



ESG Report

2022



2022 Key Highlights



Financial

QAR **14.5** billion
Revenue

QAR **3.4** billion
Net profit

QAR **1** billion
Market capital



Operational

5,824,791 mt
Total urea produced

5,611,633 mt
Urea available for sale

60,426 mt
Total melamine produced



Environment

QAFCO 7
Agreement signed with QatarEnergy Renewable Solutions to build the world's largest blue ammonia facility

28.1 GJ/tonnes
Energy intensity

5.85%
Freshwater recycled for irrigation



Social

Zero
Process Safety Total Incident Rate (PSTIR) in 2022

24.2%
Qatarisation Rate achieved in 2022 (QAFCO aims to achieve 1% increase in Qatarisation annually)

12%
Increase in female employees from 2021





About the Report

Qatar Fertiliser Company Q.P.S.C. (QAFCO) presents the material aspects of its sustainable business practices. The Company has aligned its operations with global best practices and industry standards.

Reporting Frameworks

QAFCO strategically adheres to globally recognised reporting frameworks in this report. This includes a dedicated commitment to the Global Reporting Initiative (GRI-2021) and alignment with the United Nations Sustainable Development Goals (UNSDGs). These frameworks serve as guiding principles, ensuring a comprehensive and standardised approach to reporting on QAFCO’s sustainable business practices.

Board Responsibility Statement

The report emphasises management responsibility, explicitly outlining the roles and accountabilities of key stakeholders, internal management and governance structures. This transparency enhances accountability, fostering a culture of continuous improvement. QAFCO’s commitment is reflected in actively driving and overseeing sustainable practices in alignment with its sustainability goals.

Reporting Scope and Boundaries

QAFCO strategically defines the reporting boundary within its 2022 ESG report, targeting key ESG factors that directly impact QAFCO and its stakeholders. This ensures a focused and material approach to reporting, allowing for a clear understanding of QAFCO’s sustainable practices within specific operational contexts.

Safe Harbor Statements

Recognising the dynamic nature of the industry and prevalent external factors, QAFCO includes Safe Harbour Statements in its report. These are forward-looking statements that assure future performance, highlighting the need for stakeholders to consider evolving conditions.



Feedback

QAFCO actively values stakeholder feedback, encouraging suggestions and engagement through a dedicated channel at esg@qafco.com.qa, reflecting a commitment to transparency in its reporting process.

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Chairman's Message



The diversification of Qatar's natural resources is a pivotal aspect in the nation's pursuit of economic resilience and sustainable development. The petrochemical industry is a key player in this diversification strategy. QatarEnergy has established clear expectations for its petrochemical and downstream industry including top quartile performance, the promotion of energy efficiency, operational excellence and a focus on the environment, safety, integrity and reliability.

Qatar Fertiliser Company (QAFCO) was established more than a half-century ago to diversify the economy and has become a reputable major supplier of urea and ammonia to global markets. QAFCO continues to build upon this legacy by aligning its efforts with the four pillars of the Qatar National Vision (QNV) 2030 – Human, Social, Economic and Environmental Development – whilst creating value for its stakeholders and the world.

QAFCO's governance framework adheres to the highest standards, ensuring transparency, accountability, and ethical conduct. Upholding international best practices and regulatory requirements forms the foundation of QAFCO's governance principles, reflecting its commitment to ethical business practices.

Sustainability is not merely an aspiration for QAFCO; it is deeply integrated into the Company's business model and future trajectory to ensure that QAFCO meets the needs of the present while safeguarding the interests of future generations.

QAFCO is committed to ensuring that Environmental, Social, and Governance principles are integral to its decision-making. Accordingly, as the world approaches 2030, the Company has carefully reviewed its potential impacts and contributions to the Sustainable Development

Goals and sustainability's triple bottom-line of people, planet, and prosperity to ensure these principles are incorporated into QAFCO's strategic plans.

On behalf of the QAFCO Board of Directors, I extend my gratitude to all QAFCO's stakeholders for their continuous support, and to the Company's dedicated management and staff for their unwavering commitment to driving QAFCO's progress and development.

Together, we can make a positive impact on the world.

Ahmad Helal Al-Mohannadi

Chairman
QAFCO Board



Managing Director and CEO's Message



Being the world's largest single site ammonia and urea producer, QAFCO faces a unique set of opportunities and challenges, as well as an immense responsibility. The QAFCO name is associated globally with the reliable production and supply of high-quality urea. Disruptions of supply from QAFCO could ultimately jeopardise the supply of food to millions of people across the world. However, QAFCO operations must be conducted with due consideration for people and planet.

QAFCO's Vision is not only to solidify QAFCO's position as a global leader in sustainable fertiliser production, but also to set benchmarks in environmental stewardship, social responsibility, and ethical governance.

Social and environmental responsibility have been core to QAFCO's business for many years; QAFCO's vision, set in 2019, emphasises that the Company is driving towards a greener earth. The extension of sustainability principles across all its business activities is the natural next step in QAFCO's evolution. Accordingly, the Company developed

a comprehensive Environment, Social and Governance (ESG) framework that aligns its operations with global best practices and industry standards.

In line with its sustainability aspirations, QAFCO shall continue to invest in innovation and operational efficiency. In 2022, the Final Investment Decision for the QAFCO 7 Project was taken. The Project is the world's largest dedicated Blue Ammonia project with a production capacity of 1.2 million tonnes per annum, capturing and permanently storing approximately 1.4 million tonnes per annum of carbon dioxide. The QAFCO 7 Project is a tangible example of how QAFCO and its Shareholders can combine their expertise to deliver a pioneering solution to address one of mankind's foremost challenges.

QAFCO recognises that all success starts with people and intends to create a positive social impact. 2022 witnessed a strengthening of training and development programmes to enhance employee capabilities with an emphasis on Qatari nationals at different levels and supporting their

further development within the Company. As for safety in QAFCO's sustainability journey, QAFCO shall ensure that it remains a fundamental pillar of its business strategy.

The investments made today will result in long-term prosperity, diversification, and a high standard of living for generations to come.

Sustainability is a journey and, with the strong support of its shareholders, QAFCO is on a journey to build a more sustainable future for the world.

Abdulrahman M. Al-Suwaidi

MD & CEO
QAFCO Board



About Us

Established in 1969 as a pivotal component of Qatar’s industrial diversification initiative, Qatar Fertiliser Company (QAFCO) is now a global leader in mineral fertiliser production. The establishment of QAFCO was the first step in channelling Qatar’s abundant natural resources to address the escalating global demand for fertilisers.

Ownership Structure

As of December 2020, QAFCO is fully owned by Industries Qatar (IQ) and is an affiliate of QatarEnergy. This ownership structure reflects QAFCO’s integral role within Qatar’s industrial landscape and highlights its strategic positioning in the market.

Global Impact

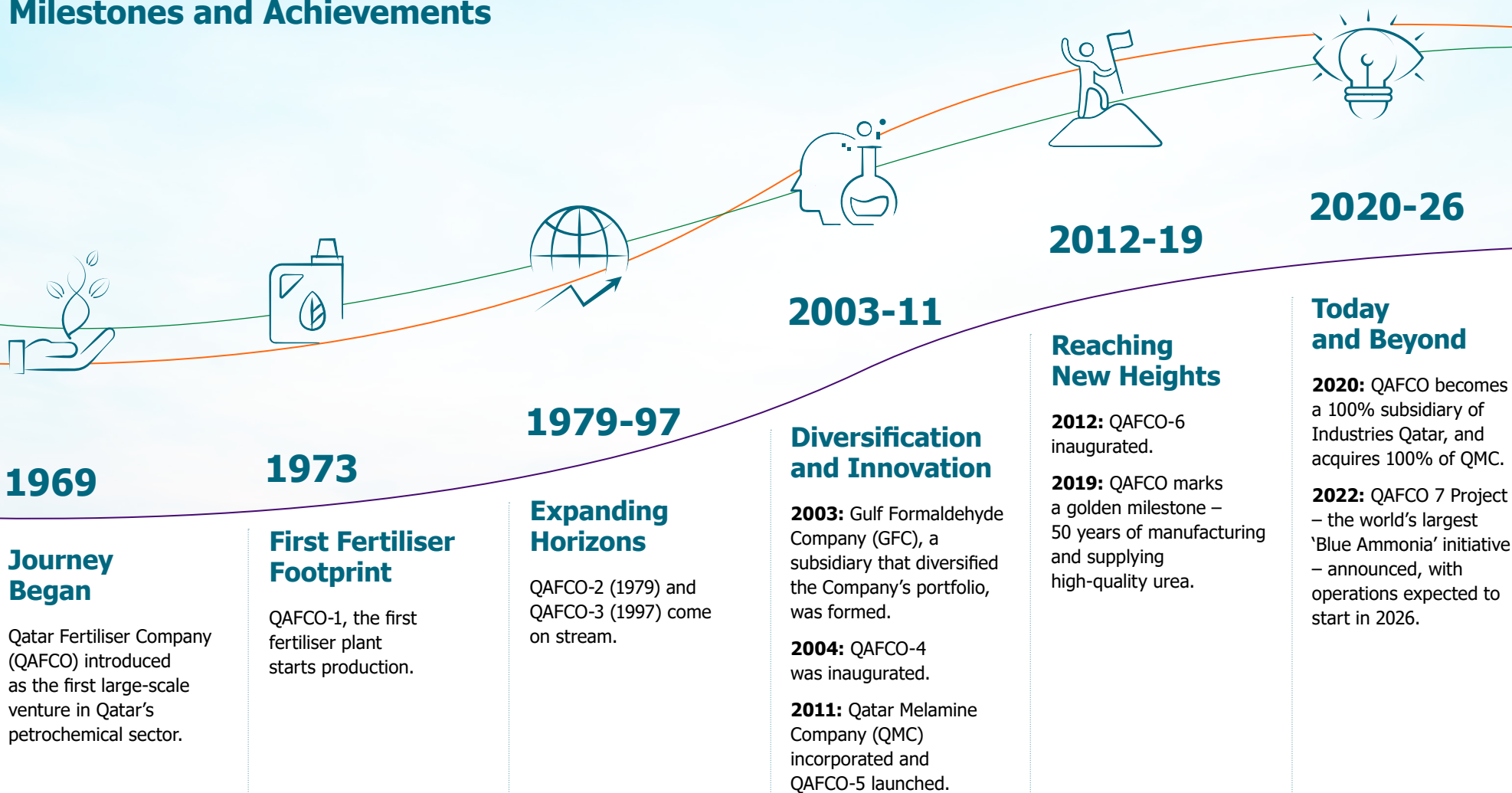
QAFCO’s growth is evident in various aspects, including nameplate capacity, production quantities, product quality and competitiveness. QAFCO is a prominent global exporter, reaching 35 countries through Qatar Chemical and Petrochemical Marketing and Distribution Company (Muntajat) Q.P.J.S.C.





About Us

Milestones and Achievements





QAFCO's Business Model

Resources we use

Natural Gas

QAFCO's primary feedstock for producing ammonia and urea.

Water

Used in the production process and for cooling purposes.

