 'Speak Up' culture

We have in place a whistle-blowing mechanism that allows anyone (including external stakeholders) to anonymously report concerns or information regarding any actual or potential fraud, corruption illegality or unethical conduct.

Qatargas Anonymous Reporting Form

All employees are provided with the opportunity to work in a supporting environment, which encourages and facilitates exceptional performance and achievement of business goals. An unresolved grievance may impact the morale of employees and effective operation of the corporation. Therefore, we promote open communication amongst all employees to express their grievances and concerns, which are resolved in a fair and prompt manner.

Despite the challenges posed by the Covid-19 circumstances, there were no official concerns or grievances recorded during 2021.



Employees are encouraged to report on issues such as fraud, malpractice, or ethical misconduct that had been, or is likely to be committed.

Enterprise Risk Management

Qatargas Enterprise Risk Management (ERM) division implements a robust risk management system for all our operations, based on international standards.

The framework is designed to identify, report, and manage risks to provide effective risk prevention and mitigation measures across the company's value chain. Qatargas management approach is to ensure risk management is applicable enterprise-wide with risks being measured against key criteria, such as financial, reputational and SHE impacts.

Risks are categorised in a multitude of ways, i.e., organisation unit, risk type, impact type, consequence, and probability and are measured against corporate objectives driven by the Qatargas Direction Statement and the underlying six pillars. The main KPI of the ERM division is to ensure risks are evaluated, reported, and managed regularly, with corresponding actions followed up with regular reviews.

All ERM procedures are aligned with best practices and ISO 31000 Risk Management standard. Verification is performed through a series of internal and external audits by stakeholders. The ERM division is regularly audited on a number of levels - internally by Qatargas Internal Audit, and externally by its shareholders including QatarEnergy (as the parent company).

Mitigation plans and assessments for identified risks are formally reviewed quarterly (as a minimum) across the organisation. The quarterly risk reviews involve regular meetings with almost all Qatargas divisions,

representing our internal stakeholders. Another set of quarterly meetings involve our external stakeholder representatives that have shared positive feedback regarding the work of the ERM division.

Risks classified as strategic are escalated to the Strategic Risk Register that is reviewed by Qatargas Management Leadership Team. The MLT and our stakeholders also undertake a SWOT analysis annually which is an important opportunity to identify and discuss evolving risks, for example those related to cyber security, ESG, global economics and Qatargas operations.

Each of these risks is considered and managed by the relevant department. In 2021, the ERM division continued to play a leading role in facilitating the mitigation and management of risks associated with the Covid-19 pandemic and providing the MLT and shareholders visibility and assurance that the most critical risks were being robustly addressed.

In 2021, Qatargas Head of ERM was actively involved with the Institute of Risk Management web panel discussions on 'Building an effective risk-based response to major crisis' and 'The role of Risk Champions in risk management'. We also delivered three virtual workshops for Texas A&M University students in Qatar on ERM, Business Continuity and



Business Continuity Management

Ensuring business continuity amidst global, local and organisational change is vital to the sustainable operation of our businesses and protecting our value chain.



All Business Continuity Management (BCM) procedures are aligned with international best practices, including ISO 22301 BCM standards. The BCM team reports into ERM and coordinates the activation of BCM across our ventures, while also coordinating a network of Business Continuity Coordinators.

Throughout the Covid-19 pandemic, we have taken a risk-based approach, enabling our Incident Management Team to focus on the key areas of exposure to mitigate potentially significant consequences and maintain output and operations at normal to near-normal levels.

We are now working to improve resilience through capturing the key lessons learnt from the pandemic and incorporating these into our Business Continuity Plans and publishing a Pandemic and Resilience Plan in 2022.

