



Sustainability Report 2023

Every Step Matters





Occupational Health and Safety

7 LTIs which means 36% decrease from 2022 lost time injury.



Diversity, Equity, and Inclusion

- 50+ Nationalities.
- 19+ Mn total spent on people development.
- 83% Omanisation rate.



Decarbonisation

- 1.3% notable reduction in scope 1 & scope 2 emissions compared to 2022.
- Savings of USD 8.5 Mn from enhanced energy efficiency.



Water Management

OQ Commits to robust water conservation and optimising strategies; guided by a central data hub for water-related information across all operational assets.



Impactful Corporate Social Investment CSI

- Health fund: 1.2 Mn+ USD.
- Environment fund: 1.6 Mn+ USD.
- Social and Economic development fund: 0.8 Mn+ USD.



In Country Value

- More than 1 Billion USD spent on ICV.
- 31.9% ICV Index.
- 18% of OQ local spend was directed to SMEs.



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Welcome to our Fifth Sustainability Report

We are delighted to present to you OQ's 2023 Sustainability Report, centred around our core theme, "Every Step Matters." This report showcases our commitment to advancing Environmental, Social, and Governance (ESG) initiatives and driving positive change for a sustainable future.

Throughout the year, our focus was on integrating sustainable practices into every aspect of our operations. By recognising the impact of every action we take, we can make significant progress towards our ESG targets and objectives.

OQ's 2023 Sustainability Report emerges as a beacon of light, illuminating our path towards a future shaped by resilience and conscious choices. As we traverse the intricate tapestry of our energy transition and decarbonisation journey, each word penned within these lines echoes a symphony of commitment and dedication.

This report is a testament to our unwavering spirit, a chronicle of our evolution from mere dreamers to architects of a greener tomorrow.

Through the lens of transformation, we have redefined progress not as a destination, but as a continuous voyage towards a harmonious coexistence with our planet. Our journey is not just about reducing carbon footprints; it is about leaving a legacy of hope for generations yet to come. As you peruse these pages, let each paragraph be a reminder that change begins with a single step, and that together, we hold the power to rewrite the narrative of our collective future. OQ's 2023 Sustainability Report is more than ink on paper; it is a calling, a powerful message that resonates through time and space, urging us to dare greatly, to dream bigger, and to forge a world where sustainability is not a choice, but the only way forward.

This report has been prepared in accordance with the GRI Universal Standards 2021, including the Oil and Gas Sector Standards. The Sustainability Accounting Standards Board (SASB) Oil and Gas industry-specific standards and the United Nations (UN) Sustainable Development Goals (SDGs) have also been used to guide our report's content. All 17 UN SDGs have been integrated within our report, mapping them across our material topics and pillars. In addition, we continue to align with the Task Force on Climate-related Financial Disclosures (TCFD).



Contact Details

If you have any question, please contact us at sustainability@oq.com



Other Sustainability

You can access all our current reports online, through this link.

About This Report

PURPOSE

The Sustainability Report for the year 2023 showcases our progress and commitments towards creating a sustainable future. With a recognition of the impact our operations have on the environment, communities, and Oman as a whole, we are fully committed to minimising our negative impact while maximising our benefits.

Our report highlights various initiatives we have taken in areas such as reducing our carbon footprint, pursuing clean energy generation, promoting diversity and inclusion, and maintaining positive relationships with our stakeholders. We have also provided transparency regarding our performance in critical areas such as health and safety, financial performance, governance, and more. As we persist in navigating the complex and rapidly evolving sustainability landscape, we are steadfast in our commitment to being responsible corporate citizens and investing our best efforts towards a more sustainable world.

Reporting Period

OQ's annual Sustainability Report outlines the company's Environmental, Social, and Governance (ESG) performance between January 1 and December 31, 2023, in conjunction with our annual financial report.

Boundaries, scope and basis of practice

When possible, we have compared our 2023 performance with data from 2022 and 2021. We have identified and highlighted any limitations in the scope of our data within the report. This report covers the following legal entities across our Upstream, Commercial & Downstream, and Alternative Energy divisions, as well as our services in Oman:

- OQ SAOC
- OQ Exploration & Production (OQ E&P)
- OQ Methanol
- OQ Ammonia Plant
- OQ Ammonia
- OQ Liquefied Petroleum Gas (OQ LPG)
- OQ Refineries & Petrochemicals (OQ RPI)
- OQ Polymers Marketing
- LPIC
- OTTCO
- Majis
- OQ Trading (OQT)

The above entities are categorised under the OQ Operational Approach, which includes the following:

- Assets that are operated by OQ either through assets' boards or have direct management control through OQ's Management and Board of Directors.
- All assets in which OQ has a majority voting right in the assets' boards or has direct management control through OQ's Management and Board of Directors, except for publicly listed companies that are governed by capital market laws and regulations.
- Assets that are operated by OQ either through assets' boards or have direct management control through OQ's Management.

We have included all the above legal entities for the period in which we owned and operated them, except for OQ Chemicals, which has a different reporting cycle due to being in a different country and subject to different regulations and policies. Also, OARC and SFF are not included in this report as both have not started the data reporting cycle and will be included in the 2024 report. Unless otherwise stated, we have not included entities that we do not wholly own or have operational control of, such as joint ventures.

If quantitative data pertaining to any asset within the specified boundaries is not currently available, please note that such information will be diligently reported as soon as it becomes accessible. We are committed to transparency and accountability in our reporting practices and strive to fully provide comprehensive data possible.

OQ Chemicals will issue its standalone Sustainability Report by mid-2024. A link will be provided on our OQ website once the report is published.

Furthermore, and in alignment with industry-specific best practices and regulatory requirements, Greenhouse gas (GHG) emissions data (Scope 1 and Scope 2) will be reported on both an equity and operational control basis. Economic data is reported on an equity share basis, and workforce data covers employees in our direct employment. Hence, we are committing to share GHG data for our entities that are categorised under the equity share approach, which includes the following:

- Publicly listed companies that are governed by capital market laws and regulations.
- Joint Ventures that are not operated by OQ.

Asset Name	Country	Equity Percentage	Comments
Abraj	Oman	51%	Abraj will issue its standalone Sustainability Report in 2024. Link will be provided on our OQ website once the report is published.
OQ8	Oman	50%	OQ8 will issue its standalone Sustainability Report in 2024. Link will be provided on our OQ website once the report is published.
Marafiq	Oman	51%	
OQGN	Oman	51%	OQGN will issue its standalone Sustainability Report in 2024. Link will be provided on our OQ website once the report is published.
SSF	Oman	68.75%	
MPC	Oman	42%	
AMIN	Oman	30%	
GSEPS	Korea	30%	
GEM	UAE	30%	
Muscat Gases Company	Oman	32.70%	
Sohar Aluminium	Oman	40%	Sohar Aluminium will issue its standalone Sustainability Report in 2024. Link will be provided on our OQ website once the report is published.
Oman Blending	Oman	10%	
Orient Power	Pakistan	42.8%	
Saggas	Spain	7.50%	
OOMCO	Oman	49%	
OMIFCO	Oman	50%	
Oil Tanking	Oman	25%	

Assurance

We also plan to carry out a limited third-party assurance of data relating to OQ employees in our next reporting cycle.

OQ is committed to providing third-party verifications of OQ's GHG emissions inventory in 2024, aiming at ensuring the transparency and credibility of reported emissions data and related information, confirming the accuracy and completeness of the GHG emissions data, validating adherence to applicable GHG accounting standards (ISO 14064-1, GHG Protocol), ensuring compliance with regulatory requirements and reporting guidelines, and providing assurance to stakeholders and demonstrating transparency in emissions reporting.

Chairman Message

Nurturing a Sustainable Future for All

As we navigate the path towards sustainability and excellence, OQ remains steadfast in our commitment to environmental stewardship, social responsibility, and economic growth. The challenges and opportunities ahead, including the global energy transition and evolving societal expectations, underscore the need for agility, foresight, and adaptability. Embracing change as a catalyst for growth while upholding our core values is paramount.

Our strategic focus on decarbonisation and investment in alternative energy sources is aligned with Oman's goal of carbon neutrality by 2050. This is complemented by our energy efficiency roadmap for 2024 and beyond to further reduce OQ's energy intensity index (EII) and by our Energy Policy, setting forth our commitments to establishing an Energy Management System to promote the long-term environmental and economic sustainability of our operations in line with OQ's decarbonisation policy.

We aim to position our downstream assets in the top quartile based on the Global Solomon Benchmark. In 2023, OQ RPI's Energy Intensity Index reduction target of 97.2 was exceeded by achieving an index of 96.2, translating into savings of USD 8.5 million from enhanced energy efficiency.

In line with Oman's commitment to the World Bank Zero Routine Flaring by 2030 initiative, we strive to eliminate routine flaring in our upstream assets, aiming to achieve this milestone by 2027.

Since identifying our six ESG strategic priorities in 2022, we have set annual ESG targets for each priority topic and started implementing the key activities to enhance our environmental, social and governance impact by 2026.

Investing in local communities and businesses remains a cornerstone of our approach. Our initiatives in education, health, economic development, and environmental conservation, coupled with responsible procurement practices that prioritise local spending, demonstrate our commitment to Oman's development.

Looking ahead, our ability to foster strong partnerships, support our employees, and engage stakeholders will be crucial in creating a positive impact on society and the environment. We pledge to continue our transformative journey, guided by our core values, towards a future where sustainable energy drives prosperity and equity for all.

Mulham bin Basheer Al Jarf

Chairman of OQ Group



Group CEO Message

Celebrating Sustainable Progress: Reflecting on Our 2023 Achievements

At OQ, we are committed to being a leading sustainable energy company, in line with both global trends and our dedication to fostering a brighter future for Oman. Our focus remains steadfast on reducing our environmental footprint through energy efficiency, responsible resource management, and promoting social equity and ethical practices across our operations and supply chain.

In 2023, we made notable strides in emissions reduction, achieving a notable 1.3% decrease, despite new assets being added to our operations. We have also actively participated in the Ashjar Initiative, a national initiative of planting 10 million trees by 2023, by planting 110,396 trees in 2023.

Despite market challenges and planned turnarounds, OQ delivered robust financial performance in 2023, with a consolidated Net Profit of USD 2,518 Mn. Safety remains paramount, with a 37% reduction in Lost Time Injuries (LTI) and a Total Recordable Injury Frequency (TRIF) of 0.69.

Our commitment to In-Country Value (ICV) remains strong, with the ICV index reaching 31.9% and local spend increasing by USD 14 Mn from 2022. Over USD 240 Mn, representing 18% of our total spend, was directed towards Small and

Medium Enterprises (SMEs) contracts and development. We have also invested significantly in developing our local communities, with 15 key projects focusing on education, health, economic development, and the environment.

To drive our sustainability agenda forward, we have established a strategy focusing on six strategic priorities: responsible procurement, decarbonisation, water management, occupational health and safety, employee engagement, and corporate social investment. These priorities will steer our future sustainability endeavours, ensuring we continue to demonstrate responsible corporate citizenship.

Our core values of Perform, Collaborate, and Care underpin our business and culture, enabling us to create enduring value for stakeholders while safeguarding the planet for future generations. As we take large strides towards embedding sustainable practices in our operations, we are confident in our ability to attract discerning consumers and investors who value ethical stewardship.

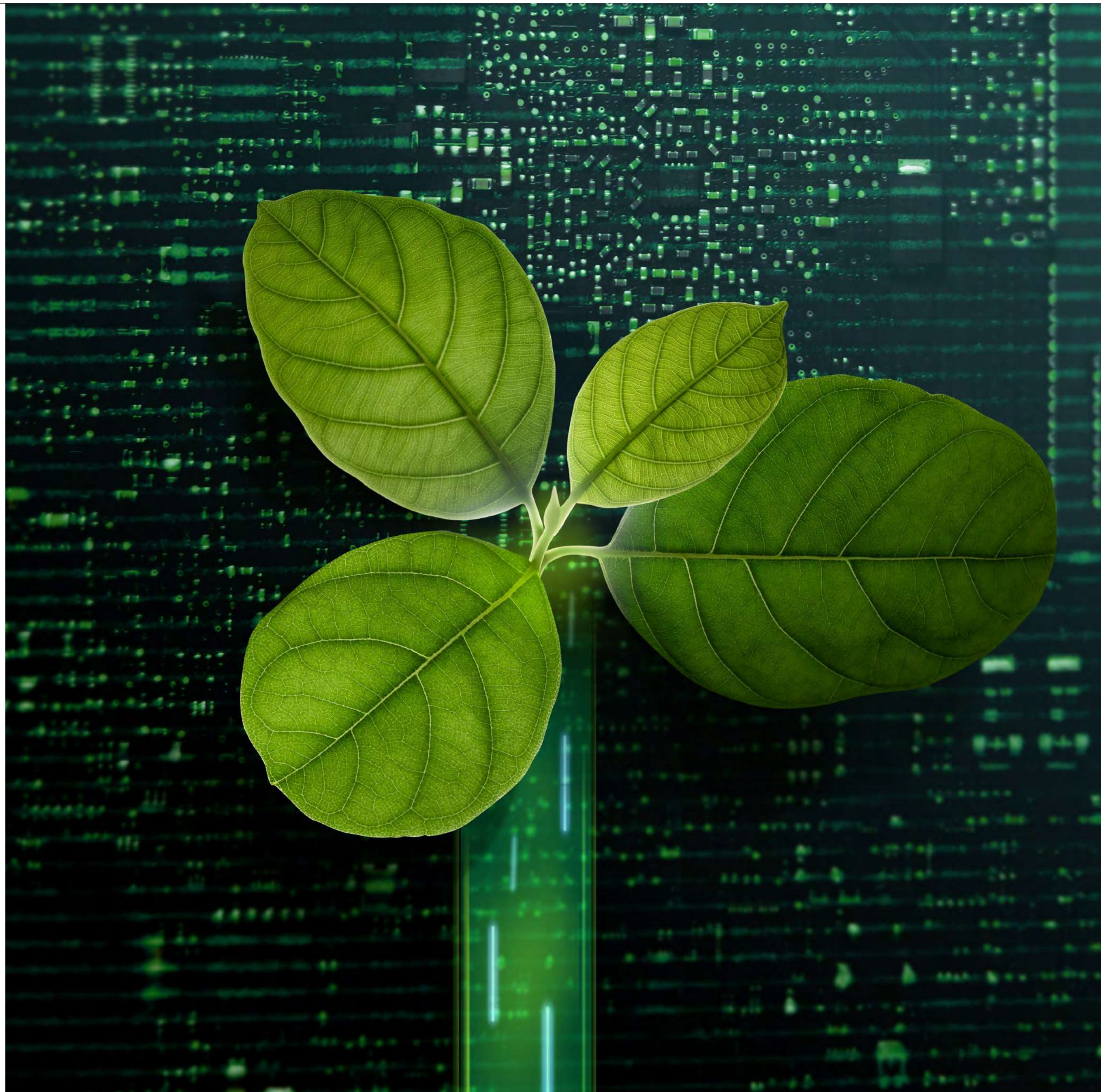
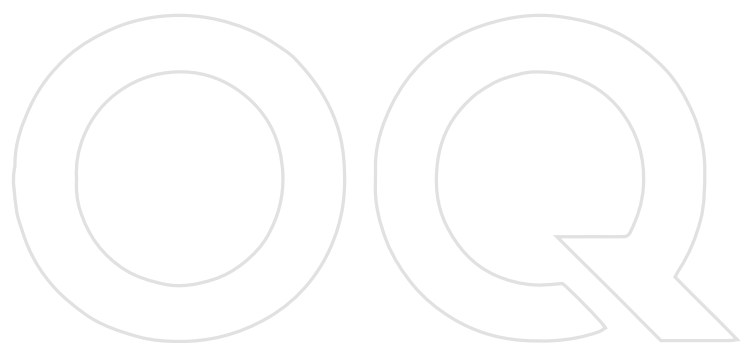
Together, let us continue striving towards realising a sustainable future, positioning OQ as a pivotal player in advancing sustainable development.

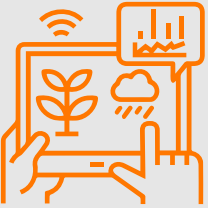
Ashraf bin Hamed Al Mamari

Group CEO



2023 ESG Performance Highlights





Environmental Performance

1.3%

Notable Decrease in GHG Emission moving toward achieving the 25% decrease in 2030.

30,000

plants, which results in carbon offset of more than 18,500,000 KG.

1,888 MWh

of electricity produced by Majis Solar Power Project.

5585 m³

of high-performance water-based mud (HPWBM) was recycled between rigs.

Issuing 2023

Energy Efficiency Roadmap

for 2024 and beyond to further reduce the Energy Intensity Index (EII) of our assets.

2024 will be starting year to use digital tool enabling monthly reporting of emissions performance from OQ's upstream and downstream assets.



Social Performance

ICV

- 1+ Billion USD spent on ICV.
- 77% of total spend is local.
- 18% of total spend on SMEs.
- 31.9% ICV Index.

HSSE

- Zero Fatalities.
- 7 LTIs (36% decrease).
- 46+ million safe Manhours.
- HSSE Open Day on 9th June to promote health and safety among employees.

Community

- Social and Economic development fund: 0.8 Mn+ USD.
- Environment fund: 1.6 Mn+ USD.
- 11 key projects related to Education and health, environmental, and Economic Programmes.
- 41 Corporate Social Investment (CSI) Programmes.

People

- 83% Omanisation (14% females & 86% males).
- 22% female representation in OQ's Executive.
- Leadership Team.
- 19+ Mn USD spent on people development.
- 70% Employees Engagement score.
- 200+ Employees completed OQ's 2-year Graduate Programme.
- 300+ Employees enrolled in the Masar leadership development programme.
- 900+ Interns.






Governance Performance

- Creating a more balanced Corporate Scorecard that identifies key ESG KPIs (Key Performance Indicators) identical to the Board Scorecard.
- Successfully establishing the targets and starting to achieve them regarding the Six strategic priorities.
- Zero Incidents of discrimination reported.
- Zero corruption cases reported.
- OQ plans to scale up its AI video analytics projects, expand the use of Predictive Asset Maintenance solution in 2024.
- OQX had identified potential value exceeding USD 60 Mn for OQ and gathered more than 250 ideas and pain points.
- 20% of our board members are female, a 20% increase compared to the previous year.

Economic Performance





In the year 2023, OQ showcased a robust financial performance across its various businesses. Notably, both EBITDA and Net Profit demonstrated significant strength. This accomplishment is attributed to higher production volumes, favourable prices in both upstream and downstream, strong performance from our trading activities, lower Operating Expenditure across businesses, as well as the proceeds generated from divestments. Despite OQ's best efforts, the downturn in market sentiments, coupled with the planned turnarounds in 2023 for most of OQ's assets, has resulted in the actuals for 2023 being lower compared to 2022.

Consolidated Financial Results

Financial Results (USD Mn)	2021	2022	2023	The excellent financial performance of OQ can be attributed to several factors, including: <ul style="list-style-type: none">• Increased production volumes• Favourable prices in both upstream and downstream businesses• Reduced operating expenditure across businesses.• Divestment proceeds
 Direct economic value generated through revenue	23,331	39,126	35,567	
 EBITDA	3,808	6,179	5,137	
 Net Profit	1,927	3,849	2,518	

EBITDA Performance





In 2023, consolidated Group EBITDA was reported at USD 5,137Mn, USD 1,043 Mn lower compared to 2022 EBITDA.

Financial Results (USD Mn)	2021	2022	2023
 Upstream	1,868	2,860	2,986
 Downstream	1,229	2,482	1,952
 Non-linked assets and corporate	711	775	199
 OQ Consolidated	3,808	6,179	5,137



Net Profit

2023 had a robust Net Profit performance whereby the group recorded a consolidated Net Profit of USD 2,518 Mn, USD 1,341 Mn lower in comparison to 2022 net profit.