Electricity

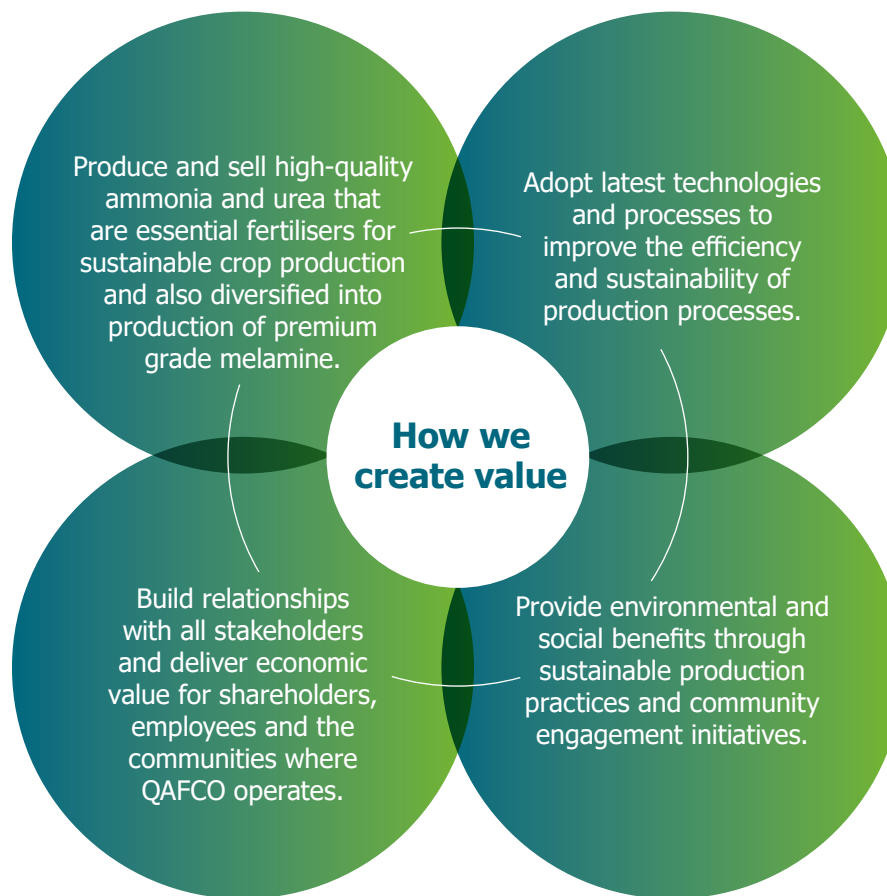
Used to power QAFCO's plants and equipment.

Human Capital

QAFCO's workforce of skilled and experienced employees.

Intellectual Property

Latest technologies and know-how.



Key Partners



Customers

Farmers and other agricultural businesses.



Suppliers

Natural gas supplier, water and power supplier and other vendors.



Distributors

Companies that sell QAFCO's products to end customers.



Government and Regulatory Agencies



Research and Development Institutions

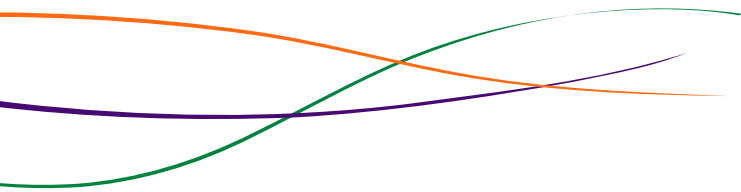


Community Organisations



Business Segments and Product Portfolio

Over the past five decades, QAFCO has evolved steadily to become a world-class fertiliser producer. Qatar’s first large-scale venture in the petrochemical sector, the Company is owned 100% by Industries Qatar (IQ) and has two subsidiaries: Gulf Formaldehyde Company and Qatar Melamine Company. Together with its subsidiaries, QAFCO engaged in the production of ammonia, urea, melamine, aqueous ammonia and formaldehyde concentrates.



Gulf Formaldehyde Company

Gulf Formaldehyde Company Q.S.C. was incorporated on March 3, 2003, as a private shareholding Company. Its shareholders are Qatari companies in the State of Qatar. QAFCO is engaged in the production and sale of Urea Formaldehyde Concentrate (UFC).

Shareholding pattern

70%

Qatar Fertiliser Company

30%

Qatar Industrial Manufacturing Company (QIMC)



Qatar Melamine Company

Qatar Melamine Company Q.S.C was incorporated in 2011 to produce melamine. The plant was inaugurated in 2010. After the acquisition of a 40% share from QatarEnergy (formally known as Qatar Petroleum) in 2020, Qatar Melamine Company is now owned 100% by QAFCO.

Shareholding pattern

100%

Qatar Fertiliser Company



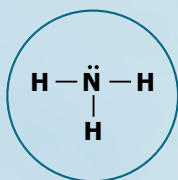


Business Segments and Product Portfolio

Ammonia (NH₃)

- Ammonia, derived from nitrogen and hydrogen, is produced using natural gas as the primary feedstock.
- Produced via a series of reactions within the ammonia plant, transforming gaseous ammonia into a liquid state under high pressure.
- The liquid ammonia is stored in specialised refrigerated tanks at **-33°C**.
- This versatile compound is used in fertilisers and plastics and contributes significantly to QAFCO's annual production capacity of **3.80 million tonnes**.

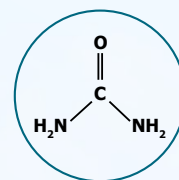
QAR 1.70 billion
Revenue Share



Urea (CO(NH₂)₂)

- Produced when ammonia reacts with carbon dioxide under high pressure. Liquid urea undergoes additional processing to take on either prilled or granular forms, making it suitable for use as a solid fertiliser.
- Solid compound with 46% nitrogen by weight, urea is a critical product in several industries.
- With a production capacity of **5.80 million tonnes**, QAFCO is a significant contributor of urea to the market.

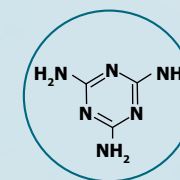
QAR 12.40 billion
Revenue Share



Melamine (C₃H₆N₆)

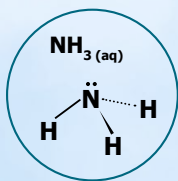
- Melamine is obtained by the thermal decomposition of urea in a liquid phase reaction.
- Used in the synthesis of melamine-formaldehyde (MF) and melamine urea-formaldehyde (MUF) resins.
- QAFCO produces **60,000 metric tonnes** of melamine annually for the global market.

QAR 4.05 million
Revenue Share



Aqueous Ammonia (NH₃ (aq))

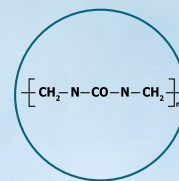
- Aqueous ammonia is a solution comprising 19% ammonia by weight, produced by the absorption of gaseous ammonia in demineralised water.
- It is used as an absorbing agent for nitrogen oxide – a by-product of the utilisation and burning of gas in power generators and industrial plants.
- In 2009, an aqueous ammonia facility, with an annual production capacity of **60,000 tonnes**, was established at QAFCO.



Urea Formaldehyde Concentrate (UFC-85)

- A viscous liquid that contains 60% formaldehyde, 25% urea and 15% water by weight.
- First, formaldehyde is produced when methanol reacts with air.
- It is then absorbed in urea solution to form UFC-85, which is added to the urea product to improve strength.
- The annual production capacity for UFC-85 is about **56,000 tonnes**.

QAR 1.05 million
Revenue Share



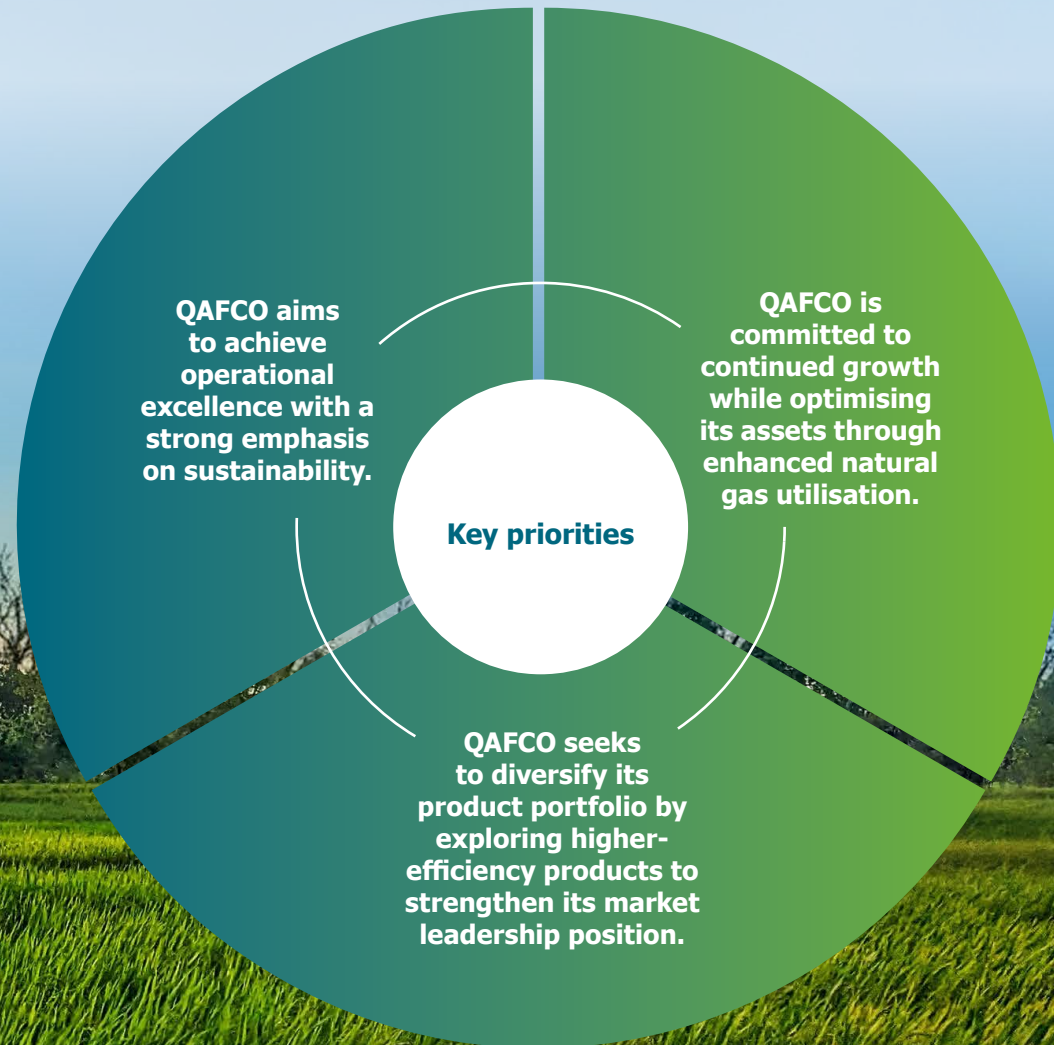
QAFCO is the world's largest single-site producer of ammonia and urea.