Appendix A: Stakeholder Map

Stakeholder	Key Concern	Channels of Engagement
State of Qatar	<ul style="list-style-type: none"> QNV 2030 Development of national talent Qatarisation Compliance with regulations 	<ul style="list-style-type: none"> Meetings with government entities Partnerships with government entities Conferences and exhibitions
Shareholders	<ul style="list-style-type: none"> Maintenance of safe and reliable operations Process efficiency Financial returns Reputation Participation in local economic and social development 	<ul style="list-style-type: none"> Quarterly meetings Annual interviews and shareholder market presentations Board and ExCom meetings Sponsorship collaborations Liaison offices Annual sustainability report
Local Community	<ul style="list-style-type: none"> Responsible business practices Minimal environmental impacts Employment opportunities Safe operations Development of national talent 	<ul style="list-style-type: none"> Social Investment Programmes and sponsorships Membership of RLIC COP Public reports Job fairs We also inform the local community through social media platforms
Employees	<ul style="list-style-type: none"> Safe and reliable Operations and personnel safety Competitive pay and benefits Continuous career development Open and transparent communications Supportive management 	<ul style="list-style-type: none"> Periodic Medical Examination Regular departmental/team meetings Employee opinion surveys Corporate newsletters Town hall meetings CEO Forums for Trainees and Graduates Ask the CEO channel HR Service Desk Annual sustainability report
Media	<ul style="list-style-type: none"> Transparency Health and safety 	<ul style="list-style-type: none"> Strategic global media engagement programme Press releases and press conferences Interviews and meetings Social media platforms
Customers	<ul style="list-style-type: none"> Reliable, timely supplies of LNG and associated products Quality products 	<ul style="list-style-type: none"> Contracts and agreements Country Liaison Offices Conference and exhibitions
Contractors and Suppliers	<ul style="list-style-type: none"> Fair contract bidding/awarding Timely payments Good working conditions 	<ul style="list-style-type: none"> Contractual arrangements and bidding Conferences and exhibitions Third-party endorsement Medical inspections

Stakeholder	Key Concern	Channels of Engagement
Energy Industry	<ul style="list-style-type: none"> Timely and responsible communication Information/Data sharing Synergies in cooperation 	<ul style="list-style-type: none"> Membership of global energy sector bodies Conference and exhibitions Technical papers and publications Sponsorship collaborations Keynote speeches
Non-Governmental Organisations (NGOs)	<ul style="list-style-type: none"> Responsive communications Support to local NGOs 	<ul style="list-style-type: none"> Presentations/Briefings Meetings
Students and potential employees	<ul style="list-style-type: none"> Accurate accessible information about career opportunities Compelling Employee Value Proposition Contribution to Educational Establishments 	<ul style="list-style-type: none"> Recruitment campaigns Donations to educational institutions Scholarships Internship opportunities School outreach programmes Career fairs Educational events Guest lectures

Appendix B: GRI content Index

GRI Mark Placeholder

This report has been prepared in accordance with the GRI Standards: Core option.

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented, and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed on the English version of the report. The references for the GRI Content in the report can be found in the table below.

GRI Standard	Disclosure	Page number(s), or direct answers	
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016	Organisational Profile		
	102-1 Qatargas	12, 72	
	102-2 Activities, brands, products, and services	4, 6	
	102-3 Doha, Qatar	4, 6	
	102-4 Location of operations	4	
	102-5 Ownership and legal form	4, 6	
	102-6 Markets served	4, 6	
	102-7 Scale of the organisation	6, 47	
	102-8 Information on employees and other workers	46, 47	
	102-9 Supply chain	64	
	102-10 There were no significant changes during the reporting period		
	102-11 Precautionary Principle or approach	68- 71	
	102-12 External initiatives	41, 43, 44, 56, 59, 64	
	102-13 Membership of associations	43, 56	
	Strategy		
	102-14 Statement from senior decision-maker	8	
	Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	5	
Governance			
102-18 Governance structure	67		

Stakeholder engagement	
102-40 List of stakeholder groups	12, 72
102-41 Collective bargaining is prohibited in Qatar	
102-42 Identifying and selecting stakeholders	12, 72
102-43 Approach to stakeholder engagement	72
102-44 Key topics and concerns raised	11, 72
Reporting practice	
102-45 Entities included in the consolidated financial statements	4
102-46 Defining report content and topic Boundaries	3, 11
102-47 List of material topics	11
102-48 Restatements of information	15, 37, 38, 39
102-49 Changes in reporting	11
102-50 January 2021 to December 31, 2021	
102-51 Qatargas 2020 Sustainability Report	
102-52 Annual	
102-53 Contact point for questions regarding the report	2
102-54 Claims of reporting in accordance with the GRI Standards	2, 73
102-55 GRI content index	73
102-56 No assurance is provided	

Material Topics		
GRI 200: Economic		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	6
	103-2 The management approach and its components	6
	103-3 Evaluation of the management approach	6
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	6
Market Presence		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	4, 6, 58
	103-2 The management approach and its components	4, 6, 58
	103-3 Evaluation of the management approach	4, 6, 58
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	58
Indirect Economic Impacts		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54- 56
	103-2 The management approach and its components	54- 56
	103-3 Evaluation of the management approach	54- 56
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	55- 56
	203-2 Significant indirect economic impacts	55- 56
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	64
	103-2 The management approach and its components	64
	103-3 Evaluation of the management approach	64
Anti-corruption		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	68- 69
	103-2 The management approach and its components	68- 69
	103-3 Evaluation of the management approach	68- 69
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	70
	205-3 Confirmed incidents of corruption and actions taken	68