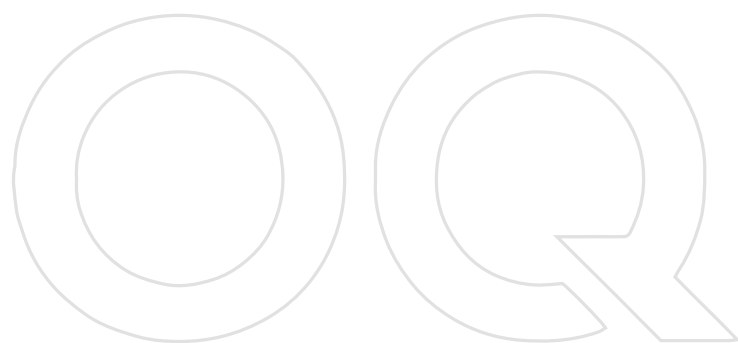
Financial Performance (USD Mn)	2021	2022	2023
 Upstream	1,384	1,733	1,730
 Downstream	-239	1,489	717
 Non-linked assets and corporate	770	628	71
 OQ Consolidated	1,927	3,849	2,518

For more information on our financial performance, please refer to our 2023 Annual Report.

About OQ

For many decades, OQ has been growing steadily as an energy investment and development company wholly-owned by the Government of Oman and plays an integral part in the Oman Investment Authority (OIA). OQ manages direct energy investments within the energy sector, such as oil and gas exploration and production, oil refining, petrochemical production, trading, alternative energy, power generation, and infrastructure & transportation for energy. Through strategic partnerships, it has brought foreign investments to the Sultanate of Oman, contributing to the nation's economic growth and further enhancing energy security.

Rooted in The Sultanate of Oman and operating across 17 countries, OQ's diversified portfolio assets cover the energy value chain from exploration and production to marketing and distribution of end-user products to serve more than 2,000 customers in 80 countries. As part of its commitment to responsible growth, OQ strategically applies innovation, technology, and extensive experience towards the development of energy opportunities. OQ's endeavours are fuelled by the vision to be the nation's partner for energy transition in alignment with The Sultanate of Oman's goals to achieve net zero carbon emissions by 2050 and in tandem with Oman's Vision 2040 to create a progressive and diverse society.





Vision

Maximising value from Oman’s energy resources and powering our transition towards a sustainable future.



Culture & Values

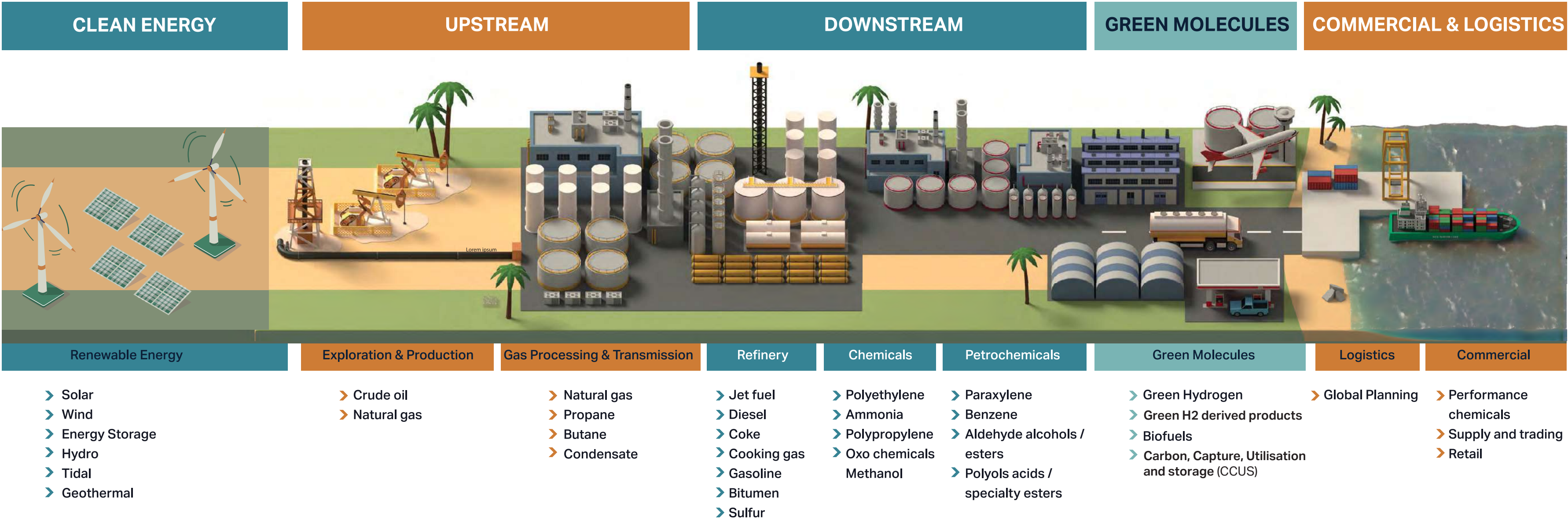
Perform, Collaborate, Care.



Mission

Drive sustainable economic growth in Oman’s energy value chain and enable energy transition through successful partnerships.

An Integrated Energy Group diversified across the energy value chain



Metals



Location: Sohar
Shareholding: 40%
Products: Primary Aluminum
Smelter Capacity: 395,000 MT



Location: Sohar
Shareholding: 100%
Products: Aluminum coils
Rolling Mill Capacity: 160,000 MT p.a.
Coating Line Capacity: 25,000 MT p.a.

Utilities



Location: Sohar
Shareholding: 100%
Services: Filtered seawater, processed water, cooling water, portable water and waste water management

Smelter Capacity: 740,000 M3/hour



Location: South Korea
Shareholding: 30%
Power Plants Capacity 2,406 MW
Biomass Power Plants Capacity: 210 MW



Location: Pakistan
Shareholding: 42.8%
Power Plant Capacity: 229 MW



Location: Musandam
Shareholding: 42%
LPG distribution Capacity: 14,000 MT/month



Location: Duqm
Shareholding: 51%
Products: Power generation, potable water and sewer supply, steam, waste management and other
Smelter Capacity:

Other Energy Products/Services



Location: Oman
Shareholding: 51%
Services: Drilling, well services, and well design and construction



Location: Muscat
Shareholding: 32.6%
Power Plant Capacity: 120 MW



Location: Spain
Shareholding: 7.5%
Products: LNG regasification
Regasification Capacity: 1,000,000 nm3/h



Location: Sohar
Shareholding: 100%
Products: Paper core
Capacity: 3600 MT

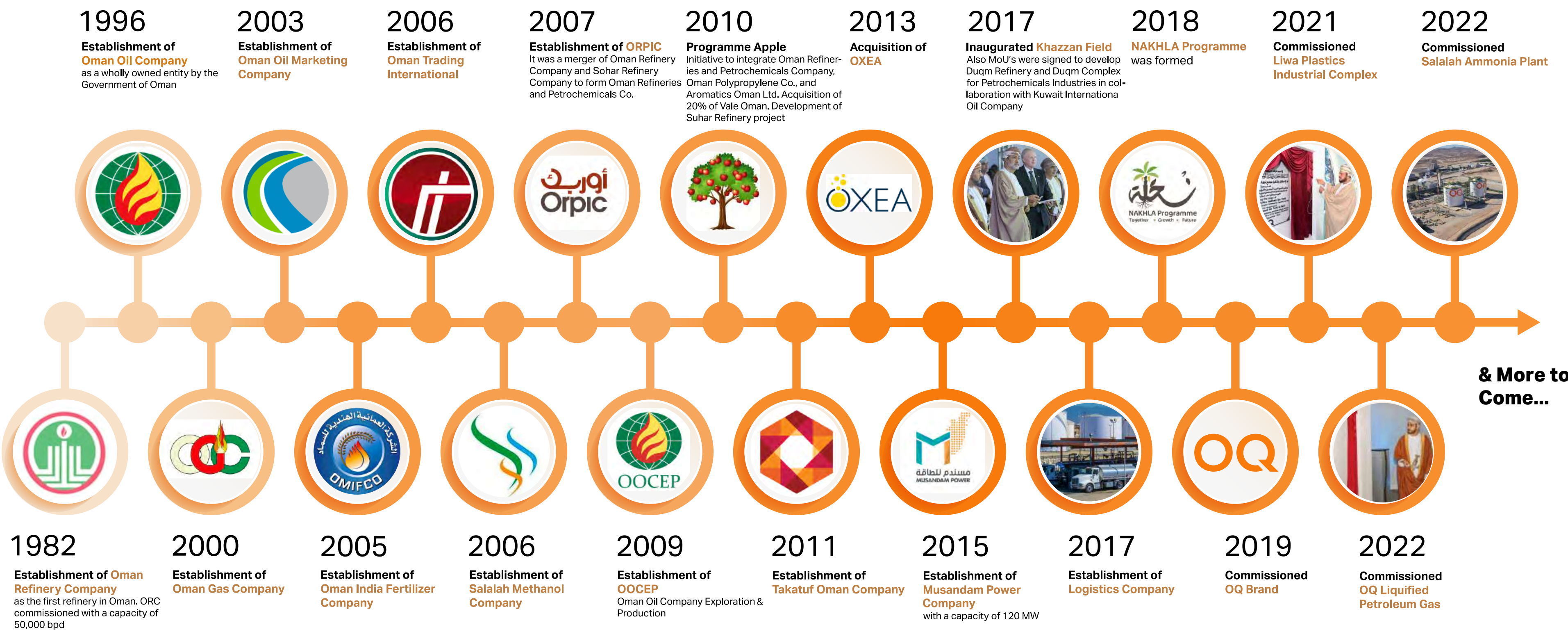


Location: Samail
Shareholding: 10%
Production Capacity: Greater than 1 Million litres of Oilfield chemicals per month



Location: Sohar
Shareholding: 69%
Products: Sulphur-Betonite
Production Capacity: 60,000 MT

OQ’S JOURNEY



POSITIONING FOR THE FUTURE

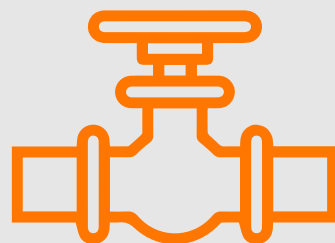
OQ's Strategic Directions



Upstream

E&P: Continue **growing**, maintaining a healthy portfolio and robust cashflow. **Growth** will be augmented with partners that have similar aspiration to responsibly exploit Oil and Gas resources, minimize CO2 emissions and enable the energy **transition**.

Gas Network: OQ Gas Network shall be committed to be the recognized champion in gas transportation with the highest efficiency and effectiveness through operational excellence and innovative solutions. OQGN shall continue growth programs in economically viable opportunities capitalizing on skilled talents, smart digitalisation, and strategic sustainable plans.

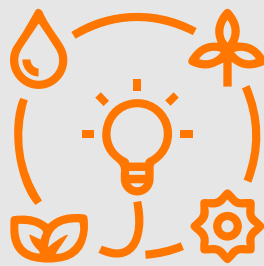


Downstream & Commercial

Refining & Petrochemicals : Restructure, drive business excellence and Maximise value in existing **investments** . De-risk portfolio with right divestments and partnerships. Continue **growth** by maximising value to hydrocarbon in Oman through competitive **investment** & low carbon footprint.

Trading: Leverage trading to maximise value from hydrocarbons, while taking leading role in supply, marketing, and potential carbon trading with linked storage positions. **Grow** group's portfolio to include Liquefied Natural Gas (LNG).

Retail: Maximise domestic retail value via Non-Fuel Revenue (NFR)/ optimisations and opportunistic value adding international **growth** through Oman Oil Marketing Company (OOMCO)



Alternative Energy

Energy Excellence: Optimise existing assets energy uses to reduce energy consumption and carbon footprint thereby capturing savings for OQ

Clean Energy: Supply existing assets with clean energy to reduce their carbon footprint and capture savings and support renewable energy requirements for green molecules

Low Carbon Molecules: Produce low carbon molecules that OQ will place in the clean energy market

Negative Emissions Technology: Aim to reduce Carbon dioxide from the atmosphere to prevent effects of climate change

Moreover, for 2023, we have created a more balanced Corporate Scorecard that identifies key ESG KPIs (Key Performance Indicators) similar to the Board Scorecard. Consequently, our ESG performance is now linked to remuneration and bonuses. The scorecard KPIs are a strategic approach to integrating sustainability throughout our business, and they have been approved by our Board of Directors.

Membership Association

Recognising collaboration as an essential driver in the pursuit of sustainability goals and the optimisation of positive societal impact, we proactively cultivate partnerships and memberships with organisations and institutions that share our ethos and forward-looking vision for a sustainable future. This strategic engagement enables us to leverage pooled expertise, resources, and knowledge to catalyse advancements in critical spheres such as energy transition, environmental stewardship, and social responsibility. Our array of Partnerships and Memberships encompasses a diverse array of local, regional, and international entities, enhancing our capacity to effect meaningful change across a broad spectrum of endeavours.

Territory	Name of the Assosiation
EU	European Petrochemical Association (EPCA)
EU	Council Européen des Fédérations de l'Industrie Chimique (EFIC)
GCC	Gulf Petrochemicals and Chemicals Association (GPCA)
Germany	Verband der Deutschen Chemischen Induttrue (VCI)
International	Responsible Care
Oman	Oman Society for Petroleum Services (OPAL)
Oman	Ithraa Export Club
USA	Texas Industry Projects (TIP) - Bakerbotts
USA	Texas Chemicals Council (TCC)
USA	South East Texas Mutual Aid Group (SETMAG)
USA	Process Industry Practices (PIP)
USA	National Association of Chemical Distributors (NACD)
USA	Local Emergency Preparedness Committee (LEPC) - Both bay City and Bishop Sites
USA	American Institute of Chemical Engineers (AIICHE)
USA	American Fuels and Petrochemical manufacturers (AFPM)



OUR 2023 ACHIEVEMENTS & AWARDS

In alignment with OQ's efforts to progress our mandate as "Energy Transition Enabler", OQAE was named in 2023, the national champion for renewable energy, and the Group was awarded with the silver award for its efforts in promoting sustainability at Oman Sustainability Week.

OQ Exploration and Production won in 2023 two awards at the OPAL Awards for Best Professional Practices. The Bisat-C project won first place in "Made in Oman for In-Country Value", while the Construction Assurance Safety Programme Evaluation Review "CASPER" won second place in the HSSE category. The Bisat-C project is one of the company's most important projects in the exploration and production sector, providing direct and indirect employment opportunities for Omani youth. On the other hand, CASPER is the first of its kind in Oman, developed by the company's employees to predict risks in the HSSE sector before they occur.

In addition to the above recognitions, we won in 2023 the following awards:



OQ Exploration & Production and OQ Salalah won each two OPAL awards for best practice 2023.



Najla Al Jamali, Chief Executive of Alternative Energy at OQ, was awarded the prestigious Best Visionary Female Leader Award in the oil and gas industry.



OQ won the esteemed ICF Coaching Impact Award in the Emerging Organizations category. This prestigious accolade acknowledges our coaching programmes' profound positive impact and unwavering commitment to excellence.



OQ won in the 'Performance Metrics (Operational Excellence) Award' category at GPCA Winners Revealed at 3rd GPCA Responsible Care Excellence Awards



OQ emerged as a winner at COMEX, winning 4 prestigious awards:

- Health & Wellbeing
- Robotics
- Best Booth
- Best of The Best



OQ was honoured with the Silver Award for Sustainability, whilst awarding the winners of the Oman Sustainability Week Awards categories.



The Operated Assets team at OQ Exploration and Production has been named the National Winner in the Small Project of the Year category at the 2023 Middle East Economic Digest (MEED) Awards. This accolade was in recognition of the company's Mini Early Production Facility (EPF) project.

OQ GROUP GOVERNANCE

At OQ, we are dedicated to implementing the latest best practices, principles, and standards in Corporate Governance. Our aim is to enhance stakeholder value and align business objectives throughout our entire value chain. We have made significant progress in establishing a governance structure since 2021, with the majority of our policies, processes, and procedures now developed and approved by the Board. Our Governance team works closely with relevant departments and business units to ensure accountability, transparency, and integrity, and to maintain the highest level of confidence and reliability among all of the Group's stakeholders.

Our Corporate Governance Policies are based on the Oman Investment Authority's (OIA) Code of Corporate Governance, and our Board of Directors strictly adheres to the laws and regulations in the Sultanate of Oman.

Corporate Structure

Our company's strategic direction and success are overseen by the Board of Directors, which has been appointed by the Oman Investment Authority (OIA) to maximise shareholder value. In 2023, the OQ SAOC Board of Directors was reformed by OIA, resulting in the appointment of three new members to the board. The Board's composition adheres to the law and OIA guidelines, with at least one-third of independent directors, all of whom are non-executive. The members serve for three years from the date of the general meeting in which the election was conducted. Worth noting that 20% of our board members are female, a 20% increase compared to the previous year.

The Board acts as the conduit for shareholder decisions, serving as the ultimate decision-maker, overseeing the Company's management, strategic direction, and overall success. It is responsible for maximising shareholder value by managing the company's affairs. The Board's overall vision considers the environmental, social, and economic challenges of the energy industry, assessing the best interest of OQ to enhance governance, directly serve its objectives, and contribute to the local community in the areas where we operate.

The Board is assisted in its duties by three standing Committees:

- The Board Audit and Risk Committee,
- The Board Remuneration and Nomination Committee, and
- The Board Strategy and Investment Committee.

The Executive Leadership Team (ELT), consisting of respective Chiefs responsible for implementing OQ's strategic objectives, including environmental, social, and economic challenges, is entrusted with the responsibility of managing day-to-day operations. A robust reporting framework reinforces the supervision of activities across the organisation, with clear reporting lines and feedback opportunities. This approach ensures compliance with policies, industry standards, and applicable laws and regulations, enhancing stakeholder confidence, maintaining transparency, and ensuring our long-term objectives are consistently met.



BOARD OF DIRECTORS



Mulham Al Jarf
Chairman



Said Al Hatmi
Deputy Chairman



Graham Ford
Member



Qais Al Zakwani
Member



Abdulrahman Al Hatmi
Member



Salim Al Sukaiti
Member



Thuraiya Al Balushi
Member

EXECUTIVE LEADERSHIP
TEAM



Ashraf Al Mamari
Group Chief Executive Officer



Abdulrahman Al Harthi
Chief Executive
Assurance



Hilal Al Kharusi
Chief Executive
Commercial &
Downstream



Ahmed Al Azkawi
Chief Executive
Upstream



Najla Al Jamali
Chief Executive
Alternative Energy



Al Muthir Al Kharusi
Chief Executive
Strategy &
Transformation



Sabrina Al Bakri
Chief Executive
Finance



Abdulwahhab Al Hinai
General Counsel



Ashraf Al Mamari
Acting Chief Executive
People, Technology &
Culture

Governance of Sustainability

Sustainability is a fundamental part of OQ's business operations. Our board recognises its importance and ensures that our ESG (Environmental, Social, and Governance) performance is in line with our long-term objectives.

Moreover, for 2023, we have created a more balanced Corporate Scorecard that identifies key ESG KPIs (Key Performance Indicators) identical to the Board Scorecard.

Consequently, our ESG performance is now linked to remuneration and bonuses. The scorecard KPIs are a strategic approach to integrating sustainability throughout our business and have been approved by our Board of Directors. They establish ESG targets aligned with Vision 2040 Priorities and correspond to specific UN SDGs (Sustainable Development Goals).