ESG Approach at QAFCO

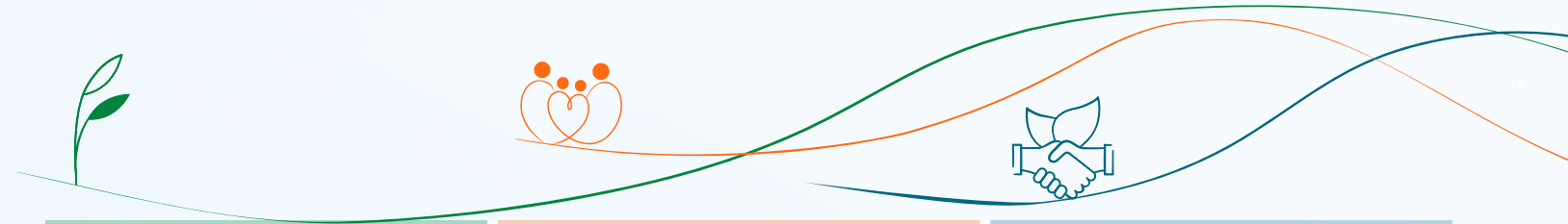
QAFCO has strategically aligned its Sustainability Plan with Qatar’s National Vision (QNV) 2030 and the United Nations Sustainable Development Goals (SDGs). The plan serves as a critical reference for both national strategies and shareholder expectations, that drives the Company’s future direction.

Vision for the Future: QAFCO’s 2030 Strategy





ESG Approach at QAFCO



Sustainability at the Core

QAFCO's Sustainability Plan not only mirrors the overarching national strategies but also serves as a fundamental reference point for shareholder expectations. It provides a definite outline of the Company's trajectory, with a clear focus on its unwavering dedication to contribute to sustainable development while proactively addressing key environmental and societal challenges. This strategic alignment not only underscores its commitment to corporate responsibility but also positions the Company as a conscientious contributor to both national and global sustainability agendas.

	Environment	Social	Economic
QAFCO Goals	<ul style="list-style-type: none"> Reduce GHG emissions Enhance ambient air quality within QAFCO premises Promote sustainable infrastructure Eliminate water discharge to the sea and restore marine life Improve waste management Improve wastewater management Ensure plant efficiency Diversify QAFCO's product portfolio into enhanced efficiency fertilisers Increase green spaces in Qatar 	<ul style="list-style-type: none"> Ensure and improve the health, safety and security of our people and assets Support Qatar's academic sector Support Qatar's food security by improving its agricultural practices 	<ul style="list-style-type: none"> Support Qatar's economy Promote sustainable local procurement practices
UN SDGs			

Key Targets

100%

Recycling of Hazardous waste achieved

Zero

Liquid discharge by end of 2025

Zero

Recordable injury rate by 2025

90%

Local procurement spending by 2026

29.13%

Qatarisation by 2027



Stakeholder Engagement

Committed to collaboration and fostering meaningful partnerships, QAFCO actively engages with stakeholders to understand their perspectives and address concerns. This aligns with the Company's goal of contributing to the SDGs, notably SDG 17: Partnerships for the Goals.



- Financial performance strategic direction, long-term growth.
- Annual General Meetings, annual financial reports.
- QAFCO maintains open and transparent communication with its shareholders through regular meetings and financial reports.



- Job security, fair compensation, safe working environment, professional development opportunities.
- Employee engagement townhall meetings, surveys, one-on-one meetings with managers.
- QAFCO prioritises addressing employee concerns and implements remedial measures. The Company also invests in employee training and development programmes to foster a culture of learning.



- Product quality, customer service, innovation.
- Through regular alignment with QAFCO's marketing arm Muntajat, customer satisfaction surveys and feedback channels.
- Dedicated to customer satisfaction, QAFCO engages with its marketing arm Muntajat to ensure all customer concerns are addressed. Through regular surveys, customer advisory panels and direct feedback channels, the Company continuously improves its products, services and overall customer experience.



- Social responsibility, environmental stewardship, community development.
- Community engagement events, partnerships with local organisations, sponsorships of community initiatives.
- QAFCO exemplifies its commitment to local communities by actively supporting research with universities, providing technical support to local farmers to bolster Qatar's food security aspirations, while conducting impactful awareness campaigns for sustainability and health.



Stakeholder Engagement



Ethical practices, sustainable supply chain.



Supplier Code of Conduct, updated supplier practices, collaborative initiatives to improve sustainability performance, grievance redressal mechanism.



QAFCO is committed to ethical business practices and a sustainable supply chain. The Company's Code of Conduct ensures that contractors and suppliers adhere to ethical and sustainable practices.



Contractors and Suppliers



Alignment with national development goals, research and innovation.



Collaboration on research projects, engagement with academic institutions.



QAFCO partners with colleges and institutions. It considers internships and scholarships to support talent development in relevant fields.



Academia



Business ethics, regulatory compliance and continuous improvement, in alignment with the principles of QNV 2030.



Participation in government initiatives, response to information sought, regulatory audits and inspections.



QAFCO operates in compliance with all applicable laws and regulations relating to its business activities. It engages with regulatory bodies to remain well-informed about industry-best practices and regulatory requirements.



Government and Regulators



Global best practices, knowledge sharing, contribution to global sustainability initiatives.



Participation in international committees and associations, networking events, collaborative R&D, and mutual business development opportunities.



International Associations and Sector Peers



QAFCO enables collaboration, knowledge-sharing, and addressing challenges to drive overall growth, achieve sustainability goals and encourage fair competition in the industry.

Stakeholder Mapping for Informed Engagement

As part of its strategic initiatives, QAFCO is set to develop a comprehensive stakeholder map by 2024. This initiative aims to systematically identify and prioritise key stakeholders who have a significant impact on or are influenced by QAFCO's operations.

QAFCO is a member of:



Key Priorities



Mode of Engagement

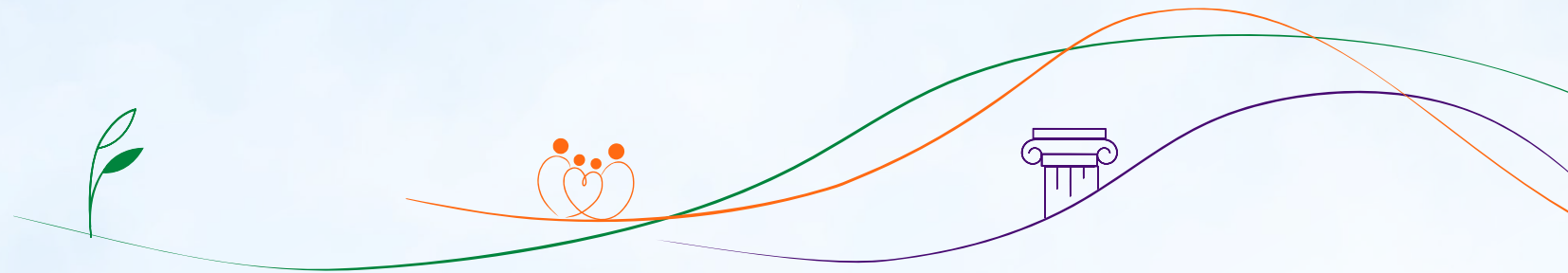


Response



Materiality Assessment

ESG principles are at the heart of QAFCO’s sustainability agenda. To effectively navigate the dynamic landscape, QAFCO conducted a comprehensive materiality exercise, following a systematic approach to identify, assess and prioritise key ESG topics to report on.



Methodology

The materiality assessment began with the selection of a set of topics including global ESG trends, expectations of shareholders, alignment with the national vision and guidelines, adherence to Global Reporting Initiative (GRI) standards and an assessment of QAFCO’s current state and strategic priorities. A scoring criterion was established to evaluate each topic, leading to the omission of a few based on low scores. The result was a list of 16 topics across the pillars of Environment, Social and Governance.

	Environment	Social	Governance
Material Topics	<ul style="list-style-type: none"> Climate Action and Emissions Energy Management Circular Economy Environmental Management Biodiversity 	<ul style="list-style-type: none"> Innovation and Digitisation Health, Safety and Well-being Diversity and Inclusion Economic Performance Employment Practices 	<ul style="list-style-type: none"> Corporate Governance Business Integrity Responsible Supply Chain Management Human Rights Stakeholder Relationships Management Community Engagement
UN SDGs			



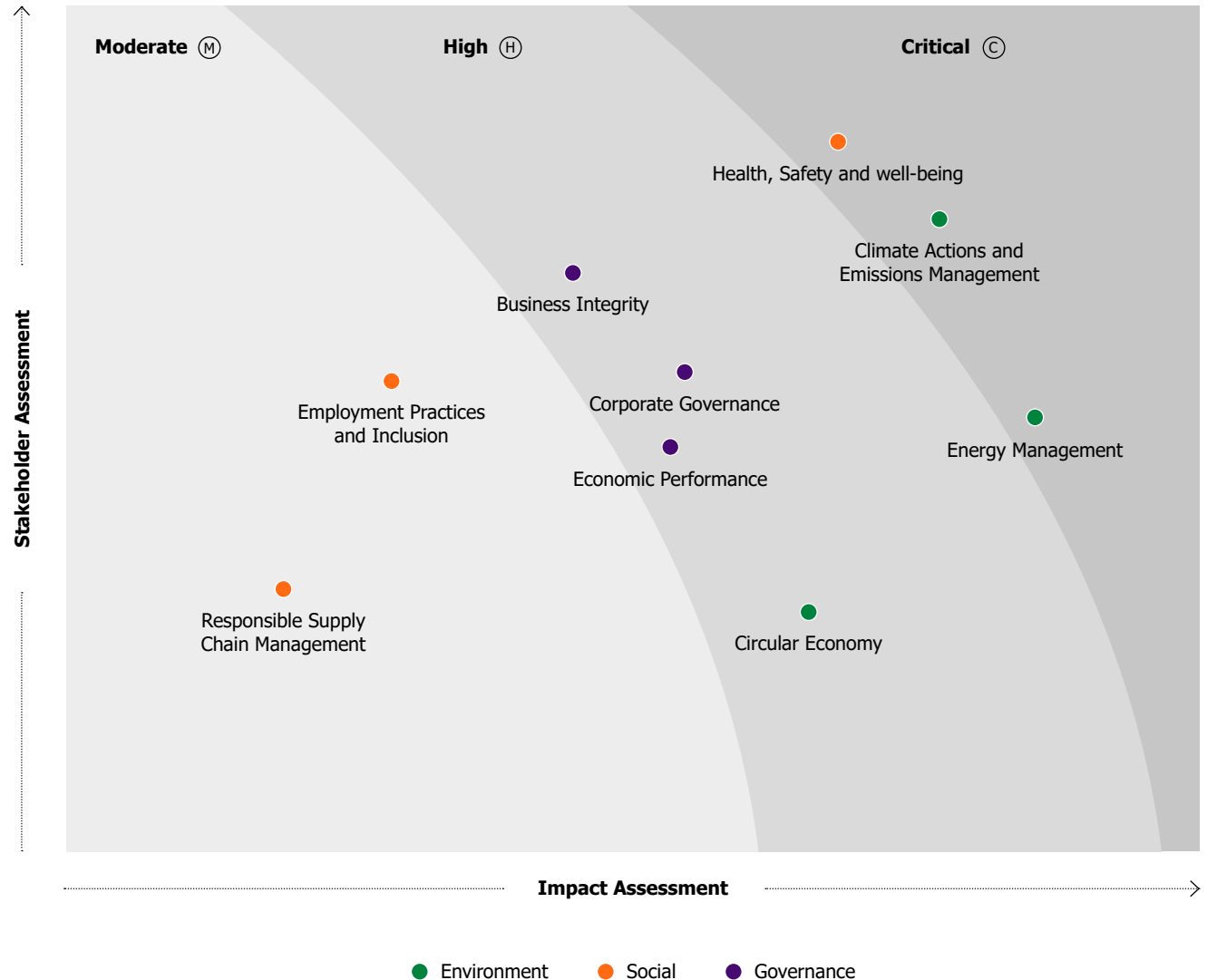
Materiality Assessment

Impact Assessment

A robust materiality analysis is essential to strategic sustainability planning and transparent reporting. Seeking stakeholder perspectives, QAFCO conducted an impact assessment survey that included both internal and external stakeholders. The assessment focused on QAFCO's 2022 priorities, enabling the Company to focus on strengthening its efforts for the future. The stakeholders provided their insights on the actual and potential impacts created or contributed to by QAFCO and included both positive and negative impacts. Each topic was ranked on a scale of 1 to 5, depending on their relevance in assessments and decisions regarding QAFCO.