GRI 300: Environmental Standards Series		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	36
	103-2 The management approach and its components	36
	103-3 Evaluation of the management approach	36
GRI 302: Energy 2016	302-1 Energy consumption within the organization	36
	302-2 Energy consumption outside of the organization	36
	302-3 Energy intensity	36
	302-4 Reduction of energy consumption	36
Water and Effluents		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	37,38
	103-2 The management approach and its components	37,38
	103-3 Evaluation of the management approach	37,38
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	37
	303-5 Water consumption	37
Biodiversity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	40-43
	103-2 The management approach and its components	40-43
	103-3 Evaluation of the management approach	40-43
GRI 304: Biodiversity 2018	304-3 Habitats protected or restored	41
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	31
	103-2 The management approach and its components	31
	103-3 Evaluation of the management approach	31
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	31
	305-2 Energy indirect (Scope 2) GHG emissions	31
	305-4 GHG emissions intensity	31
	305-5 Reduction of GHG emissions	31
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	34
Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	39
	103-2 The management approach and its components	39
	103-3 Evaluation of the management approach	39

GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	39
	306-2 Management of significant waste-related impacts	39
	306-3 Waste generated	39
	306-4 Waste diverted from disposal	39
	306-5 Waste directed to disposal	39
GRI 400: Social		
Employment 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	46- 47
	103-2 The management approach and its components	47
	103-3 Evaluation of the management approach	47
Occupational Health and Safety 2018		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	14- 16
	103-2 The management approach and its components	14- 16
	103-3 Evaluation of the management approach	15- 17
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	15- 17
	403-2 Hazard identification, risk assessment, and incident investigation	14 -17
	403-3 Occupational health services	16- 19
	403-4 Worker participation, consultation, and communication on occupational health and safety	18- 20
	403-5 Worker training on occupational health and safety	19
	403-6 Promotion of worker health	20 -21
	403-7 Prevention and mitigation of occupational health and safety management system	20 -21
	403-8 Workers covered by an occupational health and safety management system	20 -21
	403-9 Work-related injuries	15- 16
	403-10 Work-related ill health	15, 20, 21
Training and Education 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	49- 50
	103-2 The management approach and its components	50- 52
	103-3 Evaluation of the management approach	50- 52

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	52
	404-2 Programmes for upgrading employee skills and transition assistance programmes	51
	404-3 Percentage of employees receiving regular performance and career development reviews	52
Diversity and Equal Opportunity 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	46- 47
	103-2 The management approach and its components	46- 47
	103-3 Evaluation of the management approach	46- 47
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	46- 47
Local Communities 2016		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	54- 55
	103-2 The management approach and its components	54- 55
	103-3 Evaluation of the management approach	55
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	56
	413-2 Operations with significant actual and potential negative impacts on local communities	56, 59
Socioeconomic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	66- 71
	103-2 The management approach and its components	66- 71
	103-3 Evaluation of the management approach	66- 71
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	15

Appendix C: Acronyms

Abbreviation	Definition
BCM	Business Continuity Management
CEO	Chief executive officer
CMP	Coral Management Programme
ER	Emergency Response
ERM	Enterprise Risk Management
ESG	Environmental, social, and corporate governance
ETA	expected time of arrival
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HEC	Higher Education Commission
HQ	headquarters
HR	Human resources
HSE&Q	Health, Safety, Environment and Quality
HVAC	heating, ventilation and air conditioning
ILO	International Labour Organisation
ISO	International Organisation for Standardisation
IT	Information technology
KPI	Key Performance indicator
LDAR	Leak Detection and Repair
LMS	Learning Management System
LNG	Liquefied natural gas
MLT	Management Leadership for Tomorrow
COP	City Community Outreach Programme
CSR	Corporate Social Responsibility
EMS	Environmental Management System
MME	Ministry of Municipality and Environment

Abbreviation	Definition
MT	Million Tonne
MTPA	Metric Tonnes Per Annum
NGDP	National Graduate Development Programme
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational safety and health
OHS	Occupational safety and health
PDP	Professional Development Plans
PM	Performance Management
QAR	Qatari Riyal
QEER	Qatar Environment and Energy Research Institute
QGMS	The Qatar Gas Management System
QNV	Qatar National Vision
RLC	Ras Laffan City
RLIC	Ras Laffan Industrial City
SWOT	Strengths, Weaknesses, Opportunities, and Threats
USD	United States Dollar
VOC	Volatile organic compound
WHO	World Health Organisation



© All Rights Reserved