Strategy and Investment Committee (SIC)

The Board's Strategy and Investment Committee (SIC) is responsible for identifying and prioritising sustainability initiatives that focus on reducing the company's carbon footprint, managing water supply impact, preserving biodiversity and the environment, mitigating climate change-related impacts, and conserving natural resources. This demonstrates OQ's commitment to addressing a wide range of environmental and sustainability challenges.

The Board has endorsed objectives covering three key areas: Responsible Operations, Safeguarding & Enriching Lives, and Creating Shared Value. These objectives serve as guiding principles for decision-making processes and ensure that business practices align with the company's commitment to sustainability.



Investment Committee (IC)

The Investment Committee (IC), established by the GCCEO, plays a vital role in making significant strategic and operational decisions. The IC reviews balance sheet optimisation, new investment opportunities, existing investments, and long-term planning. It also reviews topics related to the OQ Sustainability agenda before they are presented to the SIC, ensuring that management members are aware of targets and progress related to ESG topics and that sustainability practices are continuously improved.

The Executive Leadership Team (ELT)

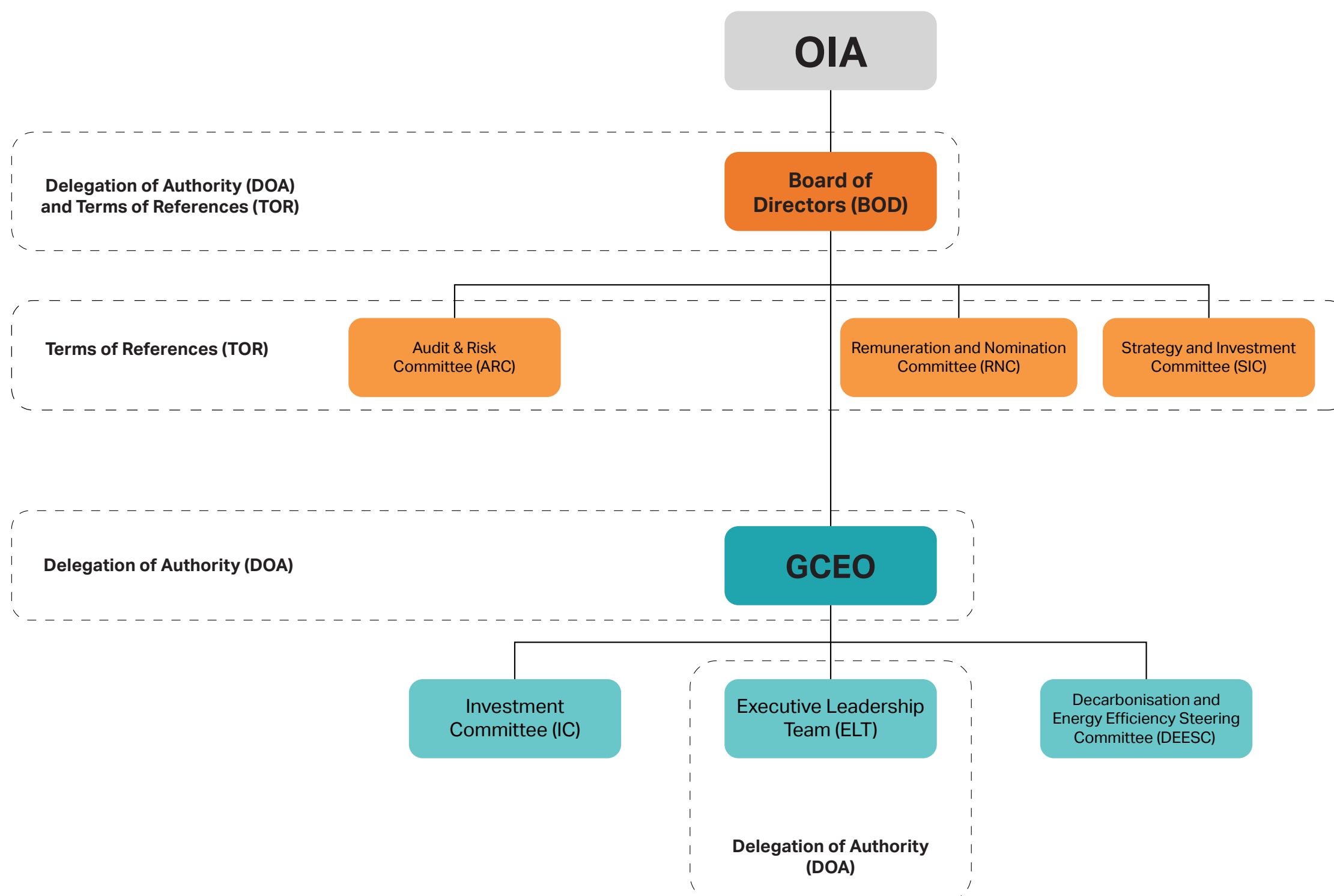
The Executive Leadership Team (ELT), comprising respective Chiefs, is accountable for executing OQ's strategic goals. The Board is regularly updated on key performance indicators (KPIs) to monitor progress. The strong reporting structure and clear reporting lines ensure compliance with policies, industry standards, and relevant laws and regulations, bolstering stakeholder confidence and maintaining transparency.

Decarbonisation and Energy Efficiency Steering Committee (DEESC)

The Decarbonisation and Energy Efficiency Steering Committee (DEESC) oversees the implementation of the Decarbonisation and Energy Policies across the entire organisation. The committee ensures that decisions regarding decarbonisation and energy performance are thoroughly reviewed and analysed before being presented to the board for approval. It also generates the necessary conditions and resources for implementing an Energy Management System across the organisation.

The DEESC's scope includes ensuring the availability of information, budget, and personnel to achieve decarbonisation and energy objectives and targets. It reviews assignment roles and responsibilities, establishes high-level objectives and targets for company decarbonisation, sets decarbonisation and energy-saving targets for OQ's BUs and assets, and monitors performance using appropriate KPIs.

The committee also assesses and mitigates financial risks posed by future climate policies, provides oversight on communicating decarbonisation and energy policies to stakeholders, and ensures that decarbonisation and energy performance are implemented in OQ's future investment criteria.



Sustainability at OQ



In 2023, OQ conducted a rigorous Materiality Assessment for the development of its Sustainability Report, in accordance with the GRI Standards. This assessment involved a detailed process of identifying potential and actual economic, environmental, and social impacts. The assessment identified several critical topics, including climate adaptation and energy transition, asset integrity, and critical incident management related to 17 topics. This demonstrates OQ's commitment to thoroughly evaluating and addressing the most significant sustainability challenges facing the company and its stakeholders.

To establish a sustainable future, OQ has developed an ESG/Sustainability Strategy that aligns with its objectives, principles, and values. The Strategy is grounded in various frameworks, including:

1. Oman Vision 2040
2. Sustainable Development Goals
3. Global Reporting Initiative GRI Framework
4. Sustainability national code of conduct by Oman Governance and Sustainability Centre
5. ISO 26000 (Social Responsibility)

By aligning our Strategy with these frameworks, we ensure that our sustainability efforts are consistent with national and international best practices and contribute to the achievement of broader sustainability goals.

The Strategy sets out a clear framework that outlines the principles and mechanisms for implementing various programmes to ensure the responsible use of environmental resources, social well-being, and good governance. This comprehensive approach demonstrates OQ's commitment to addressing sustainability in a holistic manner, taking into account environmental, social, and governance aspects.

The Strategy's scope encompasses all sustainability projects, initiatives, and activities undertaken by the OQ Group of Companies at different locations in Oman. This ensures that the company's sustainability efforts are consistent and well-coordinated across all its operations, maximising their impact and effectiveness.



STAKEHOLDER ENGAGEMENT

To ensure the best and most suitable material topics are identified, OQ follows a three-stage assessment and analysis process. In the first stage, which took place at the beginning of 2023, the company conducted a benchmark activity and engaged with six external stakeholders, including government bodies, lenders, and banks, through interviews. In the second stage, at the end of 2023, OQ utilised artificial intelligence to conduct a benchmarking activity by scanning more than 5,700 publicly available documents of regional and international peers and stakeholders to provide a materiality assessment of key ESG topics by ingesting a large volume of stakeholder-specific documents that reside in the public domain to understand best practices and find significant material topics. The final stage involved completing the stakeholder engagement process by obtaining insights from internal stakeholders, where more than 40 OQ employees from senior management (ELT and vice president level) were engaged and creating the materiality matrix based on their feedback.

OQ Material Topics Changes

New Material Topics

Waste Management

It is crucial to recognise that managing waste is a significant issue deserving its own focus. While it was previously grouped with pollution control, its importance has led to its separation as a distinct topic. Proper waste management practices, like recycling and responsible disposal of hazardous materials, are vital for protecting the environment and ensuring the health and safety of all living things.

Restructured Material Topics

Water Management

In order to cover a broader scope of concerns, we substituted the phrase "water consumption" with "water management." This adjustment encompasses not only the usage of resources but also the appropriate handling of wastewater. Adequate management of resources like water, energy, and raw materials, along with responsible waste disposal, is crucial for maintaining sustainability and safeguarding the environment. Hence, it is imperative to prioritise management over mere consumption to effectively tackle these challenges.

Merged Material Topics

Climate Change and Energy Transition

The term "climate change" is more commonly used than "climate adaptation." Climate change covers a broad range of subjects, including the crucial aspect of reducing greenhouse gas emissions, which is essential for mitigating its effects. Hence, it's vital for us to concentrate on cutting emissions to lessen the impact of climate change. This can be accomplished through various means, such as adopting renewable energy, enhancing energy efficiency, and promoting sustainable transportation. By reducing emissions, we can tackle the challenges of climate change and protect the environment for future generations.

Removed Material Topics

Circular Economy

To streamline our approach, we integrated wastewater management into the broader framework of "Water Management." This consolidation emphasises the importance of implementing proper practices like collection, treatment, and responsible disposal to safeguard water resources and public health. Hence, prioritising this aspect within our water management strategy is crucial.

Furthermore, we broadened our focus on emissions by incorporating them into the category of "Climate Change and Energy Transition." This expansion covers a wider array of topics, including reducing greenhouse gas emissions, transitioning to renewable energy sources, and implementing energy efficiency measures. By concentrating on these areas, we can effectively tackle the challenges posed by climate change and advance towards a sustainable future.

OQ Material Topics



Environmental Topics

- Biodiversity
- Water Management
- Waste Management
- Climate Change & Energy Transition



Social Topics

- Human Right Protection & Labour Management
- Local Community & Social Investments
- Occupational Health and Safety
- Employment Practices & Development
- Diversity, Equity & Inclusion
- Asset Integrity & Critical Incident Management
- Economic Impacts

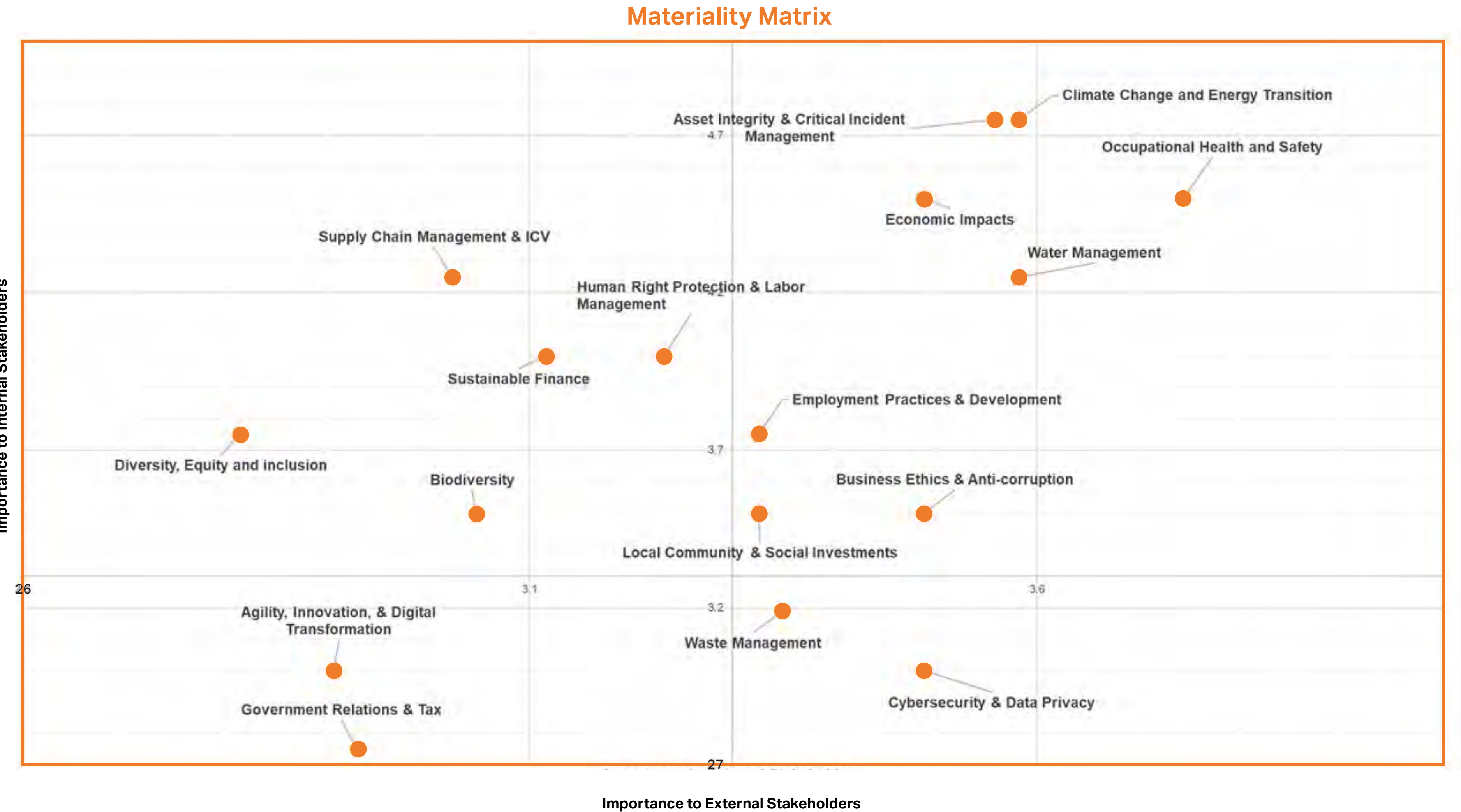


Governance Topics

- Supply Chain Management & ICV
- Sustainable Finance
- Government Relations & Tax
- Business Ethics & Anti-corruption
- Cybersecurity & Data Privacy
- Agility, Innovation, & Digital Transformation

MATERIALITY MATRIX

Based on the results of our stakeholder engagement, we developed a brief list of priority topics to guide our sustainability agenda. This approach helped OQ, and its assets make informed decisions about how to allocate resources and focus on the issues that matter most to our business.



SUSTAINABLE PLANNING

At OQ, we understand the importance of sustainable business practices and strive to incorporate these values into all aspects of our operations. We believe that effective sustainability governance is essential to our long-term success and have implemented processes to ensure we are executing our strategies with the utmost responsibility, accountability, and transparency.

Sustainability Roadmap

In 2023, we conducted a review of our materiality exercise to ensure that our sustainability priorities align with the new operating model and consider the latest trends in the energy sector. As a result, the sustainability roadmap targets were revisited in 2023, and six priority topics have been introduced for the upcoming three years (2024 - 2026). Targets have been identified for each priority topic for an effective implementation of the roadmap that meet our sustainability objectives.

OQ identified six ESG strategic priorities for the upcoming three years 2024 to 2026.



Environmental Pillar

- Decarbonisation
- Water Management



Social Pillar

- Occupational Health and Safety
- Diversity, Equity & Inclusion
- Impactful social investment



Governance Pillar

- Responsible Procurement

You can find more information about our focus areas throughout the report.

Our Strategic Priorities Targets

Environmental	<div><div>Decarbonisation</div></div> <div><ul style="list-style-type: none">• Achieving net-zero emissions by 2050 in line with the commitment made in the Paris Climate Agreement to keep the rise in average world temperature to 1.5°C.• Reduce absolute or intensity scope 1 and scope 2 emissions from the 2021 baseline by 25% by 2030.• Our goal is to have no routine flaring in our upstream assets by 2027.• Continuous performance review, spotting and fixing problems, grasping opportunities, and improving overall operational effectiveness.</div>
	<div><div>Water Management</div></div> <div><ul style="list-style-type: none">• Guaranteeing baseline data accuracy for OQ operated assets.• Recognising the downstream effects of our operations on the communities surrounding them.</div>
Social	<div><div>Health and Safety of our Contractors</div></div> <div><ul style="list-style-type: none">• Actively collaborate with our operational contractors to address issues related to camp welfare and enhance living conditions.</div>
	<div><div>Diversity, Equity & Inclusion</div></div> <div><ul style="list-style-type: none">• Establish business practices to enhance gender diversity and inclusion of persons with disabilities in the workplace.• Conduct several networking and sports-related activities to help our women employees develop the interpersonal skills essential for job growth.</div>
	<div><div>Local Community & Social Investments</div></div> <div><ul style="list-style-type: none">• Conduct Social Return on Investment (SROI) studies on all our key projects to measure social impact.</div>
Governance	<div><div>Responsible Procurement</div></div> <div><ul style="list-style-type: none">• Develop Responsible Procurement framework and process including risk criteria, and supplier social and environmental screening criteria• Develop OQ Supplier Code of Conduct</div>

Reinforcing our Business Practices

In today's rapidly evolving business landscape, the significance of every strategic decision we make cannot be underestimated. The theme that echoes throughout this report, "Every Step Matters," serves as a profound reminder of the impact that each action, regardless of its scale, holds in shaping our collective future.

Within these pages, we showcase the intricate tapestry of our sustainability efforts, illuminating how each initiative, policy, and initiative intertwines to form a narrative of progress and purpose. As we advance towards a more sustainable future, we acknowledge that our journey is a mosaic of small victories and significant milestones, all contributing to a larger story of transformation and positive change.

Aligned with the ethos of "Every Step Matters," we recognize the power of our collective actions in fostering a culture of sustainability, not just within our organisation but across the wider community. By weaving together threads of innovation, accountability, and responsibility, we aim to create a legacy that transcends profit margins and enriches the world we inhabit.

As you immerse yourself in the following sections, we invite you to embrace the narrative of our sustainability journey, to witness the ripples of impact that emanate from each decision we make. Through this lens, we hope to inspire you to recognise the significance of every step you take and the role you play in shaping a more sustainable tomorrow. Together, let us embark on a shared path towards a future where every step we take truly matters.



ESG RISK MANAGEMENT FRAMEWORK

OQ is committed to sustainability and recognises the importance of effectively monitoring and mitigating ESG and climate-related risks quarterly. To achieve this, we have developed business-level ESG risk registers that seamlessly integrate into our overarching risk management processes. Our risk management framework is based on ISO 31000 and the Committee of Sponsoring Organisations of the Treadway Commission (COSO), and it seeks to transfer, avoid, reduce the likelihood and impact of risks, or retain them, with process owners overseeing the chosen risk treatment option.

The risk management team is responsible for conducting scenario analysis to identify and prioritise key climate risks and opportunities, actively integrating them into the ESG risk registers and business plans. By fully integrating ESG risks into our enterprise risk management system, we anticipate and respond to emerging risks effectively, safeguarding our business and the environment.

We embed sustainability considerations into the initial stages of design, with cost and feasibility analyses factoring in these features. Furthermore, we actively incorporate sustainability into our investment criteria and due diligence processes, encompassing climate risks in these considerations.

Staying compliant with climate and sustainability legislation is of utmost importance to us. We regularly review and monitor these regulations to ensure compliance and mitigate risks associated with non-compliance.