QAFCO's actual impact on each topic was recorded and rated on a scale of 1 to 5, considering the severity of the impact. Additionally, the potential impact of the Company on each topic was also recorded and ranked based on severity and likelihood on a scale of 1 to 5. The scale, scope and irremediable character elements were factored within the severity scale.

Materiality Matrix





Materiality Assessment



Environment

Ⓒ Climate Action and Emissions Management

QAFCO recognises the urgency of addressing climate change and managing emissions. The Company is committed to implementing robust strategies to reduce its carbon intensity, aligning with global climate action goals.

Ⓒ Energy Management

Efficient energy management is crucial for QAFCO's sustainable operations. The Company is actively engaged in optimising energy consumption and exploring renewable energy sources to reduce environmental impact.

Ⓗ Circular Economy

The Company acknowledges the importance of embracing a circular economy to minimise waste and enhance resource efficiency. It is committed to adopting circular practices in its production processes and supply chain.



Social

Ⓒ Health, Safety and Well-being

QAFCO places the highest priority on the health, safety and well-being of its employees, contractors and the communities in which it operates. Rigorous safety protocols and continuous improvement initiatives are integral to its operations.

Ⓜ Employment Practices and Inclusion

QAFCO recognises the importance of cultivating a diverse and inclusive workplace. The Company is committed to embracing fair employment practices, providing equal opportunities and prioritising on Qatarisation. QAFCO also supports QNV30's vision to build a knowledge-based economy.

Ⓜ Responsible Supply Chain Management

QAFCO recognises the importance of responsible supply chain management and ensuring that suppliers adhere to ethical and sustainable practices. The Company is actively working towards enhancing transparency and accountability throughout its supply chain.



Governance

Ⓗ Business Integrity

Maintaining high standards of business integrity is a fundamental aspect of QAFCO's governance framework. The Company is committed to adopting ethical practices and conducting its business with utmost transparency.

Ⓗ Corporate Governance

QAFCO upholds robust corporate governance practices to ensure accountability, transparency and effective decision-making. Continuous reviews and improvements in governance structures are conducted to align with global best practices.

Ⓗ Economic Performance

QAFCO recognises the importance of economic performance in sustaining its operations and delivering value to stakeholders. The Company is committed to exercising sound financial management and promoting economic growth in the regions where it operates.

Environmental Performance

QAFCO's Priorities

Climate Action and Emissions Management

→ Read more P19

Energy Management

→ Read more P21

Circular Economy

→ Read more P22

2022 Highlights

125,301 tCO₂e
Reduction in Scope
1 Emissions

1,741 tonnes
Reduction in Total
Waste Generation

90.10 kg
Reduction in SO₂
Emissions

5.85%
Freshwater recycled
for irrigation

319.09 tonnes
Reduction in Hazardous
Waste Generation



QAFCO's Environmental Goals

To maintain ecological integrity by using natural resources responsibly and ensuring the ability of the earth to replenish itself.

Goals



QAFCO aims to minimise its carbon footprint by reducing its GHG emissions, improving air quality and promoting sustainable infrastructure within its premises.



QAFCO aims to recover maximum process wastewater and achieve zero liquid discharge to sea, while also restoring life below water.



QAFCO aims to maximise operational reliability and availability to achieve energy efficiency. In addition, it is exploring the opportunity to utilise renewable energy resources as part of its growth strategy.



QAFCO aims to improve its waste management practices.



QAFCO is committed to promoting responsible water management through using water efficiently and recycling and reusing wherever possible.



QAFCO is committed to supporting Qatar's green space aspirations as well as expanding its product portfolio to include higher efficiency fertilisers.



Climate Action and Emissions Management

Environmental stewardship is deeply ingrained in the Company’s business ethos. Recognising the ethical, legal and strategic imperative of environmental responsibility, QAFCO has introduced effective initiatives to mitigate the environmental impact of its operations.

Importance of Climate Action and Emission Management

QAFCO recognises that sustainable environmental management goes beyond regulatory compliance. The Company’s initiatives, adopting the Continuous Emission Monitoring System (CEMS) and setting GHG reduction targets, ensure transparent and accountable environmental management. These actions are aligned with the objectives of QNV 2030, highlighting the correlation between responsible environmental practices and achieving national goals.

Policy and Strategy

QAFCO’s climate action strategy revolves around reducing the Scope 1 emission, particularly those from processes and combustion sources. The Company is focused on reducing its CO₂ intensity through efficient operations.

Additionally, QAFCO is committed to enhancing building infrastructure sustainability by reducing energy consumption and implementing initiatives such as the development of green spaces.

Collaboration between QAFCO and Qatar University



QAFCO and Qatar University have partnered to investigate residual chlorine and chlorinated by-products in the Mesaieed industrial area. This research aims to arrive at innovative solutions to manage these compounds, nurturing a healthier environment in the region. The collaboration demonstrates QAFCO’s commitment to environmental sustainability and advancing scientific knowledge through partnerships with leading academic institutions.

Source

QAFCO Research and Development Grant (QRDG)

Key Performance Indicators

Products	Unit	2020	2021	2022
Total emissions (Scope 1 and 2)	tCO ₂ e	5,473,277	5,507,433	5,225,724
YTD GHG emissions intensity	MT CO ₂ _{eq} /production	0.85	0.90	0.84
NOx	tonnes	2,636	2,469	2,493
SOx	tonnes	1,618	1,422	1,332
NH₃	tonnes	3,658	4,496	3,106



Climate Action and Emissions Management



Case study

QAFCO 7 Project: Pioneering 'Blue Ammonia' Production

QAFCO and QatarEnergy Renewable Solutions have signed an agreement to construct the Ammonia-7 plant. The plant will have a capacity of 1.20 MTPA of blue ammonia, making it the largest facility of its kind in the world.

Highlights of the project include the focus on environmental sustainability and QAFCO's dedication to responsible industrial practices. Ammonia-7 aims to capture and permanently store 1.40 million tonnes of CO₂ annually.

The plant is expected to begin operations in the first quarter of 2026 and will be operated by QAFCO as part of its integrated facilities. This aligns with the global efforts to reduce GHG emissions and positions QAFCO as an industry pioneer in sustainable ammonia production.



Energy Management

Energy is a critical raw material in ammonia and urea synthesis. Through its well-defined energy management measures, QAFCO enhances its operational efficiency and advances towards its sustainability goals.

Importance to QAFCO

The fertiliser manufacturing process involves complex and energy-intensive reactions. Therefore, efficient energy management is vital for maximising production and achieving continuous operations. Additionally, responsible energy usage is crucial in reducing QAFCO's carbon footprint and meeting global sustainability standards and regulatory requirements.

Policy and Strategy

QAFCO's robust policy and strategy framework provides the guidelines to ensure the judicious use of energy. The strategy focuses on the adoption of advanced technologies, process optimisation and employee engagement to promote a culture of energy consciousness across QAFCO.

Key Performance Indicators

	Unit	2020	2021	2022
Electric power purchased	GJ	3,870,874	1,526,003	1,564,410
Total direct energy consumption	GJ	187,459,267	185,275,318	186,754,033
Energy intensity	GJ/tonnes	29.12	28.3	28.1



Adherence to international standards, such as ISO 50001 and the implementation of structured processes like Energy Management: Planning and Review Process (PPd-200) and Action Plan (FPd-200), form the backbone of the QAFCO's energy management system.



Case study

Operational Efficiency and Energy Management

QAFCO's strategic move to replace CO₂ compression gas turbines with electric motors has demonstrated QAFCO's commitment to operational excellence. This transformative undertaking has had a significant impact on gas consumption, reducing by 0.89 GJ per tonnes of production.



Circular Economy

QAFCO's commitment to a circular economy reflects its dedication to responsible stewardship—managing environmental responsibility and economic performance in tandem.

Importance to QAFCO

The circular economy holds significance for QAFCO as it helps optimise resource utilisation, reduce waste and drive sustainability. Adopting circular principles is important to monitor resource usage and environmental impacts.

Policy and Strategy

QAFCO has established a comprehensive policy and strategic framework that aligns with the principles of circular economy. The focus is on a closed-loop approach and the framework serves as a guiding force in the sustainable utilisation of water resources, reduction of waste and the adoption of the recycle and reuse policy.

Water Management

QAFCO's commitment to environmental stewardship was exemplified through its adaptive water withdrawal strategies. Despite a marginal 2.4% increase in seawater withdrawal in the year, reaching 1,327.2 million m³, QAFCO remains committed to environmental stewardship especially in the area of water management as it would be implementing Zero Liquid Discharge (ZLD) project by end of 2025. Moreover, QAFCO is recycling its freshwater for irrigation purposes amounting to 0.057 million m³.

Reductions in water metrics further highlighted the Company's proactive and effective measures towards sustainable water management within the framework of environmental responsibility.

Waste Management

Demonstrating adaptability, QAFCO strategically reduced its total waste generation by an impressive 33.42%, reaching 3,469.50 tonnes compared to the previous year's 5,211 tonnes. This deliberate reduction underlines dedication to minimising its waste footprint and adopting sustainable practices.

In 2022, a purposeful shift in strategy reduced waste diversion from disposal to 360.70 tonnes compared to the previous year's 808.30 tonnes, showcasing the Company's strategic alignment with more sustainable waste management practices.





Circular Economy

Key Performance Indicators

	Unit	2020	2021	2022
Total waste generated	tonnes	4,094.80	5,211	3,469.50
Total waste diverted from disposal	tonnes	432.65	808.30	360.70
Total waste directed to disposal	tonnes	3,662.10	4,402.70	3,108.80
Waste diverted from disposal by recovery operation	tonnes	284.81	527.28	208.19
Waste prevented	tonnes	147.80	281.10	152.50
Waste directed to disposal-by-disposal operation	tonnes	3,662.10	4,402.70	3,108.80
Hazardous waste (Offsite)	tonnes	630.38	61.7	302.88
Incineration (with energy recovery)	tonnes	2.53	61.05	8.80
Landfilling	tonnes	627.85	0.65	294.08
Non-hazardous waste (Offsite)	tonnes	3,031.70	4,341	2,790.50
Landfilling	tonnes	3,031.70	4,341	2,790.50
Seawater withdrawal (Total)	million m ³	1,301.8	1,296.3	1,327.2
Water discharge by freshwater (≤1,000 mg/L Total Dissolved Solids)	million m ³	0.31	0.28	0.29
Total freshwater consumed (Desalinated water)	million m ³	17.9	18.3	18.3
Water recycled for irrigation (Irrigation/Kahramaa)	%	7.15%	5.92%	5.85%



Social Performance

QAFCO's Priorities

Health, Safety and Well-being

→ Read more P25

Employment Practices and Inclusion

→ Read more P28

Responsible Supply Chain Management

→ Read more P31

2022 Highlights

88%
Local procurement

24.20%
Qatarisation in employees

57.80%
Increase in employee training hours from 2021

Zero
Process Safety Total Incident Rate (PSTIR)



QAFCO's Social Goal

Ensure the well-being and development of our people while maintaining inclusivity and embracing diversity in the workforce.

Goals



QAFCO is committed to achieving the goal of no harm to employees, contractors and assets as reflected in QAFCO's HSSE Policy.



QAFCO aims to continuously develop and enhance the skills and capabilities of Qatari potential.



QAFCO aims to support Qatar Food Security by promoting best agricultural practices by collaborating with external entities and focusing on Research and Development.



Health, Safety and Well-being

Health, safety and well-being are fundamental to QAFCO's operations, contributing essential value to the business, through the promotion of a positive and inclusive work environment that prioritises employee well-being.

Commitments

QAFCO aims to:

- Provide a healthy, safe and secure environment for all employees and third parties.
- Operate in an environmentally sound and sustainable manner, minimising harm to the environment.
- Foster ongoing awareness of safety, health and environmental protection among employees, contractors, visitors and the local community.
- Comply with all applicable legislation, regulations and industry standards.

Reporting and Incident Management

Incidents, accidents, unsafe conditions, or near misses are reported promptly to enable timely resolution and prevent potential harm.



A 'Stop Work' principle is emphasised, ensuring that any change in the working environment that poses risks results in an immediate cessation of work until proper reassessment and control measures are in place.





Health, Safety and Well-being



Health Safety Risk Management

The HSE Risk Management Process includes assessments, registrations and studies to ensure effective hazard identification and control.

- Competency assessments are conducted and employees are trained based on best practices and standard requirements.
- Regular reviews of registered risks, follow-up on actions and setting KPIs contribute to continuous improvement.

Incident Investigation and Prevention

In the event of safety-related incidents, QAFCO conducts comprehensive investigations through Root Cause Analysis (RCA) to identify the underlying factors. This approach not only aims to identify the fundamental causes of incidents but also facilitates the development of targeted corrective actions. The Company maintains a systematic registration and monitoring system for identified risks and through meticulous risk management, implements control measures to mitigate the impact of these risks.

Training and Medical Care

- QAFCO provides training covering induction, risk assessment, incident reporting, work permits and emergency preparedness.
- Primary healthcare services include treatment for common and acute illnesses, management of chronic illnesses and referrals to specialists.
- The Company conducts regular sessions to promote well-being among employees focusing on stress management, raising awareness about coronary artery disease, and recognizing World Diabetes Day.





Health, Safety and Well-being



Key Performance Indicators

	Unit	2020	2021	2022
Employees' recordable injury rate	Per million work hours	0	0	0.90
Employees lost time injuries rate	Per million work hours	0	0	0.90
Emergency response drill		2	12	12
All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party	Percentage	62%	55%	48%
Number of hours worked	Number	2,171,710	2,208,354	2,229,122
Number of recordable work-related injuries	Number	2	1	1
Rate of recordable work-related injuries	Number	0.90	0.24	0.22
Total number of hours worked	Number	2,221,027	4,151,490	4,636,818
Total number of fatalities	Number	0	0	0

Zero

Total Process Safety Incident Rate in 2022

Zero

Contractor's Lost Time Injury Rate in 2022

Continuous Upgradation of Management Systems and Certifications



QAFCO's dedication to quality, safety and environmental responsibility is reflected in its adherence to rigorous ISO standards. QAFCO's management system is certified to ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System), RC 14001:2015 (Responsible Care Management System), ISO 45001:2018 (Occupational Health & Safety Management System) and ISO 50001:2018 (Energy Management System). These certifications demonstrate QAFCO's commitment to continuous improvement, operational excellence and sustainable practices.





Employment Practices and Inclusion



QAFCO's vision relies on a strong human capital. Recognising the link between a diverse workforce and success, the Company offers equal opportunities to all employees, reinforcing its status as Employer of Choice.

QAFCO recognises its employees as invaluable assets and strives to retain and attract top talent. The company has implemented recognition programmes to inspire and motivate staff to exceed expectations and achieve the defined objectives. In 2022, significant initiatives were introduced in employment practices and the promotion of inclusion.

Cultivating a Positive Work Culture

QAFCO views its success as a collective narrative shaped by its core values i.e., Excellence, Teamwork, Integrity and Safety which is the commitment of each employee. This ethos is encapsulated in the company's strategic approach to adopting best Human Resources practices and promoting a thriving workplace culture that fosters individual growth and collective progress.

Competency Framework and Learning Platform

A cornerstone of QAFCO's commitment to employee development is the establishment of a comprehensive competency framework encompassing Core, Leadership and Technical Competencies. The framework is a driving force, aligning individual career paths with organisational goals.

In 2022, an online learning platform was introduced further reflecting the Company's dedication to providing continuous learning opportunities to employees.

Valuing Employees Post-Retirement



The pension scheme for Qatari nationals at QAFCO are in accordance with the new pension law effective from 6th March 2003 governed by the General Retirement and Social Insurance Authority (GRSIA). Retired national employees receives monthly pension directly from the GRSIA.





Employment Practices and Inclusion

Recognition Programme for Employee Excellence

To achieve its strategic objective of being an 'Employer of Choice,' QAFCO introduced a comprehensive recognition programme in 2022. This programme is aligned with the strategy and focuses on acknowledging and celebrating exceptional employee achievements.

Excellence Categories

<p>Team Excellence</p>	<p>Academic Excellence</p>
<p>On-the-job Excellence</p>	<p>Spot Awards/ KAFU Award</p>

These awards are designed to spotlight and appreciate the diverse talents and contributions of the workforce. This initiative not only fosters a positive and inclusive work environment but also reinforces commitment to recognising and nurturing its most valuable asset – its people.

KAFU for the Winner



The KAFU Award is a programme at QAFCO that recognises employees for their outstanding contributions at the workplace. The awards are given out every month and consider a variety of factors, such as individual performance, team performance and contributions to the company's overall success.

The KAFU Awards are a valuable way to recognise and reward employees for their hard work and dedication. They also help to create a positive and motivating work environment.



Closing Gaps and Capitalising on Opportunities

As part of the ongoing Qatarisation endeavours, QAFCO actively addresses identified gaps and exploits potential opportunities. Technical Competency Models have been developed for all job families, with ongoing competency assessment pilots and plans for future rollouts.

The emphasis on knowledge management, collaboration enhancement, robust ERP systems and learning culture enhancement reflects commitment to continuous improvement and adaptability in the face of evolving industry dynamics.

Building the Talent Pipeline



To support succession planning, QAFCO has embarked on the development of Technical Competency Models for all job families across the organisation. In 2022, QAFCO has completed 389 competency models for 60 job families, thus aligning employee skills with organisational needs. During the year, it also established two cohorts of High Potential Employees (HPEs) and launched a Mentorship Programme, thus emphasising its readiness for the future of the workplace.



Employment Practices and Inclusion

Qatarisation Strategy

QAFCO's ESG commitment is aligned with the Qatarisation strategy – a multifaceted approach to attracting, developing and advancing high-potential Qatari nationals. The development of this strategy is anchored in the comprehensive 'Competency Framework', with an aim to provide a foundation to encourage the growth of employees. The strategy includes continuous improvement measures, benchmarking it with flagship Qatari nationals' development programmes and workshops.

Talent Assessment and Strategic Qatarisation

Commitment to excellence extends to talent assessment initiatives, where high-potential individuals are identified and nurtured. This strategic approach aligns with QAFCO's Strategic Qatarisation Plan and QatarEnergy guidelines, thereby contributing to developing a skilled and competent Qatari workforce.

The aim is to attract and develop talent while advancing the careers of Qatari nationals, in alignment with the broader QNV 2030.

QAFCO Qatarisation Award



QAFCO was recognised and awarded a certificate for its 'Support to Learning & Development' in 2022.



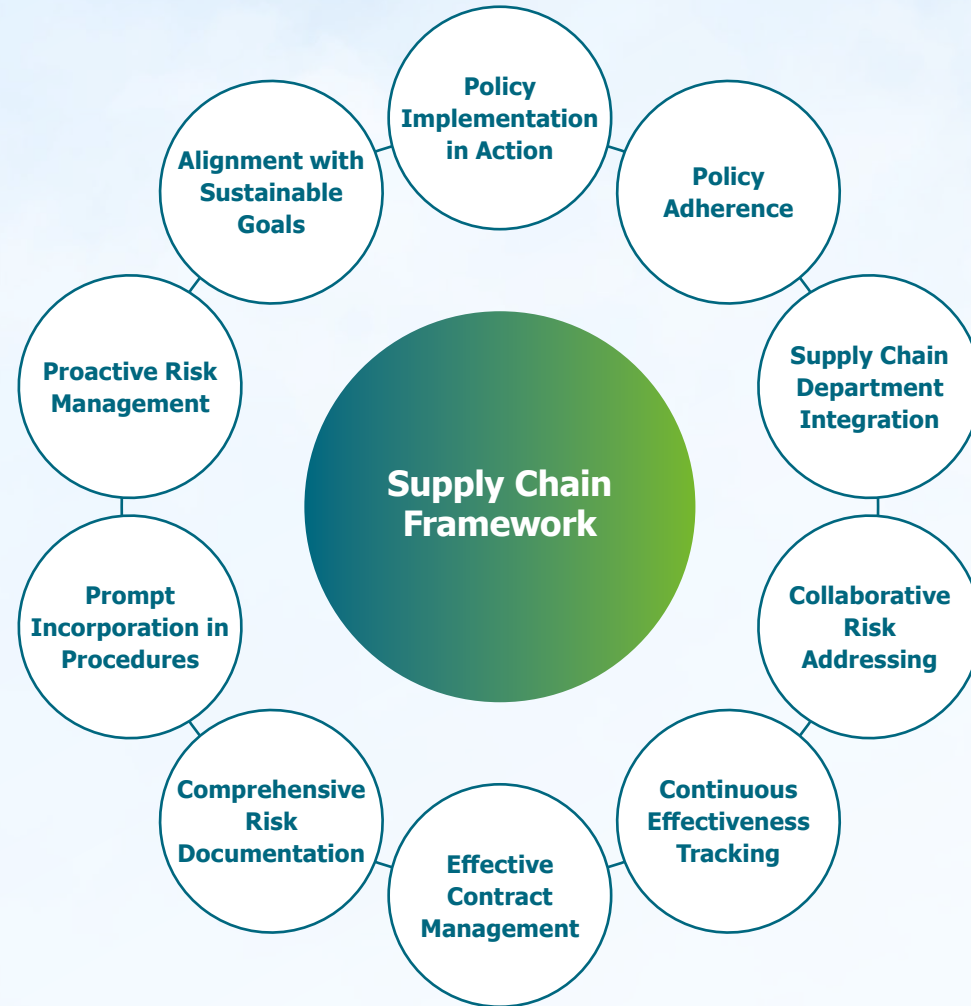


Responsible Supply Chain Management

QAFCO's 'Responsible Supply Chain' initiative is a testament to its commitment to sustainable business practices. By integrating ethical and environmental considerations into its supply chain operations, the Company aims to have a positive impact on a local and global scale.