GOVERNMENT RELATIONS & TAX

OQ is dedicated to conducting its business with honesty and transparency, including its tax practices. The company understands the significance of paying its fair share of taxes and contributing to the communities where it operates.

Tax Governance is a major part of OQ's Corporate Governance, both strategically and operationally. The company manages tax risk through established policies, procedures, systems, and controls and continually works towards enhancing enterprise-wide tax risk management to detect, control, and monitor tax risks on a global scale. This approach aligns with OQ's overall risk appetite for taxes. The roles and responsibilities relating to tax are clearly defined and well understood, and the company has a group-wide process to identify, report, and manage tax risks.

The tax function complies with the Code of Conduct's business conduct principles, and the company fosters and maintains open, collaborative, and transparent relationships with local tax authorities and other third parties in each country where OQ operates, based on mutual respect and trust.

OQ has implemented a Tax Policy to outline the tax governance framework of its business. The policy ensures compliance with tax obligations and risks globally while enhancing tax support to the business. The Executive Leadership Team reviews and approves the policy, while the Board of Directors and management are consulted with the tax strategy and significant tax matters.

OQ's tax approach is consistent with its sustainable development strategy and promotes business structures driven by commercial factors with genuine substance and no abusive tax outcomes. The company takes a proactive role in managing and minimising tax risks and, therefore, promptly conducts the following:



GUIDANCE TO ETHICAL PRACTICES

OQ recognises the significance of integrity and transparency in carrying out business operations. To foster a culture of integrity, OQ has designed a system that involves providing employees with training on the Code of Conduct and relevant ethical policies, encouraging employee engagement, and implementing other measures. In summary, our business ethics framework includes:

CODE OF CONDUCT

The document defines the fundamental principles and moral standards that steer our conduct as a corporation and establish our standards for our staff, vendors, and associates.

Upon commencing their employment, staff members are obligated to review the Code of Conduct and confirm their compliance with the Code and associated protocols.

ANTI-BRIBERY AND CORRUPTION PREVENTION POLICY

There are provisions in place to deter unethical business practices, such as regulations mandating disclosure of potential conflicts of interest, protocols governing the giving and receiving of gifts, hospitality, and entertainment with third parties, including public officials, bans on making facilitation payments, as well as guidance on sponsorship and charitable donations.

WHISTLEBLOWING

Our Whistleblowing Reporting Hotline is easily accessible to both OQ employees and third parties through our internal website and external webpage. The tool is managed by a third party to guarantee confidentiality and provide anonymous reporting. Whistleblowing reports can be made through various channels including web, phone, email, and face-to-face reporting.

The OQ Ethics Committee oversees the ethics programme of the company, with representation from the Executive Leadership team. The Committee is kept informed of any instances of misconduct, investigations conducted, and actions taken to address them. It also tracks initiatives aimed at improving the ethical culture of the organisation.

To support the Ethics and Business Integrity Team, the company has appointed Ethics Ambassadors who provide guidance on the Code of Conduct and policies related to anti-bribery and corruption. These ambassadors have received training on the Code and related policies and are equipped with the necessary knowledge and tools to guide

the employees. They have been appointed across various business lines of OQ.

In coordination with the Legal team, the company regularly reviews its ethics policies and procedures, applying best practices. The goal is to ensure that they are updated in accordance with evolving legal and regulatory requirements and the OIA's Code of Governance.

In 2023, OQ conducted additional awareness initiatives to ensure that the employees are aware of the importance of ethics in the organisation.

OQ's Ethics and Business Integrity team collaborated with the Assurance department to promote a speak up culture. They conducted various awareness sessions throughout the year with approximately 1,055 attendees, highlighting the ethics tools and policies, and emphasising the importance of speaking up and reporting misconduct. They also provided information on anonymous reporting tools and OQ's anti-retaliation policy. Additionally, OQ's first Ethics Awareness Week was conducted during the year, which included presentations and external industry experts visiting the company to speak on various ethics topics.

WE'RE
FOCUSED ON
THE FUTURE
OF ENERGY.

> oq.com

In the year, a set of quarterly newsletters on ethics and business integrity was issued. The main objective of these newsletters is to emphasise the importance of adhering to the Code of Conduct and its related policies. Additionally, these newsletters aim to highlight various ethics initiatives taken by OQ, events related to ethics, and share insights to promote a culture of ethical conduct.

Policy Access

Our Code of Conduct and Third-party Code are available on our Corporate Website and Internal Portal: <https://oq.com/en/about-oq/company/code-of-conduct#mss>

Complaint Mechanism

At OQ, we prioritise accountability and transparency in all facets of our operations, including our interactions with employees. Our grievance mechanism plan and compliance management process serve as a cornerstone of this commitment, providing a clear process for individuals to voice concerns and seek resolution. Any employee is entitled to raise a concern about unfair treatment or unacceptable behaviour and to have that concern treated seriously, impartially, and confidentially.

We outline the structure and processes of our grievance mechanism, emphasising our dedication to addressing employees' concerns in a timely and equitable manner. Through examples of grievances received and actions taken, we demonstrate our commitment to transparency and accountability, striving to foster trust, facilitate constructive dialogue, and continuously improve our practices to uphold human rights and ethical standards. The main process of compliance is as follows:

The employee who has a concern, problem, or complaint regarding any matter, should discuss the matter with the employee's line manager (informal route). If the line manager is involved with the case, the employee should take it up with the manager to whom the line manager reports.

In circumstances where the line manager is not involved, the line manager will attempt to resolve the matter at that point by providing advice or a solution to the employee to deal with the complaint. The line manager should attempt to resolve the reported matter within five (5) working days. After discussing the complaint, the line manager will summarise the results of the discussion and share the outcome and feedback with the employee.

If the complaint remains unresolved by the end of the fifth day, the line manager shall raise the matter directly to the Employee Relations team to discuss the issue in detail. The Employee Relations team should attempt to resolve the reported matter within six (6) working days and then share the outcome and feedback with the employee and his/her direct line manager.

The management level is responsible for each of the complaint and grievance concerns. When an action is taken by a manager, the manager should:

- Be consistent, orderly, and impartial in managing the employee's concerns.
- Treats all people involved with respect.
- Preserves productive relationships in the workplace.

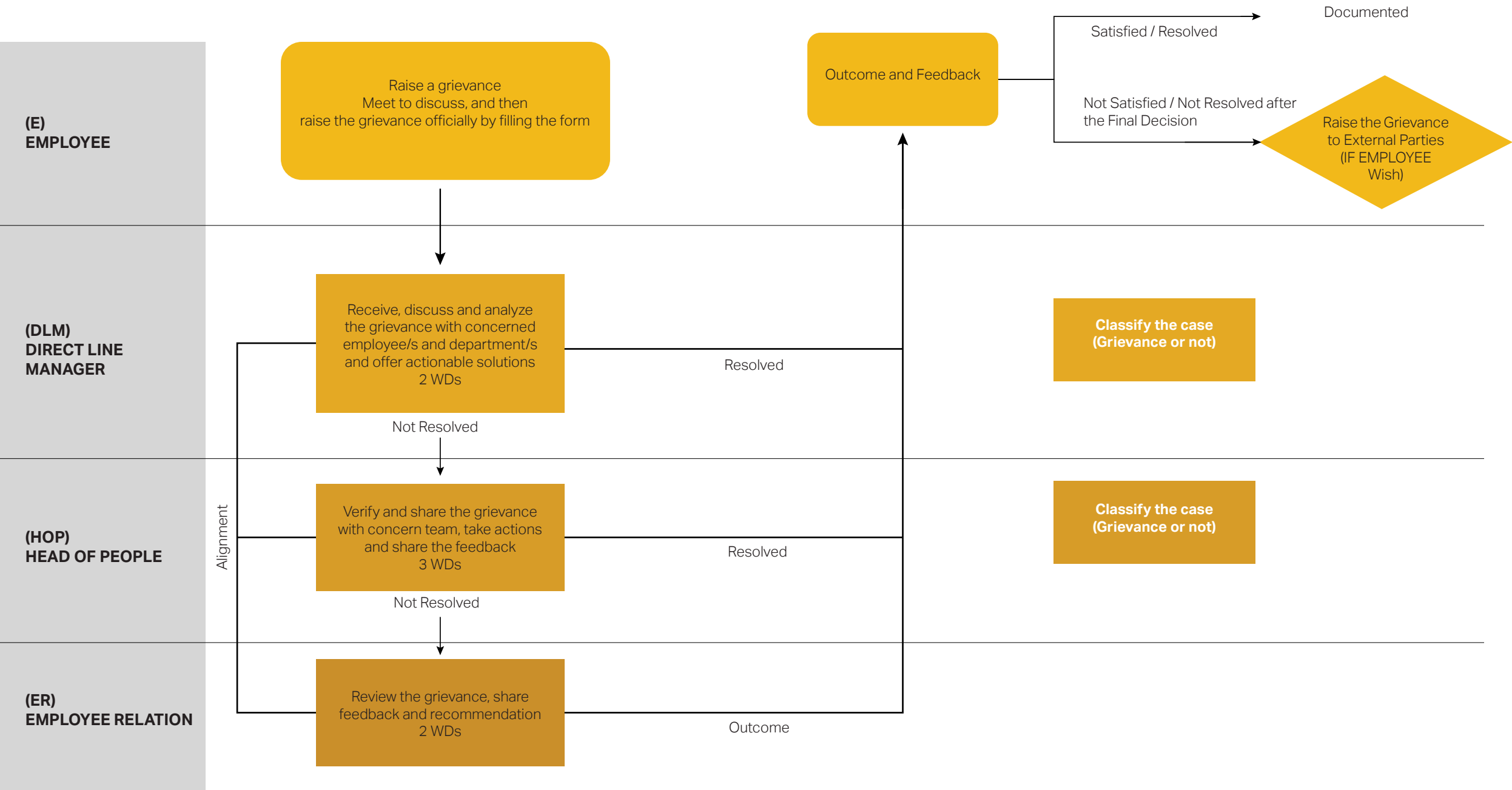
Human Rights

We believe in upholding human rights as an essential part of our business principles. To ensure fair labour practices, we have implemented sound and robust workplace policies seeking to foster transparency across our operations, provide safe working conditions, and fight against modern slavery throughout our supply chain. You can find more information about this on our corporate website, which is accessible by our third parties.

Our Third-Party Code of Conduct requires our business partners to offer high-quality working conditions in line with internationally recognised principles on labour and human rights. We expect our suppliers and vendors to operate within the framework of the United Nations Declaration of Human Rights, the Fundamental Convention of the International Labour Organisation, and to comply with the Basic Law of the State and the Oman Labour Law and align with the efforts of the Human Rights Committee to prohibit slavery, human trafficking, as well as forced, compulsory, or child labour.

We also expect our partners to comply with applicable laws and regulations related to environmental protection and to ensure a safe working environment for their employees, workers, and personnel by maintaining programmes on accident prevention, health, and risk exposure minimisation.

Regarding corruption, we can confirm that one case occurred within the company, and one employee was dismissed or disciplined for corruption-related offences. There were no incidents of business partners being terminated due to corruption during the year, and no legal cases related to corruption were filed against the company or its employees during the year 2023.



AGILITY, INNOVATION & DIGITAL TRANSFORMATION

OQ's digital transformation strategy aims to promote digital innovation, increase customer value, enhance competitiveness, and achieve sustainability using 4th Industrial Revolution technologies. Some of the key accomplishments in 2023 include:

- Establishment of the OQ digital factory which helps in accelerating the group's digital transformation journey.
- Development of a digital roadmap for each OQ subsidiary.
- Use of Generative AI for hiring and onboarding.
- Implementation of Robotics Process Automation (RPA) and AI for HSSE monitoring.

In 2024, OQ plans to scale up its AI video analytics projects, expand the use of Predictive Asset Maintenance solution, and implement more use cases for generative AI in legal and operations. OQ also plans to sign a service contract for drone services using AI and image analytics to reduce HSE risks and increase flexibility and productivity.

To enhance the transformation journey, OQ continues to participate in digital transformation conferences such as the MENA downstream digital transformation conference that brings together participants from more than ten countries to discuss the challenges in the implementation and capitalisation of emerging technologies and digital solutions. The Group's participation in this conference reflects the Group's belief in the importance of overcoming the barriers to digital transformation.

ESG Reporting System

OQ's ESG Data Reporting System (Athr) stands at the forefront of the global sustainability movement, revolutionising how we track, report, and analyse environmental, social, and governance (ESG) performance.

As businesses increasingly prioritise responsible practices, integrating ESG metrics has become crucial. Our innovative system simplifies ESG reporting, enabling data-driven decisions that benefit both the bottom line and the environment.

This cutting-edge platform offers an intuitive interface for efficient data collection and analysis, replacing cumbersome spreadsheets and disparate sources with a centralised reporting system. By effortlessly gathering ESG data, organisations can identify areas for improvement, set meaningful sustainability goals, and track progress over time.

A standout feature of the OQ ESG Data Reporting System is its robust analytics, providing accurate reports and insightful visualisations. This empowers OQ to gain valuable insights into environmental impact, social initiatives, and governance practices, facilitating informed decision-making and opportunities for enhanced sustainability practices, stakeholder engagement, and risk management.

Furthermore, the system is designed for compatibility, seamlessly integrating with existing ERP systems to facilitate the exchange of ESG data across departments. This integration bridges the gap between ESG reporting and business operations, allowing sustainability practices to be embedded holistically throughout the organisation.

OQX

OQX serves as OQ's Innovation Hub, dedicated to generating value for the company by leveraging Research and Development (R&D) and technology implementation to foster advancement and creativity. By the close of 2023, OQX had identified potential value exceeding USD 60 million for OQ and gathered more than 250 ideas and pain points. Among these, 28 concepts are currently being evaluated for potential technology deployments or R&D initiatives.

Additionally, OQX has initiated two active collaborations focused on business opportunities. The ideas collected and under review encompass all sectors of OQ, including its three verticals: Exploration and Production, Commercial and Downstream, and Alternative Energy, as well as various functions within OQ, such as Finance, People, Technology, and Culture.

Currently, OQX is managing 3 late-stage projects and 2 R&D Projects

Digital Transformation

OQ has developed a Digital Transformation strategy to compete globally. OQ's digital goals aim to drive growth by promoting digital innovation through a prepared workforce, increasing customer value, enhancing competitiveness, and achieving sustainability through the use of 4th Industrial Revolution technologies.

Key Accomplishments in 2023

- Establishment of the OQ digital factory
- Development of a digital roadmap for each OQ subsidiary
- ESG Materiality assessment using an AI tool.
- Implementation of Robotics Process Automation (RPA)
- Use of AI to address HSSE monitoring challenges by analysing feeds and providing insights.
- Initiation of a Digital Twin project in Upstream to test the value generated



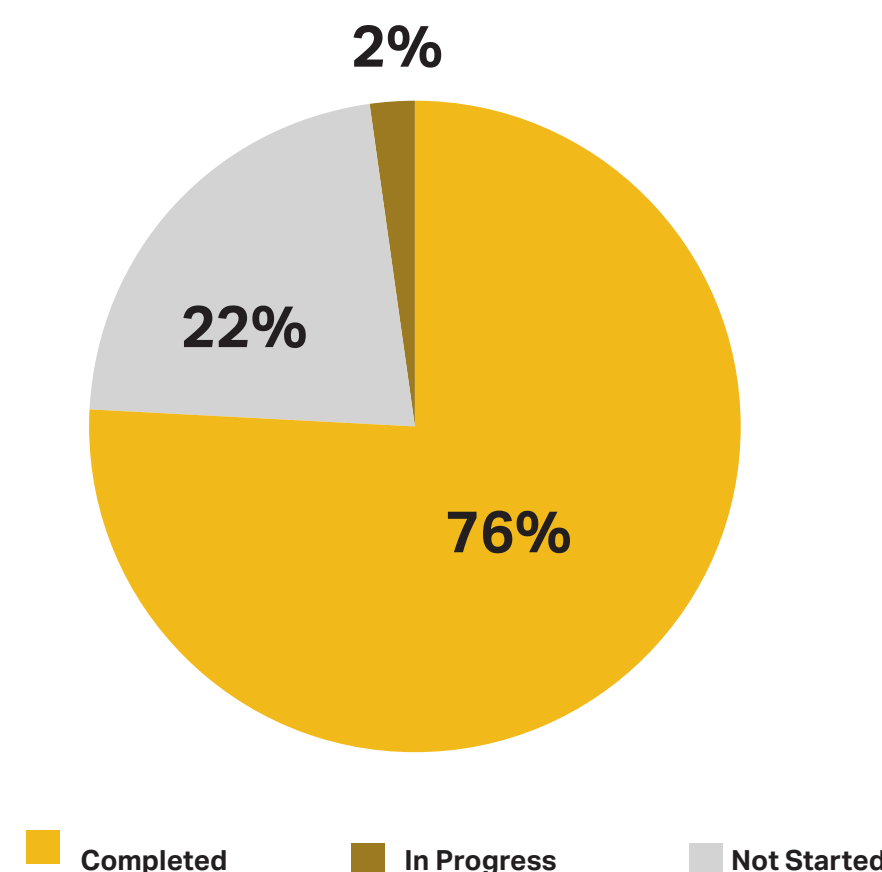
2024 Plans

- Scaling up the AI video analytics projects across OQ
- Implementing more use cases for generative AI
- Scaling up the Digital Twin to other OQ assets
- Expanding the use of the Predictive Asset Maintenance solution
- Scaling up RPA and automation
- Signing a service contract for drone services using AI

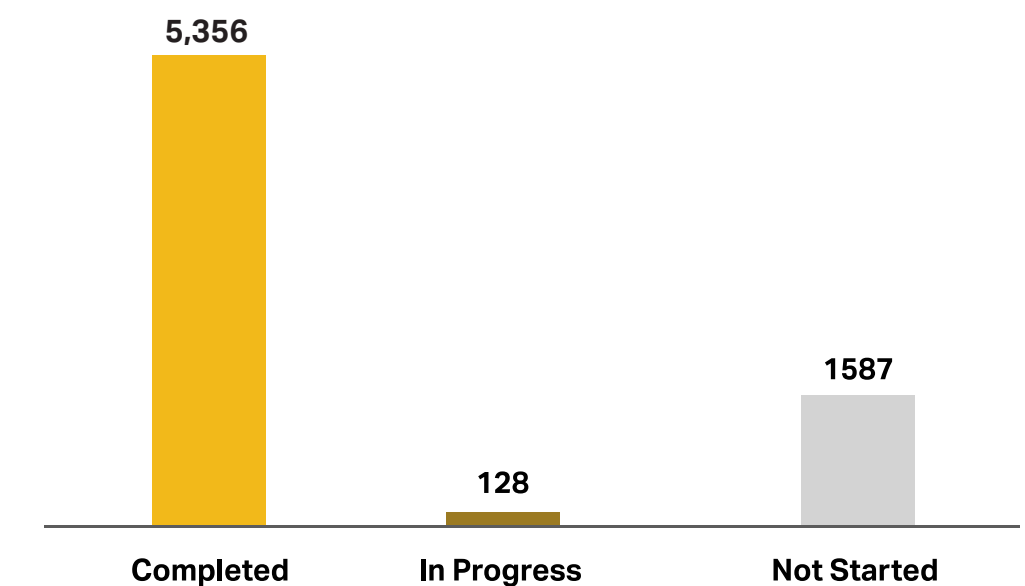
SAFEGUARDING OUR DIGITAL FRONTIER

The cybersecurity maturity level of OQ has significantly improved, based on the most recent cybersecurity risk assessment using the Capability Maturity Model. This progress is a direct reflection of the advancements in IT cybersecurity controls maturity. The Cybersecurity team is currently in the last phases of readiness to proceed with the ISO 27001 certification audit. In addition, there were 5 planned Cybersecurity Capex projects, out of which 3 went live and 2 are in progress, with an overall progress report of 85%. In 2023, Cybersecurity delivered additional ad-hoc projects including the Cybersecurity Scorecard, Cybersecurity Risk Index for Executives, Cybersecurity Awareness Platform, and Phishing Simulator & ER.