QAFCO's HSE Policy and Code of Conduct highlights the high standards of business ethics and ensures all partnerships comply with applicable laws and regulatory requirements. As outlined in the Code of Conduct, the Supply Chain (SC) is a key driver of Qatar's economy as it prioritises local procurement.

QAFCO engages stakeholders through its own or third-party assessments, financial audits and health and safety inspections. Results are communicated to internal and external stakeholders, aligning with Qatar's goals of economic development.





Responsible Supply Chain Management

Supply Chain Framework

Policy Adherence

QAFCO rigorously follows the guidelines set out in its HSSE Policy and Code of Conduct to establish a foundation for responsible consumption practices across the entire supply chain.

Supply Chain Department Integration

The commitment extends to the SC Division, where responsible consumption principles are actively integrated into the formulation of supplier contracts.

Collaborative Risk Addressing

The SC Division collaborates with suppliers in identifying and mitigating HSSE and sustainable development risks, ensuring a unified and comprehensive approach to risk management.

Continuous Effectiveness Tracking

A key element of QAFCO's strategy is the ongoing assessment of the effectiveness of responsible consumption practices, providing a mechanism for continuous improvement.

Effective Contract Management

Utilising effective contract management, the organisation conducts continuous risk assessments to proactively identify and address challenges to responsible consumption within the supply chain.

Comprehensive Risk Documentation

Newly identified risks are diligently documented in registers, creating a comprehensive repository that informs decision-making and future strategies.

Prompt Incorporation in Procedures

Recognising the dynamic nature of risks, QAFCO promptly incorporates newly identified risks into its contract and procurement procedures to ensure a timely and adaptive response.

Proactive Risk Management

QAFCO's approach is proactive, emphasising a systematic and anticipatory stance towards risk management in support of responsible consumption practices.

Alignment with Sustainable Goals

QAFCO's commitment to a systematic risk management approach underscores its alignment with sustainable development goals, demonstrating a commitment to long-term responsibility.

Policy Implementation in Action

The entire process reflects QAFCO's dedication to translating policy into actionable steps, contributing to the establishment of a sustainable and responsible supply chain aligned with the Company's values and objectives.

Governance

QAFCO's Priorities

Business Integrity

➔ [Read more P34](#)

Corporate Governance

➔ [Read more P36](#)

Economic Performance

➔ [Read more P38](#)



QAFCO's Governance Goals

To uphold the highest standards of integrity, adopting a strong stand against unethical practices and build a sustainable business.

Goals



17 PARTNERSHIPS FOR THE GOALS

QAFCO is committed to engaging with its stakeholders to understand their concerns and collaborate with them to mobilise resources in the achievement of SDG 17.



8 DECENT WORK AND ECONOMIC GROWTH

QAFCO aims to support the State of Qatar's aspirations of sustainable economic growth by providing high-quality and equal job opportunities and supporting Qatar's youth in employment, academia and training as well as promoting sustainable local procurement.



Business Integrity

QAFCO's dedication to promoting integrity is codified in the comprehensive Code of Conduct, setting clear expectations for employees, contractors, suppliers and business partners.

Anti-Competitive Behaviour

QAFCO is committed to free and fair competition, in compliance with applicable competition and anti-trust laws. Employees are prohibited from engaging in anti-competitive conduct, collusion, or the sharing of commercially sensitive information. QAFCO addresses this through various measures, including Code of Conduct training, Compliance Awareness Month and ongoing monitoring by the Compliance Management Team (COMT).

Anti-Corruption Measures

QAFCO adopts a zero-tolerance policy towards corruption. While employees are explicitly prohibited from engaging in bribery, facilitation payments, or any other corrupt practices, this standard is extended to contractors, suppliers and business partners as well. To prevent and address corruption risks, QAFCO has established a Business Ethics Committee and conducts regular audits. It also encourages the reporting of irregularities through a whistleblowing channel.

100%

Employees made aware of anti-corruption policies and procedures

99.8%

Employees received anti-corruption training

Zero

Total number of confirmed incidents of corruption





Business Integrity

Conflict of Interest Management

Recognising how conflict of interest could compromise integrity, QAFCO has implemented a robust Conflict of Interest Declaration process. Employees are required to promptly disclose any situations that could lead to a conflict of interest. Failure to disclose may result in disciplinary action, reinforcing the importance of transparency in employee dealings.

Human Rights Commitment

QAFCO integrates a commitment to human rights into its Code of Conduct, overseen by governance bodies like the Corporate Governance and Enterprise Risk Management Committees. The Company also employs a whistleblowing system to promptly address any reported human rights violations.

Policies and Commitments

QAFCO's commitment to business integrity is reflected in its comprehensive Code of Conduct. The code encompasses aspects such as health, safety, security, ethics, anti-bribery, corruption compliance, conflict of interest, anti-money laundering, trade secrets, confidentiality, human rights, overall compliance and whistleblowing. A Compliance Officer oversees overall compliance and the company conducts awareness campaigns, Code of Conduct training, and advisory functions.

Actions Taken

- Preventing negative impacts:** QAFCO's governance bodies, Compliance Management Team (COMT) and whistleblowing system work collectively to detect, prevent and mitigate any negative impacts on business integrity.
- Addressing negative impacts:** Actions are communicated and managed by the relevant organs when negative impacts are detected. The actions are diversified based on the gravity, impact and nature of the issues.
- Managing positive impacts:** The Corporate Governance organs and divisions undertake actions to manage both actual and potential positive impacts.

Tracking Effectiveness

QAFCO adopts robust planning, monitoring and measurement processes to assess the efficacy of its initiatives. The outcomes are then seamlessly integrated into operational policies and procedures. This is achieved through instructions, comprehensive policies, procedural guidelines, targeted awareness campaigns, training initiatives and direct communication channels.

Highlights of 2022



- Establishment of the Business Ethics Committee
- Compliance awareness campaign
- New Code of Conduct training
- Benchmarking with affiliates



Top KPIs for QAFCO's business integrity include Board and Corporate Governance Meetings, Board Annual Work Plan, Board Training, management of matters of corporate law, safety and updated monitoring of laws by the Compliance Management Team (COMT).



Corporate Governance

Good corporate governance ensures that QAFCO operates with the utmost integrity, accountability and strategic foresight. It is a robust framework that encourages transparent and effective management and includes key governance bodies responsible for oversight, risk management, business ethics and audit functions.

Importance to QAFCO

Corporate governance is fundamental to ensuring the long-term sustainability and ethical operation of QAFCO. Through diligent oversight and ethical business practices, the company strives to build trust among stakeholders, improve operational efficiency and make positive contributions to the communities it serves.

Policy and Strategy

QAFCO's corporate governance initiatives are guided by a set of core policies and commitments outlined in the Articles of Association, the Code of Conduct, Corporate Governance Committee Charters and Business Ethics Committee Procedure. These guidelines form the foundation for responsible business conduct and compliance with applicable local and international laws and industrial standards.

Key Performance Indicators

QAFCO has established KPIs aligned with its corporate governance goals, across the areas of stakeholder engagement, risk management, business ethics and compliance. These are instrumental in assessing the effectiveness of governance practices and guiding continuous improvement.

Governance Bodies and Committees

QAFCO's governance framework comprises several key bodies and committees, each playing a specific role in ensuring effective management and ethical conduct:

Board of Directors

The ultimate governing body responsible for strategic oversight and decision-making.

1 Executive member	4 Independent members
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Corporate Governance Committee

Tasked with controlling key corporate governance issues, this committee reports to the Board and conducts quarterly meetings.

2 Executive members	2 Independent members	1 Non-executive member
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Business Ethics Committee

Manages and mitigates business ethical matters, the Committee reports directly to the CEO.

Board Audit Committee

Detects, manages and mitigates business audit issues, reporting quarterly to the Board.

3 Independent members	1 Executive member
---------------------------------	------------------------------

ERM (Enterprise Risk Management) Committee

Addresses, manages and mitigates potential risks, reporting to the Board.

2 Executive members	2 Independent members	1 Non-executive member
-------------------------------	---------------------------------	----------------------------------



Corporate Governance

Governance Processes

To ensure transparency and ethical business relationships, QAFCO fulfils:

- **Due diligence on business partners:** Rigorous screening of business partners.
- **Contractual processes:** Implementation of adequate contractual processes.
- **Supply chain monitoring:** Continuous screening, monitoring and measurement of the supply chain.
- **Code of Conduct compliance:** Adherence to applicable provisions in the QAFCO Code of Conduct for business partners.

Continuous Improvement

The Board, along with all Committees, operates on an annual plan basis. Goals and objectives are meticulously set and performance is monitored regularly. The Corporate Governance Committee evaluates the Board and provides necessary training.

Training and Awareness

To enhance governance practices, QAFCO conducts regular training sessions and awareness programmes:

- **Board training:** Providing insights into industrial and strategic aspects of the fertiliser business.
- **Code of Conduct training:** Ensuring all employees understand and adhere to ethical standards.
- **Compliance awareness months:** Focused on business ethics and transparent corporate governance.

Reporting and Evaluation

QAFCO maintains a structured reporting system where secretaries communicate engagement requirements and necessary actions to stakeholders. Evaluation, training effectiveness and compliance are measured by professionals and reported to the respective governance organs.





Economic Performance

QAFCO is dedicated to building a sustainable business that generates long-term value for its shareholders, employees, customers and the communities in which it operates. In line with this dedication, QAFCO endeavours to align profitability with environmental and social stewardship.

Economic Contributions

QAFCO is a significant contributor to the Qatari economy. In 2022, QAFCO employed 1,210 people, as of December 31, 2022 and made economic contributions of QAR 14.50 billion (total sales of finished products). QAFCO prioritises local procurement to contribute to the growth of the economy and establish stronger connections with the communities where it operates. This commitment aligns with its focus areas of corporate responsibility and community development.

Value for Shareholders

QAFCO is committed to creating value for its shareholders. QAFCO has a strong track record of returning capital to its shareholders through dividends and share buybacks. In 2022, QAFCO distributed QAR 4.17 billion in dividends to shareholders.

QAFCO's Key Financial Strategies Yield Economic Goals

Informed Decision-Making for Economic Growth

- **Alignment with QNV 2030:** Focused on economic diversification and sustainability.
- **Outcome:** The Finance Division's provision of valuable financial information enables informed decision-making, contributing to the realisation of the nation's 2030 economic goals.

Enhanced Profitability Driving Economic Prosperity

- **Alignment with QNV 2030:** Striving for a robust and diversified economy.
- **Outcome:** Identification and implementation of cost-saving measures by the Finance Division directly align with QNV 2030, fostering increased profitability and contributing to economic prosperity.

Robust Compliance in Support of National Economic Governance

- **Alignment with QNV 2030:** Emphasises effective governance and regulatory frameworks.
- **Outcome:** The Finance Division's stringent adherence to accounting standards and tax laws ensures robust compliance, aligning with the QNV 2030 goals for a well-regulated and governed economic landscape.

Attracting Investments and Facilitating Economic Development

- **Alignment with QNV 2030:** Aiming for a knowledge-based economy attracting global investments.
- **Outcome:** The Finance Division's production of accurate and transparent financial information catalyses investor confidence, contributing to Qatar's Vision 2030 of positioning itself as an attractive hub for investments and fostering economic development.

Key numbers for 2022



Profitability

QAFCO's net profit increased **2%** from 2021 due to operational efficiency and cost management.

Revenue

QAFCO achieved a **41%** increase from 2021 driven by a strong demand for products.

Cash Balance

QAFCO generated a **35%** increase in cash flow from 2021, allowing the Company to invest in the business and return capital to shareholders.



Way Forward

QAFCO's strategy centres on operational excellence, with a focus on continuous improvement for streamlined processes and minimised environmental impact, with the goal of profitability. Through the active pursuit of growth, QAFCO aims to broaden its product range, aligning with Qatar's economic diversification objectives.

Strategic Priorities

The Company also prioritises stakeholder engagement to ensure collaborative decision-making and strengthen its relationships.

Performance Measurement and Reporting

To ensure accountability, QAFCO is poised to establish specific and measurable ESG performance targets and KPIs, aligning them with global standards and industry benchmarks. This strategic approach facilitates transparent reporting, enabling effective benchmarking against peers.

Environmental Stewardship

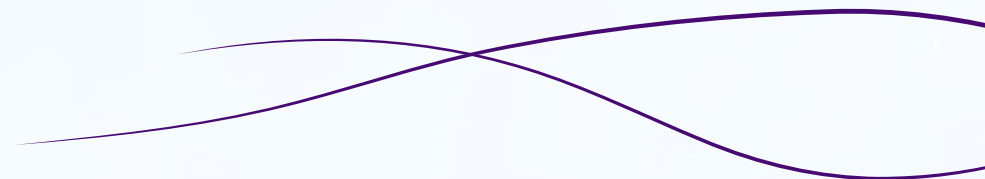
QAFCO is committed to minimising its impact on the environment, by reducing its CO₂ intensity and strengthening its biodiversity initiatives. QAFCO strives to contribute positively to the environment by focusing on continuous improvement in energy efficiency, reducing energy consumption and greenhouse gas emissions. Resource conservation is prioritised through water conservation measures, optimised resource utilisation and initiatives promoting recycling and waste reduction.

Social Responsibility

QAFCO's commitment to being a responsible corporate entity extends to caring about employee well-being, health, safety and inclusivity. Expanding community engagement initiatives involves partnerships with local organisations to address social and environmental challenges, support education and promote economic empowerment. In the area of academia, QAFCO has signed Memorandum of Understanding (MoUs) with colleges and universities in Qatar to enhance career growth and offer opportunities for Qataris. The Company has also prioritised food security by focusing on crop nutrition solutions in line with Qatar's aim to achieve food security self-sufficiency reliably and sustainably.

Governance Excellence

Upholding the highest standards of corporate governance is a non-negotiable commitment for QAFCO, with a focus on maintaining a robust framework aligned with international best practices. Transparency and accountability will be maintained through open communication, providing regular updates on ESG performance and ensuring accountability for commitments made. Ethical Conduct remains a core value, fostering a culture of integrity, honesty and respect in all business dealings.





Appendix



Environmental

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
Climate action and emissions	Greenhouse Gas Emissions					
	Direct emissions – Scope 1	tCO ₂ e	5,268,164.05	5,361,081.00	5,014,789.60	305-1
	Carbon Dioxide (CO ₂)	tonnes	5,263,838	5,356,793.06	5,010,638.20	305-1
	Methane (CH ₄)	tonnes	2,222.56	2,203.00	2,132.83	305-1
	Nitrous Oxide (N ₂ O)	tonnes	2,103.49	2,085	2,018.57	305-1
	Indirect emissions – Scope 2	tCO ₂ e	205,113	203,170	210,935	305-2
	Carbon Dioxide (CO ₂)	tonnes	205,113	203,170	210,935	305-2
	Total emissions (Scope 1 & 2)	tCO ₂ e	5,473,277.05	5,507,433.00	5,225,724.60	
	YTD Greenhouse Gas (GHG) Emissions Intensity	MT CO _{2eq} /production	0.85	0.90	0.84	
	Production	tonnes	6,417,654	6,159,960	6,209,772	
	NOx	tonnes	2,636.40	2,469.80	2,493.70	305-7
	SOx	tonnes	1,618.10	1,422.50	1,332.40	305-7
NH ₃	tonnes	3,658.60	4,496.10	3,106.60	305-7	
Energy management	Non-renewable energy consumption					
	Total natural gas consumed (Fuel + Feed)	GJ	183,588,393	181,460,311	182,843,007	302-1
	Electric Power Purchased	GJ	3,870,874	1,526,003	1,564,410	302-1
	Total direct energy consumption	GJ	187,459,267.40	182,986,314	184,407,417	302-1
	Total consumption	GJ				
	Electricity	GJ	15,718,238	15,624,506	15,713,217	302-1
	Steam	GJ	34,301,715	33,750,282	36,231,233	302-1
	Renewable energy consumption					
Energy Intensity	GJ/tonnes	29.21	28.3	28.1	302-3	



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
Water use and management	Water withdrawal by source					
	Seawater (total):	million m ³	1,301.8	1,296.3	1,327.2	303-3
	Third-party (Kahramaa)	million m ³	0.75	0.94	0.98	303-3
	Total Water Withdrawal (Surface water (total) + groundwater (total) + seawater (total) + produced water (total) + third-party water (total)) (Kahramaa Sea Water)	million m ³	1,302.5	1,297.3	1,328.1	303-3
	Water discharge by destination	million m ³	1,284.6	1,279.0	1,309.8	303-4
	Seawater	million m ³	1,284.6	1,279.0	1,309.8	303-4
	Water discharge by freshwater and other water					
	Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)	million m ³	0.31	0.28	0.29	303-4
	Other water ($> 1,000$ mg/L Total Dissolved Solids)	million m ³	1,284.3	1,278.7	1,309.5	303-4
	Total freshwater consumed (Desalinated water)	million m ³	17.9	18.3	18.3	303-4
Water recycled for irrigation (Irrigation/Kahramaa)	%	7.15%	5.92%	5.85%	303-4	
Waste management	Waste generated	tonnes				
	Total	tonnes	4,094.80	5,211.00	3,469.50	306-3
	Waste diverted from disposal	tonnes				306-3
	Total	tonnes	432.65	808.30	360.70	306-3
	Waste directed to disposal	tonnes				306-3
	Total	tonnes	3,662.10	4,402.70	3,108.80	306-3
	Waste diverted from disposal by recovery operation	tonnes	284.81	527.28	208.19	306-4
	Hazardous waste (Offsite):	tonnes	284.81	527.28	208.19	306-4
	Recycling	tonnes	284.81	527.28	208.19	306-4
	Waste prevented	tonnes	147.80	281.10	152.50	306-4
	Waste directed to disposal-by-disposal operation	tonnes	3,662.10	4,402.70	3,108.80	306-5
	Hazardous waste (Offsite)	tonnes	630.38	61.7	302.88	306-5
	Incineration (with energy recovery)	tonnes	2.53	61.05	8.80	306-5
	Landfilling	tonnes	627.85	0.65	294.08	306-5
	Non-hazardous waste (Offsite)	tonnes	3,031.70	4,341	2,790.50	306-5
	Landfilling	tonnes	3,031.70	4,341	2,790.50	306-5



Appendix



Social

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
Health, safety and well-being	Number of fatalities					
	Employees	Number	0	0	0	403-9
	Contractors	Number	0	0	0	403-9
	Employee and contractor injury rates					
	Employee					
	Employees Recordable Injury Rate	Per million work hours	0	0	0.90	403-9
	Employees Lost Time Injuries Rate	Per million work hours	0	0	0.90	403-9
	Employees Medical Treatment Injury	Per million work hours	0	0	0	403-9
	Contractor					
	Contractors Recordable Injury Rate	Per million work hours	0.90	0.24	0.22	403-9
	Contractor Lost Time Injuries Rate	Per million work hours	0.45	0	0	403-9
	Contractors Medical Treatment Injury Rate	Per million work hours	0.45	0	0.22	403-9
	Emergency Response Drill		2	12	12	403-7
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system	Number	1,251	1,214	1,210	403-9
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system	Percentage	62%	55%	48%	403-9
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited	Number	1,251	1,214	1,210	403-9
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited	Percentage	62%	55%	48%	403-9
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party	Number	1,251	1,214	1,210	403-9
	All employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party	Percentage	62%	55%	48%	403-9



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
	Work-related injuries for all employees					
	The number of fatalities as a result of work-related injury	Number	0	0	0	403-9
	Rate of fatalities as a result of work-related injury	Number	0	0	0	403-9
	The number of high-consequence work-related injuries (excluding fatalities)	Number	0	0	1	403-9
	Rate of high-consequence work-related injuries (excluding fatalities)	Number	0	0	0.45	403-9
	The number of recordable work-related injuries	Number	0	0	2	403-9
	The rate of recordable work-related injuries	Number	0	0	0.90	403-9
	The number of hours worked	Number	2,171,710	2,208,354	2,229,122	403-9
	Work-related injuries for all workers who are not employees but whose work and/or workplace is controlled by the organisation					
	The number of fatalities as a result of work-related injury	Number	0	0	0	403-9
	The rate of fatalities as a result of work-related injury	Number	0	0	0	403-9
	The number of high-consequence work-related injuries (excluding fatalities)	Number	0	0	0	403-9
	The rate of high-consequence work-related injuries (excluding fatalities)	Number	0	0	0	403-9
	The number of recordable work-related injuries	Number	2	1	1	403-9
	The rate of recordable work-related injuries	Number	0.90	0.24	0.22	403-9
	The number of hours worked	Number	2,221,027	4,151,490	4,636,818	403-9
	Work-related ill health for all employees					
	The number of fatalities as a result of work-related ill health	Number	0	0	0	403-10
	The number of cases of recordable work-related ill health	Number	0	0	0	403-10
	Work-related ill health for all workers who are not employees but whose work and/or workplace is controlled by the organisation					
	The number of fatalities as a result of work-related ill health	Number	0	0	0	403-10
	The number of cases of recordable work-related ill health	Number	0	0	0	403-10
	Number of Covid-19 cases in the workforce					
	Confirmed Cases	Number	60	109	371	
	Recovered Cases	Number	60	109	371	
	Death Cases	Number	0	0	0	
	Active Cases	Number	60	109	371	
	Suspected Cases	Number	130	122	14	