As a final status, 76% of our employees have completed the Cybersecurity Awareness campaign with a satisfaction rating of 4.7 out of 5



Total Employees



The importance of Cybersecurity for OQ was recognised during the integration project (called Nakhla) in 2019, as a mandatory requirement to protect information systems and operational technologies against cyber-attacks that can cause human fatalities at industrial areas. The cybersecurity journey started in 2019 with the integration management office (IMO) and has since extended to cover the security of operational technologies (OT), with the aim of enhancing the overall maturity level of OT security. Cyber Security projects, initiatives, and controls updates are regularly presented to the executive management.

Additional policy manuals and procedures were introduced in 2023 to govern both IT & OT cybersecurity, as part of the commitments for the year. Cybersecurity underwent a major change in the operating model, which introduced a challenge about the availability of taskforce and resources. This was addressed by outsourcing and on-boarding consultants to support Cybersecurity in meeting its commitments to the executive management. The cybersecurity strategy focuses on OQ's three strategic areas - Cyber Security Resilience, Evolved Workforce, and Digital Trust - aligned with the vision and mission of OQ Group. A three-year roadmap was also delivered to enhance the overall Cybersecurity maturity level for both IT & OT. OQ's head of cybersecurity presented a paper on the group's experience in protecting national infrastructure from cyber risks in the Oman Cybersecurity Conference.

In 2023, OQ announced the launch of the TASNIF platform to endeavour with the National Records & Archives Authority. TASNIF is an Information Classification tool that helps employees in handling sensitive information and actively supports maintaining data confidentiality by classifying emails and document files in accordance with the Royal Decree No. 118/2011 on information security classification. This platform was installed in 5600 OQ group employees' workstations in 2023. OQ held training to inform and educate employees on the process and usage of this platform; this training session included information classification and the data classes with examples.

Information classification

- Documents Classification

TASNIF Classification for Office
Information Classification for Microsoft Office Documents, Excel, PowerPoint
- Desktop Classification

TASNIF Classification for Desktop
Information Classification for the files on Windows Desktop
- E-Mail Classification

TASNIF Message Classification
Message/Email Classification for Microsoft Outlook

Data Classes

Unclassified	Information that is unclassified must still be treated as official and should only be shared based on "Need to Know": It should only be made accessible to those people who need to know the information in order for them to be able to fulfill their official duties and obligations.
Confidential	Information that is not preferred to be disclosed to preserve the interests of the organization/State
Restricted	Information which if disclosed, retained or acquired may lead to administrative or economic difficulties for the organization/State, or to the benefit of other party.
Secret	Information which if disclosed, retained or acquired may threaten the safety of the organization/State or cause damage to their interests or may benefit any other party.
Top Secret	Information which if disclosed, retained or acquired may lead to serious damage to the internal or external security of the State, or to the benefit of any other state or party, that would pose or potentially pose a threat to the Sultanate

Building a Responsible Supply Chain



OQ's Strategic Priorities

Responsible Procurement Practices

OQ believes that responsible procurement is crucial for ethical, sustainable, and socially responsible business conduct. It recognises the global impact of procurement activities on human rights, labour practices, the environment, and communities. Through responsible procurement, OQ makes informed choices in supplier and partner selection, adhering to standards and guidelines concerning human rights, labour practices, environmental stewardship, and ethical business conduct. This approach helps OQ mitigate risks, promote sustainable practices, and contribute to positive social and environmental outcomes. Responsible procurement aligns with stakeholder expectations, demonstrating OQ's commitment to transparency, accountability, and ethical behaviour. It is also crucial for compliance with laws, regulations, and industry standards, reducing the risk of legal penalties, regulatory non-compliance, and reputational damage. By selecting suppliers that uphold these requirements, OQ ensures that its operations align with both local and international regulations, contributing to a more sustainable and responsible global procurement and supply chain.

To convey these commitments and highlight their importance, OQ conducted awareness sessions targeting our Procurement and Sustainability teams. The sessions outlined OQ's future targets to enhance our social and environmental performance across our supply chain.

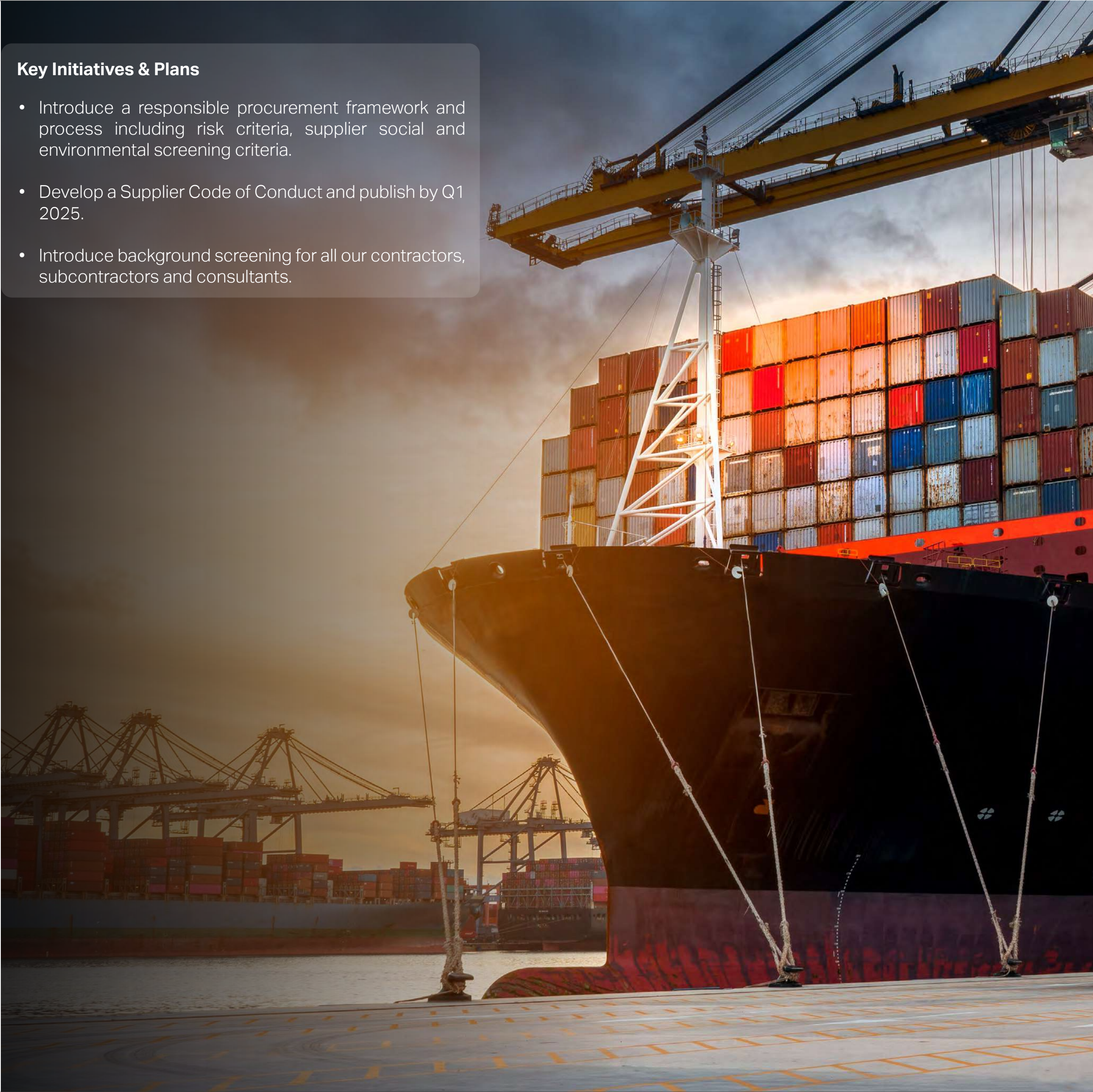
Alignment with Sustainable Development Goals



Alignment with Oman Vision 2040 Responsible State Agency

Key Initiatives & Plans

- Introduce a responsible procurement framework and process including risk criteria, supplier social and environmental screening criteria.
- Develop a Supplier Code of Conduct and publish by Q1 2025.
- Introduce background screening for all our contractors, subcontractors and consultants.



At OQ, we believe in taking a proactive approach toward responsible supply chain management. We recognise the need to operate in a sustainable and socially responsible manner, which benefits not only our organisation but also contributes toward creating a more sustainable future for all.

To achieve this, we place great emphasis on reducing waste and maximising resource efficiency. We conduct a self-assessment survey covering various topics related to product safety, quality, legality, and defence. This enables us to understand the ways of working of our suppliers in a protected environment and assess their capability to fulfil our commitment as a continual process. We also conduct supplier desk audit questionnaires to ensure that our suppliers meet important certifications and quality services.

Our procurement function is a critical part of our organisation, and we take pride in the relationships we have built with our vendors and suppliers. We have implemented key strategies to manage our supply chain effectively. These include timely processing of requirements and needs, careful outsourcing decisions, and adherence to policies and procedures that uphold our code of conduct.

Our extensive network of 11,000 registered vendors and suppliers is a testament to our commitment to sourcing the best products and services for our organisation. A total of 18% of our procurement budget was spent on Small and Medium Enterprises (SMEs) in 2023. We are proud to partner with businesses located throughout Oman, the Gulf Cooperation Council (GCC), and beyond, enabling us to access a diverse range of products and services that meet our unique needs.

We believe customer health and safety practices are essential to our commitment to sustainability, and we work closely with our suppliers to ensure that they share our values and operate safely and responsibly. As part of our tendering process, we have implemented the Health, Safety and Environment (HSE) criteria to assess potential suppliers. This ensures that our suppliers have a clear understanding of our HSE standards and can operate in a way that aligns with our values.

We are committed to promoting responsible HSE practices and assessing suppliers on additional social metrics such as human rights and anti-corruption. We believe this will contribute toward positive social impacts and create a safer and more sustainable supply chain overall.

In Country Value (ICV)

OQ is dedicated to maximising In-Country Value (ICV) by maintaining a highly efficient and competitive supply chain. This ensures the continuity and sustainability of all OQ operations and promotes the development of diverse, sustainable, and competitive local companies.

We recognise the vital role that local businesses play in building and sustaining the economy of Oman, and we place great emphasis on supporting them. To achieve this, in 2023, we invested in programmes that promote the growth and development of local businesses, created new job opportunities for 28 fresh graduate hires, and supported skill development by introducing training for 55 fresh graduates through our contractors and subcontractors' community. We also sourced goods and services from nationally registered suppliers, promoted the use of locally made products, and encouraged innovation and development in SMEs.

Our commitment to supporting local businesses is a testament to our dedication to building a sustainable future for Oman and the region. In 2023, we successfully achieved our ICV scorecard targets.

In 2023, OQ's total expenditure on goods and services totalled approximately USD 1.371 billion. Of this, USD 1.060 billion was allocated to contracts and procurement through local businesses, resulting in USD 437.393 million being retained as In-Country Value (ICV), which represents 31.9% of the ICV index.

Year	2021	2022	2023
OQ Total spend (USD M)	1,358	1,385.55	1,371.117
Local spend (USD M)	931	1,016.86	1,059.667
Local Spend %	69%	73%	77%
ICV Retained Value (ICV Index)	29%	32.7%	31.9%
ICV Retained Value (USD M)	392	453.52	437.393
SME spend (USD M)	165	260.03	245.35
SME% (Out of total OQ spend)	12%	18.8%	18%

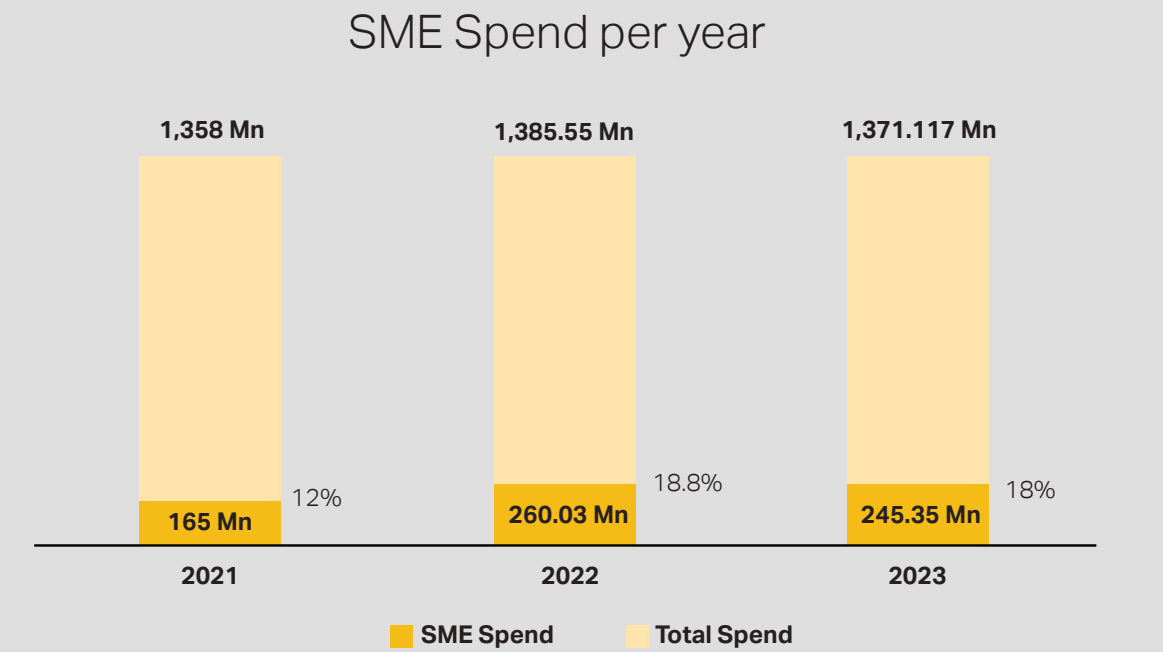
Supporting Small and Medium Enterprises (SMEs)

In 2023, OQ had demonstrated a significant commitment to supporting small and medium enterprises (SMEs), spending approximately USD 245 million, which accounted for 18% of its total spending of USD 1.371 billion. A notable portion of this spend, around USD 85.27 million, was specifically earmarked for SMEs holding the Riyadh Card. OQ also facilitated SME participation by registering 894 SMEs, including 756 Riyadh Card holders, on its e-tendering portal Tawreed.

To further support Riyadh Card holders, OQ implemented various measures, such as prioritising them for smaller purchase orders and contracts, offering preferential pricing for contracts within the range of USD 10,000 to USD 100,000, and committing to swift payment policies, settling invoices within 15 days. Additionally, OQ waived tender fees and initial guarantee requirements for SMEs, enhancing their ease of doing business within its supply chain.

Furthermore, OQ has introduced a unique programme that reserves certain tenders exclusively for SMEs and Riyadh Card holders, allocating a percentage of business and designating specific scopes of work (e.g., catering, transportation, maintenance) for these groups. Moreover, OQ fosters innovation among startups by supporting research and innovation initiatives, encouraging creative solutions to industry challenges, and leveraging modern technologies.

These initiatives underscore OQ's dedication to promoting a dynamic and inclusive business ecosystem, fostering local entrepreneurship, and driving innovation in the energy sector.



SUSTAINABLE FINANCE

Sustainable finance is of critical importance to OQ as we strive toward achieving our long-term goals of sustainable growth and development. As a responsible corporate citizen, we recognise the need to address environmental and social concerns while also delivering long-term value to our stakeholders. Sustainable finance practices enable us to create long-term value by aligning our financial decisions with environmental, social, and governance (ESG) considerations.

By incorporating sustainable finance principles into our business operations, we can enhance our risk management capabilities, reduce our exposure to potential financial risks, and improve our reputation in the marketplace. Sustainable finance practices also enable us to access new sources of financing, including green bonds, sustainable loans, and other innovative financing mechanisms that support our sustainability goals.

As part of our commitment to sustainable finance, we plan to focus on several key initiatives. For example, we will continue to introduce green financing, which refers to funding for projects that have positive environmental impacts. This will include working closely with financial institutions, insurers, and developers to build a sustainable energy finance ecosystem that supports our sustainability goals.

Transparency is also a key component of our sustainable finance strategy. We will provide clear and transparent information about our sustainability practices and financial performance to our stakeholders, including regular sustainability reports that demonstrate our commitment to environmental, social, and governance (ESG) factors.

Finally, we recognise that investors are increasingly considering ESG metrics when making investment decisions. As such, we will continue to prioritise ESG considerations in our financial decision-making processes to ensure that we create long-term value for our stakeholders while also promoting sustainable development.



Fostering Change with Environmental Conservation

In a world where every step matters, the pursuit of environmental conservation and the transition to a net-zero future has never been more crucial. Through a dedicated focus on fostering change through sustainable practices, organizations like OQ are leading the way towards a greener, more eco-conscious future.

By committing to initiatives that promote net zero endeavours and prioritise the preservation of biodiversity, OQ is setting a powerful example of corporate responsibility and environmental stewardship. Through innovative offsetting initiatives and a steadfast dedication to reducing carbon footprints, OQ is not only reducing its impact on the environment but also inspiring others to follow suit.

At the heart of this story is the recognition that every action, no matter how small, contributes to the larger narrative of environmental conservation and sustainability. By weaving together the threads of net zero endeavours, biodiversity preservation, and offsetting initiatives, OQ is shaping a narrative of hope and progress. As we delve deeper into this section, we uncover a tale of transformation, where every step taken towards a greener future carries with it the power to drive meaningful change.



Net Zero Endeavour



OQ's Strategic Priorities

Decarbonisation

OQ is committed to advancing its decarbonisation efforts, with a strategic focus on reducing carbon emissions and fostering sustainable practices. To achieve this goal, we have implemented a range of initiatives, including a meticulous assessment of emissions, the development of comprehensive decarbonisation plans, and the establishment of key performance indicators (KPIs) for continuous progress monitoring.

Our steadfast commitment to decarbonisation aligns seamlessly with our overarching dedication to sustainable growth, where our efforts extend to energy efficiency, clean energy initiatives, and the development of low carbon molecules (LCM). By making decarbonisation a core element of our environmental responsibility and long-term sustainability goals, we are taking a proactive stance in mitigating carbon impact across our operations.

Alignment with Sustainable Development Goals



Alignment with Oman Vision 2040

An environment with Sustainable Component

Key Initiatives & Plans

- We are committed to achieving net-zero emissions by 2050, aligning with the Paris Climate Agreement pledge to limit the increase in global average temperatures by 1.5°C.
- We are targeting to develop a marginal abatement cost curve (MACC) for each of OQ's assets by Q2 2025.
- By 2030, we target a 25% reduction in absolute or intensity scope 1 & scope 2 emissions from the 2021 baseline.
- We strive for zero routine flaring by 2027 in our upstream assets, and we continue to finetune the roadmap to do so.
- We are committed to ongoing performance evaluation, identifying and rectifying challenges, seizing opportunities, and enhancing overall operational efficiency.
- We invest in carbon reduction projects to offset our emissions with carbon offset certificates.

In 2024, we are planning to:

- Continue to improve OQ's GHG inventory and plans.
- Introduce third party validation on an annual basis to OQ's GHG data.
- Prepare OQ to report on its climate-related financial disclosures, as stipulated by the Task Force on Climate-related Financial Disclosures (TCFD).
- Work on improving OQ's sustainability rating.
- Embed decarbonisation into OQ's procurement criteria.
- Develop long-term decarbonisation plans for OQ, including energy efficiency, clean energy, low carbon molecules and negative emissions plans.



As part of its commitment to enabling OQ's energy transition, OQ Alternative Energy (OQAE) is taking the lead in the organisation's decarbonisation efforts. The aim is to build resilience into OQ's existing hydrocarbon portfolio and achieve sustainable growth through efforts on energy efficiency, clean energy, and low-carbon molecules (LCM).

In 2023, OQAE made significant progress in its decarbonisation strategy, with a strong focus on governance and analytics. To enhance governance, a dedicated steering committee was established, led by the Group CEO, to drive the development and execution of the group's decarbonisation and Energy Efficiency Strategy. This committee operates within the framework of OQ's decarbonisation and energy policies, which were endorsed by the board in 2022 and 2023, respectively.

OQ's decarbonisation policy commits to aligning with Oman's national targets, including achieving zero routine flaring by 2030 and attaining net-zero GHG emissions by 2050. OQ has set an interim goal to reduce its Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 25% from its 2021 baseline by 2030. The energy policy, on the other hand, commits OQ to establishing an Energy Management System to promote the long-term environmental and economic sustainability of its operations in line with the company's decarbonisation policy.

To increase transparency and elevate data reporting, OQAE is working toward implementing a digital GHG inventory covering the entire portfolio under OQ's equity share boundary. The digitisation ensures periodic and streamlined updates of OQ's GHG emissions from its various assets and enables transparent reporting in accordance with the GHG Protocol's accounting and reporting standards. Both GHG and Energy Efficiency have been embedded into OQ's scorecards as key performance indicators (KPIs) to drive action through remuneration incentives. OQ has established 2024 annual GHG targets for assets under its operational control, with achievement directly impacting the remuneration of all employees, including executive management. The integration of GHG and Energy Efficiency metrics into OQ's scorecards as KPIs serves as a direct link between individual and organisational performance and the overarching commitment toward net-zero goals.

In 2023, OQAE conducted roadshows across the various OQ assets all around the country to provide fundamental information on GHG accounting and to familiarise relevant stakeholders with the role of the decarbonisation team. These sessions aimed to increase awareness and understanding, enabling employees to actively contribute to OQ's sustainability journey.

OQAE is committed to identifying and developing new opportunities, addressing associated challenges, and de-risking them to reach Final Investment Decisions (FID). In 2023, considerable progress was made in the development of renewable energy projects, as OQAE expanded its partnerships to de-risk the existing green hydrogen projects. These initiatives align with Oman's ambitious net-zero goals.

Additionally, we plan to use carbon offset credits to compensate for emissions by investing in carbon reduction projects, such as reforestation or renewable energy initiatives. This approach will allow us to offset our carbon footprint and promote sustainable development.

Climate Related Risks

At OQ, we are aware that climate change presents various risks to our operations, including physical and transition risks. Physical risks refer to the potential impacts of climate-related events, such as extreme weather conditions or sea-level rise, on our assets and operations. Transition risks involve the financial and regulatory implications of shifting toward a low-carbon economy. We are therefore constantly striving to improve our methods of identifying and managing these risks.

Starting in 2022, climate-related risks were incorporated into OQ's risk register, which is updated every six months. Furthermore, we are collaborating with our teams to evaluate the potential physical risks that climate change could pose to our assets.



Our GHG Metrics & Targets

Absolute Emissions (Assets under operational control)

In 2023, the total combined absolute Scope 1 and Scope 2 emissions from assets and activities under our operational control amounted to 7.9 million metric tonnes of CO2 equivalent (MtCO2e), representing a decrease of 13 thousand metric tonnes of CO2 equivalent (ktCO2e) from 2022 levels. The reduction in Scope 1 emissions is mainly attributed to reduced flare-related emissions in OQ RPI as a result of the flare reduction initiative, which aimed to minimise flaring activities and associated emissions.

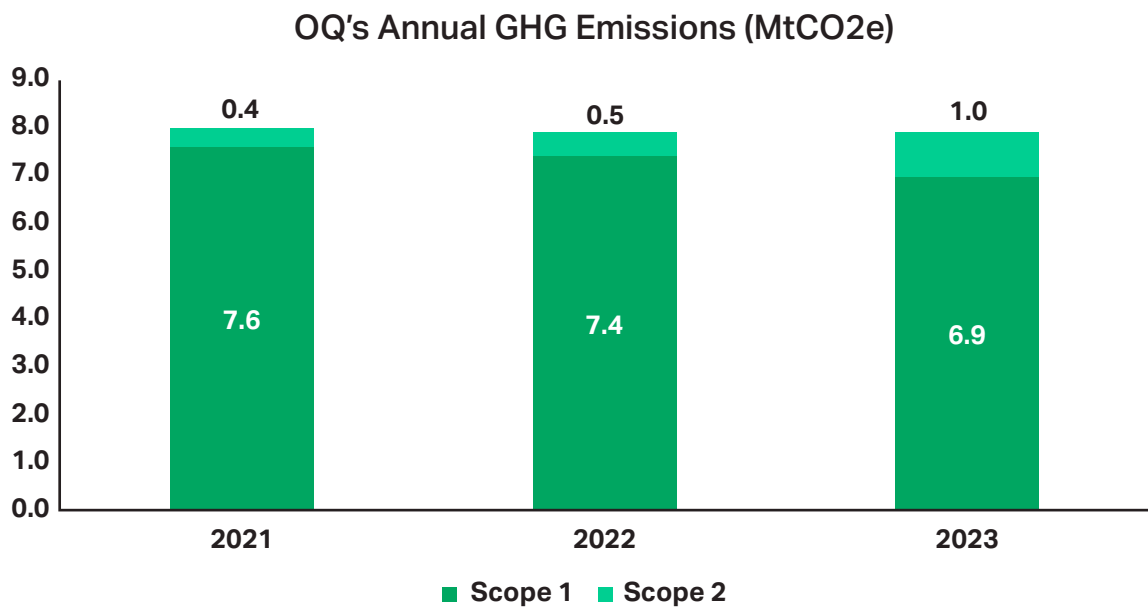
Although the net Scope 1 and 2 emissions decreased, Scope 2 emissions increased in 2023 because of increased electricity purchases in OQ Methanol and OQ RPI. OQ Methanol started the full operational commencement of the Ammonia Plant in 2023, leading to higher electricity demand. In OQ RPI, electricity was imported to address generation shortages during certain periods, as well as a business decision to import electricity during winter months to meet operational requirements.

In addition to accounting for 2023 emissions, we further refined our historical emissions (including the baseline year emissions) by moving from Tier 1 to Tier 2 emissions accounting, which led to a reduction in our baseline emissions that changed from the previously reported 10 MtCO2e to 7.6 MtCO2e.

We have started accounting for Scope 3 emissions, which include indirect emissions from sources not owned or directly controlled by OQ, such as purchased goods and services, from the assets we operate. We are striving to continuously improve the quality of our Scope 3 data. Our plan is to reduce the Scope 1 and Scope 2 emissions from the assets we operate by 2030, in line with Oman's commitments. This will be achieved through various measures, including increasing energy efficiency, switching to cleaner sources of electricity, and making changes to our portfolio by investing in low-carbon technologies and renewable energy projects.

Scope 1 and Scope 2 Emissions Under Operational Control (MtCO2e)

We are committed to improving the quality of our GHG emissions data through accountability and transparency. Despite the challenges posed by calculating emissions accurately across multiple sites and operations, we are working toward implementing a digital tool that will streamline reporting and enhance data governance across our organisation. Currently, we have developed a digital inventory and dashboards for assets under OQ's operational control. In 2024, we plan to use these tools to enable monthly reporting of emissions performance from OQ's upstream and downstream assets. This frequent reporting will allow us to monitor our progress more closely and identify areas for improvement in a timely manner, further enhancing transparency and driving continuous improvement in our emissions management efforts.



Flaring

As a signatory to the World Bank's zero routine flaring by 2030 initiative, Oman is committed to achieving zero routine flaring in the upstream assets that we own and operate. In OQ, we are committed to achieving zero routine flaring in the upstream assets that we own and operate. In fact, we have accelerated our efforts and created a roadmap to achieve zero routine flaring as early as 2027. In 2023, the total amount of routine hydrocarbon flared in upstream assets under our operational control amounted to 12,129 tonnes. This represents a reduction of 12,047 tonnes compared to 2022.

Total Routine Hydrocarbon Flared in Upstream Assets Under Operational Control (thousand metric tonnes):

Total Hydrocarbon Flared – Routine	2021	2022	2023
	4	8	13

Flare Reduction Initiative

This effort not only diminishes the need for natural gas imports but also mitigates margin losses by avoiding the wasteful flaring of valuable products, resulting in annual benefits totalling approximately USD 33 million. The Flare Reduction initiative, spearheaded by a collaborative team comprising Operations, Process Engineering, Economics, and Business Improvement at OQ RPI, actively manages the reduction of flared gas volume.

This initiative is of utmost importance as it aligns with the core objectives of the Transformation Plan, aiming to curtail overall hydrocarbon loss from 0.9 wt% to 0.55 wt%. Beyond its considerable financial incentives, flare reduction significantly contributes to shrinking the organisation's carbon footprint and fosters positive impacts on surrounding communities.

Achievements in 2023 underscore the initiative's momentum, featuring strategic measures to diminish overall flaring at the Sohar Refinery and Liwa Plastic Industries Complex. These efforts include the adoption of BWF (Boiler Water Feed) injection for overhead line salt deposit washing, a pivotal step toward fulfilling the commitment to achieve net-zero flaring by 2030, as endorsed by the Omani Government in collaboration with the World Bank.

Methane

We prioritise the reduction of methane emissions, which are a potent greenhouse gas. We are continuously working to improve our ability to identify and manage our methane emissions. In 2022, we launched a leak detection and repair (LDAR) campaign across all OQ-operated assets to locate and repair fugitive methane leaks. Additionally, we believe in the importance of industry-wide collaboration to address methane emissions. Consequently, we are exploring opportunities to participate in voluntary initiatives such as the Oil and Gas Methane Partnership (OGMP) that focus on reducing methane emissions.

Energy Efficiency

Energy efficiency is a key focus area for OQ, as it helps us reduce our energy intensity and lower CO2 emissions. We actively seek out and implement energy-saving measures across our assets, including process optimisation, flare recovery, electrification, and building energy efficiency measures like insulation and energy-efficient lighting. Additionally, we adopt energy auditing practices aligned with international standards to baseline energy consumption and track the Energy Intensity Index (EII), which measures energy consumed per unit of output, across our operations.

Assets	Unit	Total energy consumption within the organisation	Energy intensity
OQ RPI	GJ	66,959,370	96.2 GJ/Boe
OQ EP	GJ	4,462,200	0.189 GJ/Boe
OQ Methanol	GJ	37,337,546	41.31 GJ/Boe
OQ Ammonia	GJ	7,022,279	26.61 GJ/Boe
OQ LPG	GJ	19,500,814	58.07 GJ/Boe

In 2023, we developed an energy efficiency roadmap for 2024 and beyond to further reduce the Energy Intensity Index (EII) of our assets. An energy efficiency policy was also introduced to provide governance and guidance to the group on this matter. The policy outlines strategies for optimising energy consumption, implementing energy-saving measures, and promoting a culture of energy efficiency across the organisation. We pursue ISO 50001 certification, which is in line with industry best practices, and have conducted internal and external audits.

We plan to be ISO 50001 accredited by mid-2024. OQAE is also advancing its efforts with an Energy Service Company (ESCO) project for Non-Technical Facilities, aiming to monetise energy efficiency initiatives through a guaranteed savings contract approach. An ESCO is a company that provides energy services and implements energy-saving measures, with the costs being covered by the resulting energy savings.

In our downstream assets, our goal is to achieve a top quartile EII position based on the Global Solomon Benchmark, which is an industry-recognised benchmark for energy efficiency in the refining and petrochemical sectors. In OQ RPI, we exceeded our Energy Intensity Index reduction target of 97.2 in 2023, achieving an index of 96.2. This reduction translates into savings of \$8.5 million from enhanced energy efficiency initiatives such as process optimisation, heat integration, and equipment upgrades.

Downstream	2021	2022	2023
RPI Energy Intensity Index (EII)	98.9	98.5	96.2

The Energy and Power team at OQ RPI has implemented a list of initiatives aimed at reducing energy usage in 2023. These initiatives are as follows:

Initiative 1: Power Import/Export Philosophy

During winter, power is imported throughout the day since the Grid Cost Reflective Tariff (GCRT), which is the cost of importing electricity from the national grid, is lower than the cost of generating power using the SR-2 steam turbine generators. Additionally, the efficiency of power imported from the grid is much higher than power generated in-house. During this period, the SR-2 steam turbine generators, which are large turbines that generate electricity using steam as the working fluid, are kept in shutdown condition, and power is imported from the national grid.

Annual expected savings	Annual Ton of CO2 Reduction
USD 2.4 Mn	35,700

Initiative 2: Xylene Column Optimisation Programme

This programme involves optimising the Xylene Column located at the Aromatic plant to reduce the energy used in it and allow it to run at an efficient condition. The programme includes running the column to a minimum optimum reflux ratio, reducing xylene column top pressure from 9.8 – 9.4 bar with bag, and online chemical cleaning for heaters.

Annual expected savings	Annual Ton of CO2 Reduction
USD 3.5 Mn	29,900

Initiative 3: Stopping the Vaporizer of SR-2 Hydrogen Generation Unit

The proposal is to stop the vaporiser of the HGU-2 and divert the process condensate to a safe location, reducing HP steam by 16 ton/hour.

Annual expected savings	Annual Ton of CO2 Reduction
USD 2.4 Mn	29,900

Initiative 4: SR-2 Steam Traps Survey and Replacement

OQ RPI has identified that SR-2 is encountering huge energy losses from faulty steam traps, which waste the energy contained in the different levels of the steam being generated from SR-2. To address this issue, a company that is an expert in steam losses management was brought in to identify, quantify, replace, and service the steam traps. As a result, overall steam losses were reduced, with 1,057 steam traps being replaced and 9.65 t/h of steam saved.

Annual expected savings	Annual Ton of CO2 Reduction
USD 0.87 Mn	14,200

Initiative 5: SR-1 Stopping One GBC

The energy team instructed that at least one gas booster compressor (GBC) in SR-1 should be stopped since it is designed only in case of LPIC being down and not able to take the generated fuel gas from SR-1. By stopping one GBC, electrical energy saved is 0.85 MWh, which will eventually lead to an overall reduction in energy consumption.

Annual expected savings	Annual Ton of CO2 Reduction
USD 0.48 Mn	3,400

Initiative 6: SR-1 GT-B Efficiency Enhancement After Compressor Cleaning

The energy team suggested performing an offline (chemical cleaning) of SR-1 GT-B by using special detergent to reduce the pressure difference across the axial compressor and enhance overall GT-B efficiency. The impact is across two folds: first, GT-B efficiency improvement by means of around 5 MW increment in the power output, and secondly, extra steam generated via waste heat boiler estimated to be 3 T/h of HP steam.

Annual expected savings	Annual Ton of CO2 Reduction
USD 0.42 Mn	11,000

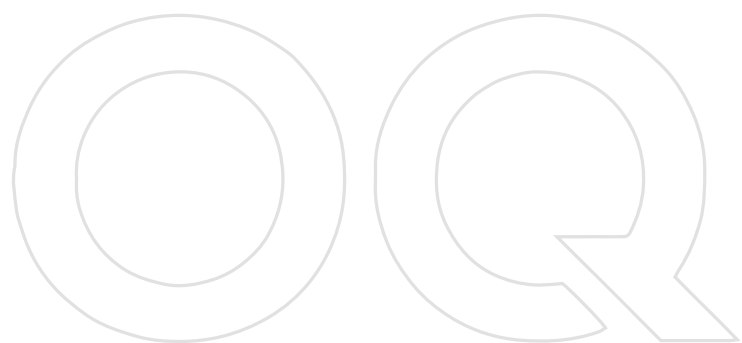
Initiative 7: Substation Lighting Reduction

In SR1, SR2, and AP, there are 28 electrical substations, and their lighting is designed with three lighting lines. Two lines are normal power feeds, and one line is emergency. All three lines are kept switched on 24 hours a day, seven days a week. The team has initiated switching off the normal power light (two out of three) when the substation is not equipped and switching the normal light on when there is a person entering the substation. As a result, the overall lighting power consumption will be reduced in substation buildings by one-third of the total power consumed earlier, reducing the amount of natural gas required for power generation.

Annual expected savings	Annual Ton of CO2 Reduction
USD 0.042 Mn	302



Commitment to a greener future



OQ’s Strategic Priorities

Water Management

The availability of energy is highly dependent on water, while the supply of water is equally contingent on energy. The mutual dependence between water and energy is expected to intensify in the foreseeable future, leading to significant implications for the security of both resources, particularly in Oman. To address the water-related challenges and issues at stake, OQ aims to introduce practical and value-added practices, programs, and solutions that align with Oman Vision 2040 and the Sustainable Development Goals (SDGs).

To achieve this objective, OQ plans to focus on the current data collation process related to water and gain a better understanding of it across all our operational assets. We also plan to introduce a central hub for water data to streamline the process. Through innovative approaches, our initiatives will target increasing the efficiency of water usage in our operations, including upstream, downstream, and alternative energy. We also aim to establish potential partnerships that deliver clean water to local populations.

Alignment with Sustainable Development Goals

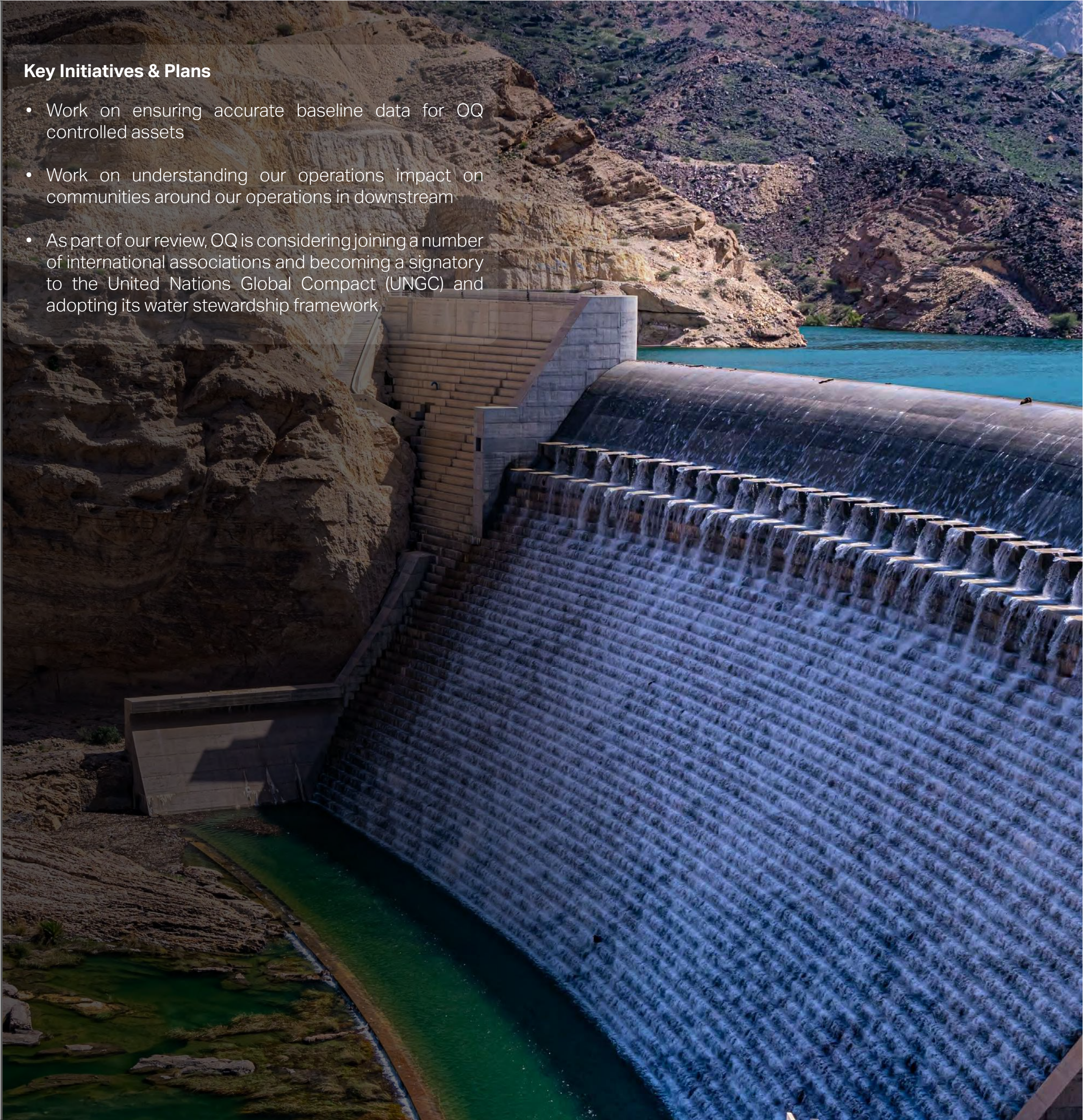


Alignment with Oman Vision 2040

An environment with Sustainable Component

Key Initiatives & Plans

- Work on ensuring accurate baseline data for OQ controlled assets
- Work on understanding our operations impact on communities around our operations in downstream
- As part of our review, OQ is considering joining a number of international associations and becoming a signatory to the United Nations Global Compact (UNGC) and adopting its water stewardship framework.