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
	Imported Cases	Number	0	0	0	
	Active Imported Cases	Number	0	0	0	
	Contractors					
	Confirmed Cases	Number	59	19	0	
	Recovered Cases	Number	59	19	0	
	Death Cases	Number	0	0	0	
	Active Cases	Number	59	19	0	
	Suspected Cases	Number	120	45	0	
	Imported Cases	Number	0	0	0	
	Active Imported Cases	Number	0	0	0	
	Total					
	Confirmed Cases	Number	119	128	371	
	Recovered Cases	Number	119	128	371	
	Death Cases	Number	0	0	0	
	Active Cases	Number	119	128	371	
	Suspected Cases	Number	250	167	14	
	Imported Cases	Number	0	0	0	
	Active Imported Cases	Number	0	0	0	
	Number of vaccinated employees					
	Vaccine shot					
	1 st Dose	Employee	0	1,185	1,186	
	2 nd Dose	Employee	0	1,182	1,185	
	1 st Booster	Employee	0	528	970	
	Vaccine shot					
	1 st Dose	Percentage	0%	97.85%	97.93%	
	2 nd Dose	Percentage	0%	97.60%	97.85%	
	1 st Booster	Percentage	0%	43.60%	80.09%	
Procurement practices	Supplier assessment					
	Local procurement	Percentage	78%	82%	88%	



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
Diversity & inclusion	Total employees by gender					
	Male	Number	1,205	1,164	1,154	2-7
	Female	Number	46	50	56	2-7
	Women in the organisation					
	Total Employees	Number	1,251	1,214	1,210	2-7
	Female employees	Percentage	3.68%	4.12%	4.63%	405-1
	Female employees in Senior roles	Percentage	2.08%	2.31%	2.64%	405-1
	Female on the Board of Directors	Percentage	0%	0%	0%	405-1
	Employees by contract type					
	Full-time	Number	1,251	1,214	1,210	2-7
	Total employees by age					
	Under 30 years old	Number	103	96	101	2-7
	30-50 years old	Number	924	883	843	2-7
	Over 50 years old	Number	224	235	266	2-7
	Employees by ethnicity					
	Asian	Number	1,187	1,148	1,147	2-7
	Caucasian	Number	18	18	15	2-7
	Others	Number	46	48	48	2-7
	Employees per category in each diversity group					
	Under 30 years old					
	Senior Management	Percentage	0%	0%	0%	405-1
Middle Management	Percentage	0.97%	1.04%	0.99%	405-1	
Staff	Percentage	99.03%	98.96%	99.01%	405-1	
30-50 years old						
Senior Management	Percentage	0.22%	0.23%	0.36%	405-1	
Middle Management	Percentage	3.90%	5.55%	4.98%	405-1	
Staff	Percentage	95.89%	94.22%	94.66%	405-1	



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
	Over 50 years old					
	Senior Management	Percentage	1.79%	2.13%	1.88%	405-1
	Middle Management	Percentage	9.82%	7.23%	9.40%	405-1
	Staff	Percentage	88.39%	90.64%	88.72%	405-1
	Gender					
	Female					
	Senior Management	Percentage	0%	0%	0%	405-1
	Middle Management	Percentage	10.87%	12.00%	8.93%	405-1
	Staff	Percentage	89.13%	88.00%	91.07%	405-1
	Male					
	Senior Management	Percentage	0.50%	0.60%	0.69%	405-1
	Middle Management	Percentage	4.48%	5.24%	5.46%	405-1
	Staff	Percentage	95.02%	94.16%	93.85%	405-1
	Identify the ratio of basic salary and remuneration of women to men for each employee category and by significant locations of operation					
	Senior Management	Ratio	0	0	0	405-2
	Middle Management	Ratio	1	0.90	0.80	405-2
	Staff	Ratio	1	1	1	405-2
	Qatarisation					
	Total Qatari	Number	259	262	271	
	Qatarisation	Percentage	20.43%	23.52%	24.22%	405-1
Training and education	Average man hours per employee for overall training					
	Total number of trainings for total workforce	Hours	2,142	8,836	13,937	404-1
	Average hours of training per year for employee	Hours/Employee	1.91	7.22	12.45	404-1
	Total cost of training	USD	1,697,870	1,949,389	2,779,987	
	Average cost of training per employee	USD	1,362	1,606	2,317	
	Staff attended training courses					
	Gender					
	Male	Number	247	1,148	1,433	404-1
	Female	Number	20	30	26	404-1



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
	Employee category					
	Full-time	Number	267	1,178	1,459	404-1
	Contractor	Number	0	0	0	404-1
	Health and Safety training					
	Training courses	Number	7	2	14	404-2
	Staff attending the training courses	Number	250	490	364	404-2
	Total man hours spent in training courses	Hours	660	2,000	3,467	404-1
	Average man-hours per employee	Hours/Employee	0.58	1.78	3.10	404-1
	Employees who received a regular performance and career development review during the reporting period					
	Gender					
	Female	Percentage	3.49%	3.18%	3.56%	404-3
	Male	Percentage	96.51%	96.82%	96.44%	404-3
	Employee category					
	Senior Management	Percentage	0.41%	0.55%	0.64%	404-3
	Middle Management	Percentage	4.71%	5.91%	6.03%	404-3
	Staff	Percentage	94.89%	93.54%	93.33%	404-3
	Total value of community investments	QAR	-	-	78,942	203-1
Employment practices	New hires	Number	28	31	36	401-1
	New hires by age, gender					
	Under 30 years old	Number	18	16	20	401-1
	31-50 years old	Number	10	13	14	401-1
	Above 50 years old	Number	0	2	2	401-1
	Male	Number	21	27	29	401-1
	Female	Number	7	4	7	401-1
	Full-time employee turnover rate					
	Total Turnover	Ratio	0.10	0.06	0.03	401-1
	Voluntary Turnover	Ratio	0.01	0.02	0.01	401-1
	Involuntary Turnover	Ratio	0.09	0.04	0.02	401-1



Appendix

Material Topic	Key Performance Indicators	Unit	2020	2021	2022	GRI
	Full-time employee turnover by gender					
	Male	Number	134	68	39	401-1
	Female	Number	1	0	1	401-1
	Full-time employee turnover by age					
	Under 30 years old	Number	6	6	3	401-1
	30-50 years old	Number	77	34	17	401-1
	Over 50 years old	Number	52	28	20	401-1
	Full-time employee turnover number					
	Voluntary Turnover	Number	19	24	18	401-1
	Involuntary Turnovers	Number	116	44	22	401-1
	Total Turnovers	Number	135	68	40	401-1
	Terminated employees	Number	104	31	11	2-19
	Retired employees	Number	10	11	8	2-19
	Identify the total number of employees that were entitled to parental leave					
	Female	Number	46	50	56	401-3
	Identify the total number of employees that took parental leave					
	Female	Number	0	1	2	401-3
	Identify the total number of employees that returned to work in the reporting period after parental leave ended					
	Female	Number	0	1	2	401-3
	Identify the total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work					
	Female	Number	0	1	2	401-3
	Return to work and retention rates of employees that took parental leave					2-9
	Female	Percentage	100%	100%	100%	401-3



Appendix



Governance

Material Topic	Key Performance Indicators	Unit	2022	GRI
Governance structure and composition	Composition of the highest governance body			
	Executive members	Number	1	2-9
	Non-executive members	Number	0	2-9
	Independent members	Number	4	2-9
	Female members	Number	0	2-9
	Male members	Number	5	2-9
	Under-represented social groups	Number	0	2-9
	Composition of each of the committees of the highest governance body			
	Board Audit Committee			
	Executive members	Number	1	2-9
	Non-executive members (Secretary)	Number	0	2-9
	Independent members	Number	3	2-9
	Tenure of members on the governance body	Number	0	2-9
	Female members	Number	0	2-9
	Male members	Number	4	2-9
	Under-represented social groups	Number	0	2-9
	Corporate governance committee			
	Executive members	Number	2	2-9
	Non-executive members (Secretary)	Number	1	2-9
	Independent members	Number	2	2-9
	Female members	Number	0	2-9
	Male members	Number	5	2-9
	Under-represented social groups	Number	0	2-9
	Enterprise risk management committee			
	Executive members	Number	2	2-9
	Non-executive members (Secretary)	Number	1	2-9
Independent members	Number	2	2-9	
Tenure of members on the governance body	Number	0	2-9	



Appendix

Material Topic	Key Performance Indicators	Unit	2022	GRI
	Female members	Number	0	2-9
	Male members	Number	5	2-9
	Under-represented social groups	Number	0	2-9
	Communication of critical concerns			
	Total number of critical concerns that were communicated to the highest governance body	Number	0	2-16
	Annual total compensation ratio			
	Annual total compensation for the organisation's highest paid individual	Number	As per QatarEnergy policy	2-21
	Median annual total compensation for all of the organisation's employees (excluding the highest-paid individual)	QAR	422,637	2-21
	Change in the annual total compensation ratio			
	Increase in annual total compensation for the organisation's highest paid individual	Percentage	As per QatarEnergy policy	2-21
	Median increase in annual total compensation for all of the organisation's employees (excluding the highest-paid individual)	Percentage	4.00%	2-21
	Compliance with laws and regulations			
	Total number of significant instances of non-compliance with laws and regulations during the reporting period	Number	0	2-27
	Instances for which fines were incurred	Number	0	2-27
	Instances for which non-monetary sanctions were incurred	Number	0	2-27
	Total number of fines for instances of non-compliance with laws and regulations that were paid during the reporting period	Number	0	2-27
	Fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	Number	0	2-27
	Fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods	Number	0	2-27
	Monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period	Number	0	2-27
	Monetary value of fines for instances of non-compliance with laws and regulations that occurred in the current reporting period	Number	0	2-27
	Monetary value of fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods	Number	0	2-27
	Collective bargaining agreement			
Anti-corruption	Operations assessed for risk related to corruption			
	Total number of operations assessed for risks related to corruption	Number	0	205-1
	Total percentage of operations assessed for risks related to corruption	Percentage	0%	205-1



Appendix

Material Topic	Key Performance Indicators	Unit	2022	GRI
	Communication and training about anti-corruption policies and procedures			
	Communication on anti-corruption			
	Total number of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	Number	5	205-2
	Total percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	Percentage	100%	205-2
	Total number of employees that the organisation's anti-corruption policies and procedures have been communicated to by employee category			
	Senior Management	Percentage	100%	205-2
	Middle Management	Percentage	100%	205-2
	Staff	Percentage	99.90%	205-2
	Total percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category			
	Senior Management	Percentage	100%	205-2
	Middle Management	Percentage	100%	205-2
	Staff	Percentage	100%	205-2
	Total number of business partners that the organisation's anti-corruption policies and procedures have been communicated to			
	Type of business partner	Percentage	100%	205-2
	Total percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to			
	Type of business partner	Percentage	100%	205-2
	Total number of employees that have received training on anti-corruption			
	Senior Management	Percentage	99.8%	205-2
	Middle Management	Percentage	99.8%	205-2
	Staff	Percentage	99.8%	205-2
	Confirmed incidents of corruptions and actions taken			
	Total number of confirmed incidents of corruption	Number	0	205-3
	Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	205-3
	Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	205-3
	Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	Number	0	205-3



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