As part of its commitment to responsible water resource stewardship and its aim to achieve water positivity within the energy sector, OQ hosted a Sustainability Forum on Water Management. This event served as a platform for OQ to contribute to global water conservation efforts and advocate for efficient water resource management within the energy industry, such as promoting the reuse and recycling of water in industrial processes. In alignment with the goals outlined in Oman Vision 2040, this initiative sought to facilitate a transition towards sustainability across all aspects of the company by seamlessly integrating sustainability practices into OQ's operations throughout the value chain. To realise these objectives, the focus lay on setting specific goals and devising strategies to recapture lost value and optimise water usage across various operations.

The forum shed light on important themes related to water management, fostering an environment conducive to collective transformation toward more sustainable practices. One primary aim was to enhance the maturity of companies and organisations in water management through thorough risk analysis, reduced water consumption, and the adoption of industry-leading practices such as water footprint assessments and water efficiency audits. Additionally, the forum explored leveraging modern technologies to optimise technical aspects of water management. It also emphasised the importance of adaptable water resource management practices that can respond to changing conditions and emerging challenges.

Below is the water consumption, discharge and withdrawal data for each OQ Asset in 2023 and the total water consumption compared with 2022:





OQ Assets	Unit	Water Withdrawal	Water Discharge	Water Consumption
OQ RPI	Million m3	1,079	851	228
OQ EP	Million m3	0.001967	24	3
Majis	Million m3	2,191	4	0.115
OQ Methanol and OQ Ammonia	Million m3	107	103	3
OQ LPG	Million m3	Not Applicable	Not Applicable	0.00899
Total OQ Group 2023	Million m3	3,378	938	235
Total OQ Group 2022	Million m3	1,569	1,515	54

Waste Management

Operation Clean Sweep (OCS) is our commitment to social responsibility and environmental stewardship through responsible management of plastic resin pellets. We are dedicated to providing sustainable solutions to our customers while maintaining our high-value proposition of offering quality products with minimal environmental impact. We prioritise sustainability in all aspects of our business, from waste management to product development, and are continuously exploring new ways to promote sustainability and reduce our environmental impact.

Through OCS, we ensure that we reuse polymer scrap instead of directing it to a landfill. This not only generates revenue for the company by reducing material losses but also contributes to preserving water quality and protecting wildlife by preventing plastic pellet leakage into the environment. It also helps us comply with environmental laws and regulations, avoiding potential fines. We will continue to uphold our dedication to environmental protection and explore new ways to promote sustainability, such as implementing closed loop recycling systems and seeking eco-friendly packaging alternatives.

Waste Management Process

 Safe Segregation	 Safe Handling	 Identifying Off-taker	 Off-taker's role
<ul style="list-style-type: none">Contaminated pellets and powder scrap go in marked jumbo bags on the designated area.PP/PE blocks go in designated metal bins.Plastic bales go in a liner on a pallet.Report broken/damaged bags and bags taken as samples to the inventory controller.	<ul style="list-style-type: none">It is important to report the quantity of scrapped materials dispatched on a monthly basis to the marketing/finance department of OQ.The dispatch clerk/inventory controller should upload the quantity of scrapped materials in the SAP system for sales purposes.All scrapped materials must be properly disposed of by OQ personnel. Big bags should be tied securely to avoid spillage.The operation, logistics team, and off-taker will coordinate the removal of all accumulated scrapped materials.The weight of trucks will be measured both when they are empty and when they are filled with scrapped materials.Monthly reports containing relevant information will be sent to OQ polymer marketing.	<ul style="list-style-type: none">Currently, there are two contracted Omani off-takers.Off-takers have the production facilities to convert these scrapped materials to valuable finished products.Off-takers serve the local market majorly	<ul style="list-style-type: none">WashingShreddingExtruding + compoundingPP compounds will be used for Fruit/vegetable baskets production.PE and others used for production of other finished consumer goods.

Waste Management & Circular Economy

Proper Waste Management practices are crucial in the energy industry due to the significant environmental and health risks associated with the volume and types of waste generated. The following waste streams are produced by oil and gas exploration and production, refining, and transportation processes:

- Hazardous waste (e.g., spent catalysts, sludges, contaminated soil)
- Non-hazardous waste (e.g., scrap metal, construction debris)
- Drilling muds and cuttings
- Produced water (water extracted from reservoirs along with oil and gas)
- Solid waste (e.g., plastics, paper, food waste)

At OQ, we understand the importance of effective waste management practices and are dedicated to minimising the impact of these wastes on both the environment and human health. We implement responsible waste handling, treatment, and disposal methods to mitigate potential risks. Furthermore, we comply with applicable laws and regulations, including the Ministerial Decision MD 17/1993 for Waste Management, which outlines waste classifications and necessary precautions for safe handling, storage, and disposal.

OQ Assets	Unit	Waste Generated	Hazardous Waste Generated	Non-hazardous Waste Generated
OQ RPI	Tons	31,345.31	30,540.98	804.35
OQ EP	Tons	58.66	0.34	58.32
Majis	Tons	1,152.98	0	80.72
OQ Methanol	Tons	229	62	52.5
OQ Ammonia	Tons	0.9	0	NA
OQ LPG	Tons	547.53	521.6	25.9
Total OQ Group 2023 *	Thousand tons	33	31	1
Total OQ Group 2022	Thousand tons	320	33	24
Total OQ Group 2021	Thousand tons	57	32	24

*The differences between 2023 and 2022 are due to the change in reporting boundaries.

Operation Clean Sweep

At OQ, we take pride in providing sustainable solutions to our customers while maintaining our high-value proposition of offering quality products and services with minimal environmental impact. Our commitment to environmental protection is unwavering, and we are constantly exploring innovative ways to promote sustainability and reduce our environmental footprint. One of the ways we demonstrate our commitment to social responsibility and environmental stewardship is through OQ Polymer Marketing's Operation Clean Sweep (OCS) initiative.

Through OCS, we ensure that polymer scrap is reused or recycled instead of being sent to a landfill. This not only generates revenue for the company by reducing material losses but also contributes to preserving water quality and protecting wildlife by preventing plastic pellet leakage into the environment. Additionally, it helps us comply with environmental laws and regulations while avoiding potential fines. Our dedication to sustainability extends to all aspects of our business, from waste management practices to product development, where our goal is to make a positive impact on the environment while delivering high-quality, sustainable products and services to our customers.

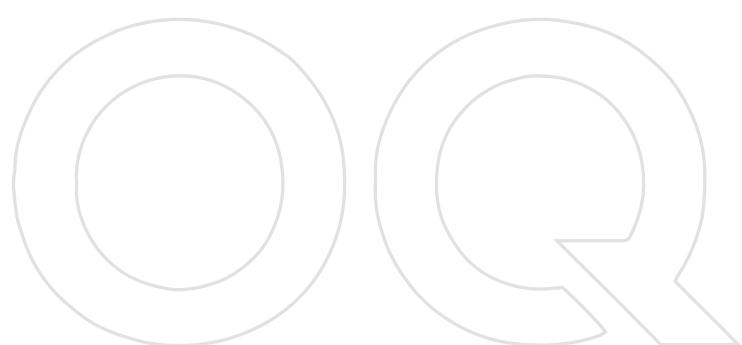
Bisat-Shuaiba

The Bisat-Shuaiba reservoir in the northern region of Block 60 is currently under development. During this development, around 250 hydrocarbon production wells are expected to be built. The 8½-inch build-up section of each well will be drilled using high-performance water-based mud (HPWBM). Typically, after completing a portion of the well, the leftover unused mud would be disposed of in the wellsite waste pit before continuing with the other sections. However, following thorough analyses, OQ has determined that the high-value, unused HPWBM can be transferred to other rigs operating in Block 60 and utilised again for drilling comparable sections of other wells. Additionally, in October 2021, OQ implemented a system of liquid mud pumps in Block 60, which functions as a storage facility for the mud, enabling its later recycling and reuse between rigs.

In 2023 only, a total of 5585 m³ of HPWBM was recycled between rigs.



Commitment to Preserving Biodiversity



Oman's unique and diverse ecosystem is home to a wide range of plant and animal species, making it a rich and biodiverse environment. However, due to factors such as climate change and human activities, several species in Oman are currently categorised as endangered or critically endangered. At OQ, we recognise the importance of preserving biodiversity and protecting these species for future generations. As part of our commitment to respecting nature, we have established an aspiration to positively influence biodiversity through our operations. We are dedicated to implementing conservation initiatives that will help protect Oman's remarkable biodiversity and preserve it for future generations to enjoy.

As part of our efforts to positively influence biodiversity, we have established two targets to guide our conservation initiatives.

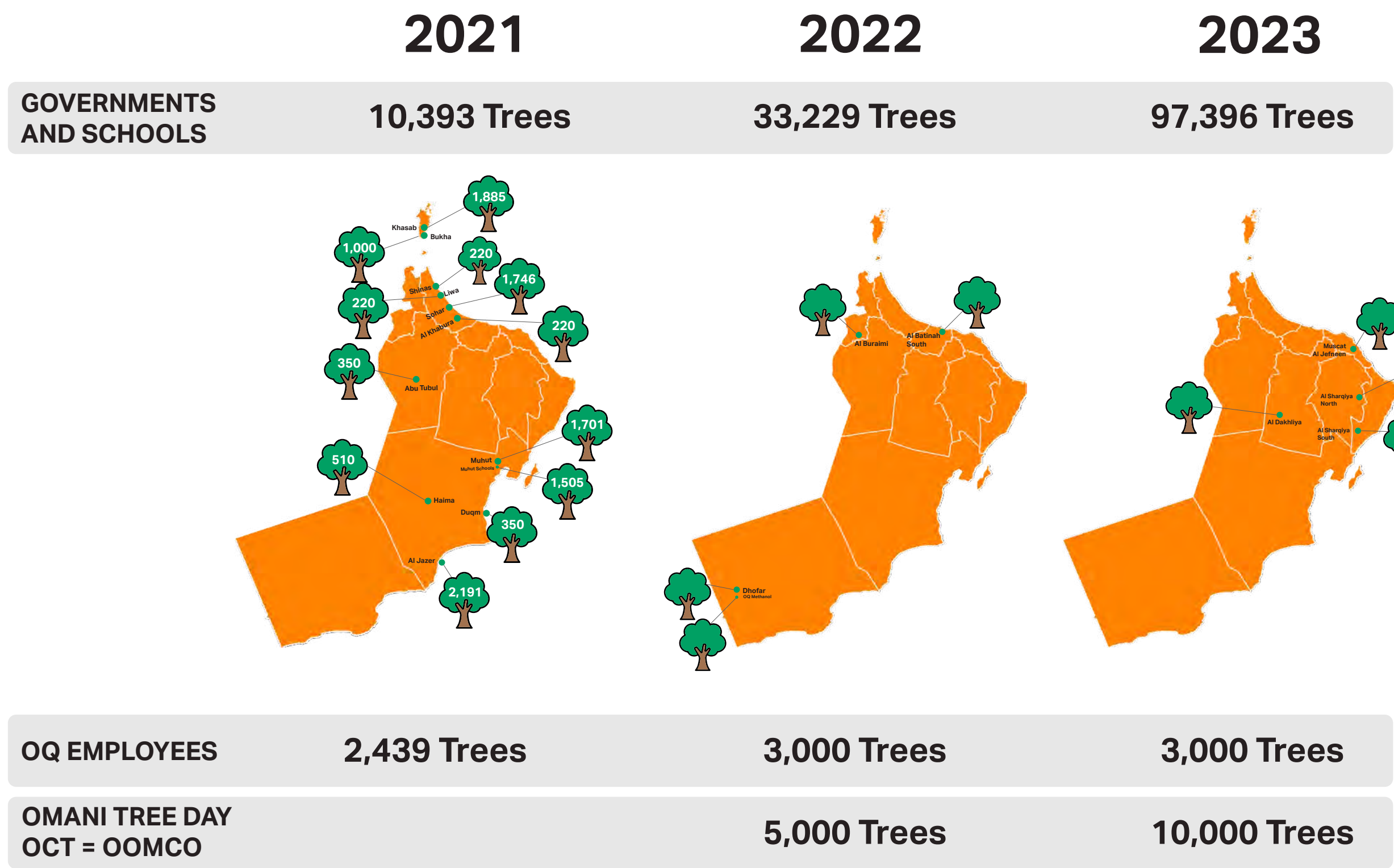
First, we aim to carry out environmental impact assessments on the species in the areas surrounding our operations, both on land and in the water. By conducting these assessments, we can better understand the impact of our operations on local ecosystems and identify ways to minimise our footprint and protect vulnerable species.

Secondly, we are committed to developing a comprehensive roadmap for the conservation of natural habitats around our operations. This roadmap will outline our approach for preserving and restoring natural habitats and will guide our efforts to protect biodiversity in the areas where we operate.

By setting these targets, we are taking proactive steps to protect Oman's remarkable biodiversity and ensure that our operations are conducted in an environmentally responsible manner.

OQ Green Initiative

Our support for the Green Initiative is a source of great pride for us, as it aligns with Oman's 2040 Vision to safeguard the environment, promote the sustainability of natural resources, and boost the national economy. In response to the Oman Investment Authority's (OIA) call to support the national initiative of planting 10 million wild plants, we have taken concrete steps towards reforestation and climate mitigation by strategically planting trees and shrubs across Oman. In 2023, we planted **110,396 trees**.



Type	Carbon Offset (kg/plant)	Carbon Offset (1 year)	Carbon Offset (3 years)
Environment Authority			
Mango	150	9,000,000	27,000,000
Omani lemon	24	1,320,000	3,960,000
Banana (textile)	70	4,200,000	12,600,000
Papaya	57	855,000	2,565,000
Figs	27	337,500	1,012,500
Guava	57	570,000	1,710,000
Pomegranate	24	84,000	252,000
Grapes	24	120,000	360,000
Sidr	68	646,000	1,938,000
Local Sidr	68	1,292,000	3,876,000
Coconut	67	134,000	402,000
MECA			
Mangroves and Wild Plants			
Carbon Offset		18,558,500 KG	55,675,500 KG

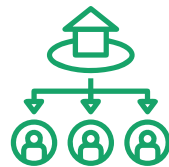
Our aspirations are centred around a green and circular economy that caters to national needs while remaining consistent with global trends. This includes promoting the sustainable use of and investment in natural resources and wealth to generate high added value. In addition, we aim to raise environmental awareness and encourage the effective implementation of sustainable consumption and production rules for a sustainable future.



60,000
Number of
Volunteers



250,000
Volunteering
Hours



501,700
Number of
Beneficiaries



15
Plant Nurseries



55,675,500 KG
Carbon Offset



Growth into Alternative Energy

In today's rapidly changing world, the importance of sustainable energy sources cannot be overstated. As we stand at the crossroads of environmental sustainability and technological advancement, the need for alternative energy solutions has never been more pressing. This chapter delves into the realm of growth in alternative energy, exploring the innovative technologies and strategies that are paving the way for a cleaner, greener future.

Within these pages, we will unravel the intricate connection between sustainable energy development and the overarching theme of our report: "Every Step Matters." Indeed, every decision we make, every action we take, no matter how small, has the potential to impact our planet and future generations.

Through a comprehensive analysis of the latest trends, challenges, and breakthroughs in the realm of alternative energy, this chapter aims to shed light on the critical role that each of us plays in shaping the energy landscape of tomorrow. As we navigate the complexities of transitioning to a more sustainable energy system, let us remember that every step counts, every effort matters.

In 2023, we focused on advancing and de-risking our opportunities in clean energy and low-carbon molecules, with our projects reaching new milestones. We also added new opportunities to our business development pipeline to ensure that we deliver sustainable energy solutions that position OQ as a key player in the energy transition space.



CLEAN ENERGY

In 2023, OQAE expanded its pipeline of clean energy opportunities to supply clean energy not only to OQ's own assets but also to external clients. This marks a significant step towards Oman's commitment to achieving carbon neutrality by 2050. The Ministry of Energy and Minerals recognised the country's renewable energy resources and OQ's capabilities, designating OQ as the national champion for renewable energy in 2022. This role has provided a platform for OQAE to develop projects for OQ's assets as well as all oil and gas concessions and industrial clusters in Oman.

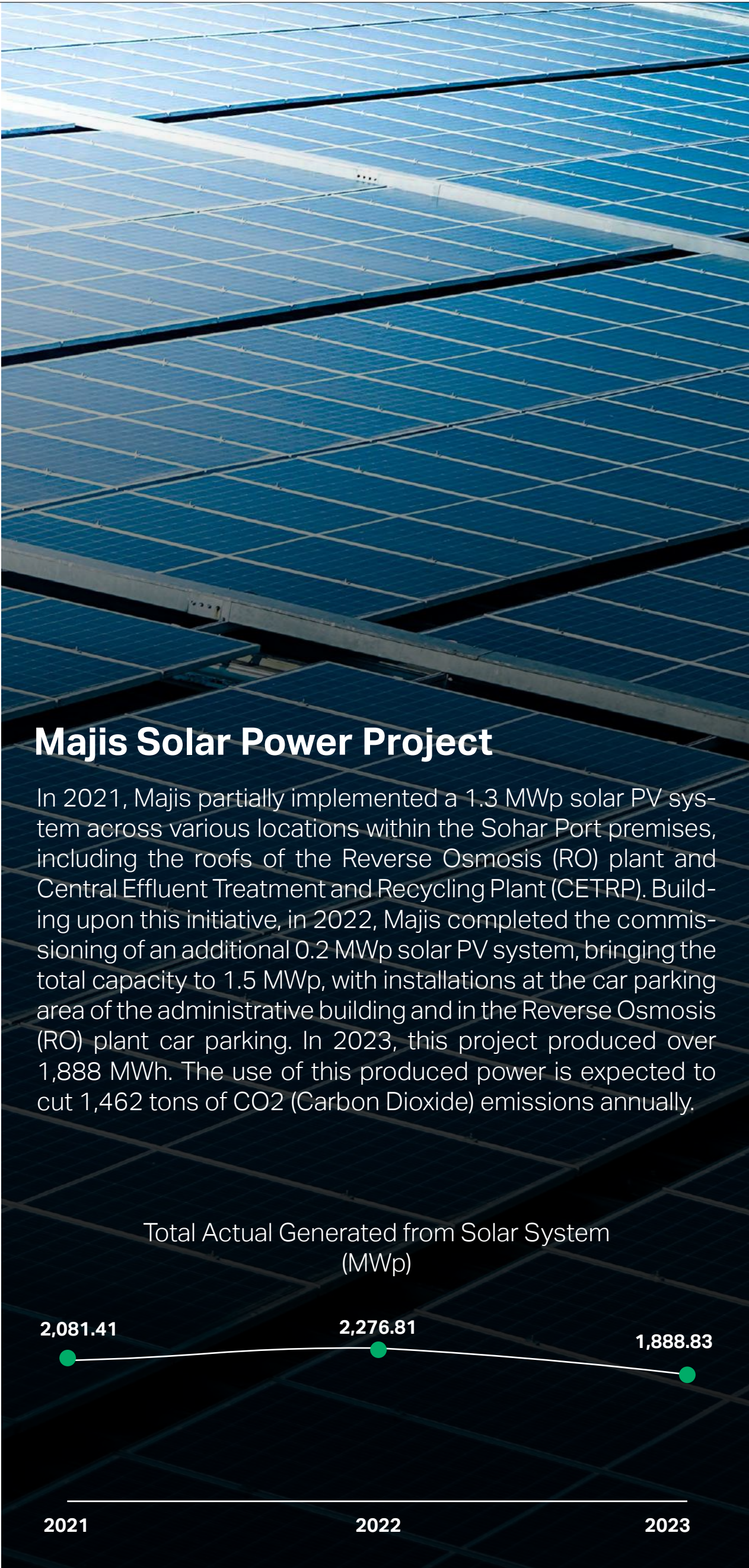
Under the Renewable Energy national champion mandate, OQ is developing a pipeline of projects to achieve over 5 GW of growth by 2030 in multiple phases. Several projects in the first phase are expected to reach Final Investment Decision (FID) in 2024, adding more than 400 MW of renewable power capacity. Renewable energy is not new to OQ, which holds a 30% stake in Amin Renewable Energy Company SAOC (Amin). Amin is a venture that commissioned a 125 MW solar PV facility under a Power Purchase Agreement (PPA) in 2020.

This significant expansion not only supports OQ's renewable energy goals but also promotes sustainable development and supports Oman's transition toward a greener future. Oman's ample sunshine and wind potential make it an ideal location for renewable energy generation, reflecting a long-term commitment to harnessing clean energy sources for economic and environmental sustainability.

LOW CARBON MOLECULES

Low Carbon Molecules, which include the development of green hydrogen projects, are an important part of OQAE's portfolio. While the sector holds promise and could play a significant role in the global energy transition, it also faces various challenges that need to be addressed in areas such as regulations, technology readiness, and demand. Therefore, throughout 2023, OQAE, as the leading developer in Oman's green hydrogen ecosystem, took a proactive approach and worked closely with key stakeholders to accelerate the sector's development.

In terms of project development, OQAE achieved significant milestones in 2023 including:



1 Project Development Agreements (PDAs) & Other Green Hydrogen Future Projects

Signing PDAs with Hydrom for legacy green ammonia export projects. These agreements secure renewable energy concession plots and solidify partnerships that are crucial for OQ's strategic objectives. Furthermore, new strategic partnerships were formed to support OQ's strategic objectives. OQAE has also obtained back-in rights in seven other Green Hydrogen future projects through the Hydrom process.

2 SalalaH2

SalalaH2, a joint venture with Marubeni, Samsung C&T, and Dutco, boasts a renewable capacity of 3.5 GW in wind and solar energy, located in Dhofar.

3 HYPOR Duqm

The legacy projects include HYPOR Duqm, a joint venture with DEME that features a renewable capacity of 1.3 GW in wind and solar energy within the Special Economic Zone in Duqm.

4 Green Energy Oman (GEO)

Green Energy Oman (GEO) is another collaborative effort involving Inter Continental Energy, Enertech Holding Company, and Shell, aiming for a renewable capacity of 25 GW in wind and solar energy developed in multiple phases in Al Wusta Governorate.

OQAE is not only focusing on export-oriented projects but also exploring a concept study for a Green Hydrogen Refuelling Station (GHRF) pilot project in collaboration with a consortium of public and private sector partners. The objective of this initiative is to test technologies, enhance project experience, establish safety protocols, and shape regulatory frameworks for hydrogen refuelling infrastructure.

Furthermore, recognising the importance of low-carbon molecules in the energy transition, OQAE has also developed a pipeline of opportunities that include other low-carbon vectors such as e-Sustainable Aviation Fuel (eSAF) and e-Methanol. These initiatives demonstrate our commitment to promoting sustainable energy solutions and supporting Oman's transition toward a greener future.

Building Our Employees Capacity

At OQ, we understand that our people are the key to both our success and the success of our sustainability initiatives. In this section," we explore the programmes and initiatives implemented to develop and empower our employees. We are dedicated to investing in their development and prosperity, from fostering an inclusive and diverse workplace culture to offering opportunities for professional progression and promoting their well being.

Average hours of training per year	2021	2022	2023
Training Hours per employee	14.1	22.6	24.1



OQ’s Strategic Priorities

Occupational Health and Safety

OQ is adhering to the OPAL Camp Standards, which prioritise the construction and management of camps and accommodation, and aspects of health and emergency planning. We're working to improve our current frameworks and ensure that they align with human rights principles, especially those concerning worker welfare facilities. This includes providing basic facilities, such as recreation areas, fair hiring opportunities, safety measures, training programmes, grievance handling, and labour rights. We're committed to continuously enhancing our standards and ensuring the well-being of all those in our care.

Diversity, Equity & Inclusion

OQ recognises the importance of Diversity, Equity, and Inclusion in creating a workplace that reflects the diverse communities it serves. To this end, we are committed to empowering all members of our diverse population, including men, women, different nationalities, persons with disabilities, and different age groups. As part of our ESG Strategic Priorities for 2024-2026, we made it a priority to address the current imbalance of women's representation in our workforce. Our goal is to establish an ecosystem that fosters the growth of women and enhances their visibility in leadership roles. By 2030, we aim to achieve greater representation of women in our workforce and introduce activities for skill development. We're dedicated to providing equal opportunities, promoting diversity, and empowering employees from various backgrounds. At OQ, we're committed to creating an inclusive environment where everyone is valued, respected, and empowered to succeed.

Alignment with Sustainable Development Goals



Alignment with Oman Vision 2040

A society of creative individuals,
a competitive economy

Key Initiatives & Plans

- Take a forefront position in advocating for optimal standards within our field.
- Maintain a steadfast dedication to the health and safety of our employees, contractors, and our local communities.
- Actively engage with our contractors in the operational areas to address worker welfare challenges within camp settings.
- Create pertinent policies, guidelines, and transparent systems for the recruitment of men, women and persons with disabilities across all OQ group companies, internal committees, and job opportunities, thereby bolstering the representation of women employees based on their qualifications and abilities.
- Implement a series of sports and networking activities to aid in the enhancement of interpersonal skills necessary for the career advancement of our women employees.



ASSET INTEGRITY & CRITICAL INCIDENT MANAGEMENT

In the Asset Integrity and Reliability Show Middle East 2023, OQEP secured victory in two distinct categories: **Best Digital Transformation** and **Best Asset Management Improvement**

Asset Integrity

The asset integrity element is the systematic implementation of activities, which is methodical execution of the tests, maintenance, and inspection procedures required to guarantee that Process Safety Barriers and Safety Critical Elements are appropriate for their intended use throughout the duration of their lifespans. This component usually focuses on guaranteeing a high reliability (low probability of failure on demand) of these process safety barriers as well as preventing catastrophic discharges of energy or hazardous materials.

Its goal is to guarantee that equipment meets its design objective, is constructed, installed, and maintained correctly in compliance with accepted standards and codes, and is still functional until it is decommissioned. Technical Integrity activities may include but are not limited to:

- Inspections
- Tests
- Preventive and predictive maintenance
- Repair
- Quality assurance

Asset Integrity Management



Critical Incident Management

OQ is dedicated to offering a secure work environment and safeguarding its employees. It presents standards on how to deal with incidents and critical situations, from how to respond to an incident to how to write the incident report, in addition to the policies and instructions on safety and health in the OQ environment.

To examine all event notifications and investigations into major or serious incidents, OQ formed the Incident Review Committee. The committee's primary duties include determining the incident's cause, suggesting corrective and preventative actions, assessing the viability of the recommendations, and approving the "Final Incident Classification."

CREATING A HAPPIER & HEALTHIER WORKPLACE

OQ Culture

OQ has started a culture-transformation journey that prioritises people because it understands the value of having a strong and happy workplace culture. This journey is intimately related to OQ's strategic objectives. A staff that embraces innovation, is unified and purpose-driven, and shares the company's values is essential to achieving its goal of driving economic growth.

“**The employee engagement score increased by 7 points from 2022 to 2023**”

This indicates a considerable improvement this year. There are eight impact drivers that contribute to the Satisfaction and Motivation score: Organisation, Top management, Direct supervisor, Collaboration, Environment, Job content, Pay, and Education and Training. This year, the reputation of the organisation had the largest overall impact on employee engagement (27%). Job content comes in second with a total weight of 21%.

In 2023, these two factors were most influential in driving employee engagement. Employee satisfaction and motivation scores are heavily influenced by the firm's reputation and job content. Knowing that their work and the work of their company is having a beneficial impact both locally and globally can help employees feel purposeful and fulfilled in their employment.



WELLBEING AT OQ



Our Vision

To become leaders in a holistic working environment in the energy industry in Oman.



Strategic Priority Focus on People

- Promote a safe working environment with a motivated and satisfied workforce
- Ensure competencies required to successfully manage and operate OQ
- Drive the implementation of the new culture



Our Scope

- Develop and implement engagement and educational awareness programmes promoting wellbeing across the organisation.
- Coordinate and implement wellness competitions and incentive strategies.
- Support/ensure alignment with the organisation’s vision, mission, culture, and values.
- Create programmes and awareness activities increasing employee engagement aimed at improving wellbeing.
- Facilitate comprehensive health promotion efforts creating supportive environments.



Physical Wellbeing

Physical wellbeing refers to the state of one’s body in terms of health and fitness. It is essential for individuals to maintain good physical well-being as it can have a significant impact on their overall quality of life.



Financial Wellbeing

This includes having enough money to cover basic needs, as well as having a plan for the future, such as saving for retirement or emergencies. Financial wellbeing can also involve feeling confident and in control of one’s finances, and not being burdened by debt or financial stress



Family Wellbeing

Family wellbeing is an important aspect of overall happiness and fulfillment. It can be achieved through strong relationship effective communication, and mutual support. Spending quality time together, sharing responsibilities, and showing appreciation for one another.



Mental & Emotional

Wellbeing offerings are increasingly important to organisations’ talent outcomes, such as engagement and employee wellness. Total rewards leaders can use this research to benchmark their mental and emotional well-being programmes against their peers.



Career Wellbeing

Career wellbeing refers to the level of fulfillment, satisfaction, and happiness one experiences in their professional life. It encompasses various aspects such as job security, work-life balance, career growth, and job satisfaction.



Community Wellbeing

Community wellbeing refers to the overall health and happiness of a group of people living in a particular area. It encompasses many different aspects such as physical health, mental health, social connection, economic stability, and access to resources.

In order to achieve our vision and pillars, we implemented the following initiatives in 2023:



Physical Wellbeing

- Swimming pool (MAF)
- Tennis court (MAF)
- Football field
- Boxing area
- Coffee shops
- Coffee station areas
- In-house clinic
- Breakout area
- Gym (personal coach)
- Sports activities
- Muscat Marathon
- Nursing room
- Early medical check-up



Community Wellbeing

- Volunteering
- Walking community
- Blood donation
- Sports activities



Financial WellBeing

- Bank offers
- Investment awareness sessions
- Mazzayacom offers/discounts
- Mazzayacom open days
- Entertainer



Career Wellbeing

- Rewarding scheme
- Coaching & mentoring
- Performance management
- Working remotely one day per week
- OQ leadership programmes
- International exposure
- Development plan
- Team buildings & Away Days
- Meet the leader sessions
- Free access to LinkedIn courses



Family Wellbeing

- Working from home
- National Day celebration with family members
- Children's camp



Mental & Emotional

- Mental Health Application
- Medical insurance coverage



Physical Wellbeing

The Khareef Football League in Salalah was held in August 2023 and was an exciting event that aimed to promote physical and community well-being. The league featured teams from each asset along with a preparation camp for participants. The main objective of the league was to promote physical fitness, exercise, and improvement of health, as well as to provide stress relief for all participants. Additionally, the event brought people together, allowing them to socialise with colleagues and other individuals from the community.

The winning team of the Khareef Football League represented OQ in the private sector league. Furthermore, a specialised training programme was developed to prepare the winning team for the upcoming league. This programme helped them improve their skills and techniques, allowing them to perform at their best and represent OQ with pride. Overall, the Khareef Football League was an exciting event that not only promoted physical and community well-being but also encouraged teamwork and healthy competition.

Mental & Emotional Health

"Remedy" is an innovative mental health platform that aims to provide a comprehensive solution to address mental health challenges both for individuals and organisations. By providing remote sessions, algorithm-matched therapists and a user-friendly booking system, "Remedy" enhances mental health access and provides quality care via personalised therapist selection. In addition, data tools aid insights, intervention, and prevention, while supporting corporate well-being with an app and tools for coping, assessment, treatment, prevention, and support. The primary goal of "Remedy" is to leverage technology and data-driven insights to enhance mental health care accessibility, quality, and effectiveness for individuals and organisations, while ensuring that everyone feels safe, cared for, and supported. We have a variety of workshops including Stress Management, Work-life Balance, Resilience Building, Goal Setting and Time Management, and a Financial Wellness Campaign.

Family Wellbeing

The National Day celebration was a fantastic event that brought together individuals and families from the community. The event featured various activities, including a children's play area, horse-riding, traditional food, live food stations, entertainment, and a raffle draw. Additionally, a children's camp was organised, which included a science show, a scientific workshop, and an "Engineering brain" activity.

Another exciting activity was the Youth Leadership Programme, which was designed to empower children's communication skills, improve their leadership abilities, and boost their public speaking proficiency. This programme was specially designed for children aged 12-17 years old.

The primary objective of the event was to break the routine and bring families together to celebrate National Day. The event aimed to engage family members and spread a sense of pride among them. The event also sought to promote community well-being, bring people together, and provide an opportunity for socialising with colleagues and other individuals from the community.



Financial Wellbeing

The Mazzayacom scheme is an initiative aimed at providing OQ employees with a range of benefits, including access to local offers from over 150 merchants, including private schools and SMEs. Additionally, OQ has signed a contract with the Entertainer, which will provide employees with a wider range of offers covering GCC countries.

Mazzayacom events have been organised to provide employees with more accessibility and exposure to the benefits of the scheme. These events include an open day at the office, participation of private hospitals, clinics, physiotherapists, yoga studios, gyms, and open days for private schools offering discounts to our employees.

The offers are available on the Mazzayacom internal portal, and new offers are shared on OQ Wasil (MS Teams) and the Entertainer application.

In addition to the Mazzayacom scheme, OQ has also initiated other financial initiatives to provide employees with more financial benefits. These initiatives include workshops on how to invest, bank loan offers, and saving schemes. Employees can also attend workshops on how to manage their finances.

OQ employees can also enjoy a 25% discount at hotels under the Omran Group. This partnership is possible because both OQ and Omran are under the Oman Investment Authority.



Career Wellbeing

OQ recognises the importance of team building and employee well-being. Therefore, various initiatives have been introduced across the assets to increase productivity, motivation, and retention. Some of these initiatives include a reward scheme, coaching, and mentoring, performance management, and a flexible work arrangement that allows employees to work remotely one day per week.

Team building activities and away days have also been organised to promote teamwork and collaboration, while "Meet the Leader" sessions provide employees with an opportunity to interact with senior leaders. Employees also have free access to LinkedIn courses and can join the OQ Pioneers Toastmasters Club.

Remote working arrangements have been introduced to provide employees with greater flexibility, improve work-life balance, increase productivity, and allow more time with family. Employees can work remotely once a week or continuously for up to six months in exceptional circumstances.

To further improve the facilities and work environment, OQ has introduced various amenities, including male and female gyms with showers and lockers, personal trainers during working hours, praying rooms on each floor, a nursing room, dining room, breakout areas, coffee/team stations, a cater kitchen and breakout area, vending machines, a swimming pool, and a football field.

Overall, these initiatives are designed to create a positive work environment, promote employee well-being, and increase productivity and motivation.

Parental Leave

At OQ, we strive to enhance our appeal as an employer by providing our employees with a range of career advancement resources, including parental leave. We understand that family is a top priority for many of our employees, and we are committed to supporting them in their journey toward parenthood.

Maternity Leave

We offer a generous maternity leave period of 98 calendar days, which encompasses both pre-delivery and post-delivery phases. This duration also applies when a female employee adopts a child under the age of two years. Nursing mothers can choose to avail themselves of either two nursing hours daily for one year or one nursing hour daily for two years.

Childcare Leave

We recognise the importance of spending time with young children, and we offer female employees an unpaid leave period of up to one year for childcare purposes.

Paternity Leave

We also recognise the significance of paternal involvement in childcare, and we offer our employees whose spouses have given birth a paternity leave period of seven calendar days per occurrence. The same duration applies when an employee adopts a child under the age of two years.

These parental leave policies are designed to support our employees during one of the most important phases of their lives. We are committed to providing our employees with the resources they need to balance their family and work responsibilities and to foster a positive work environment.



TRAINING AND DEVELOPMENT

At OQ, we understand that our people are the key to OQ's long-term success and growth. In this section, we explore the programmes and initiatives implemented to develop and empower our employees and maintain a positive work culture, and we present our diversity, equity, and inclusion commitments and data.

E-Learning

OQ has recently launched new e-learning solutions for all employees. These solutions are accessible on any device and available around the clock, providing employees with the opportunity to enhance their skills and knowledge at their own pace. The company has partnered with leading global e-learning companies such as the LinkedIn platform, Digital Training (Oilennium), and Customs Business Training to offer a wide range of technical, soft skills, and leadership courses.

The e-learning solutions have been designed to complement practical and classroom-based training, providing a well-rounded development programme. By blending digital training with hands-on experience, OQ employees can acquire the necessary skills and knowledge in a shorter time frame, allowing them to work confidently and safely on a live plant or site. Employees can access the courses directly through the LinkedIn platform or via a Learning Management System (LMS).

The Social Return on Investment (SROI) training is an example of one of the courses conducted internally by OQ. With over 40 OQ employees from various teams attending the course, OQ's Sustainability teams delivered three SROI workshops in Muscat, Sohar, and Salalah. The training objective was to enhance the impact of ongoing projects in corporate social investment, culture, national value, and health and safety. The workshop provided useful strategies for assessing the social impact of OQ's community programmes as well as any other programmes involving the transformation of human capital, such as those pertaining to talent development, cultural enhancement, health and safety, In-Country Value, and other programmes. During the event, the SROI model was emphasised as a sophisticated method of measuring social impact with excellent feedback reaching 95% satisfaction in the training content.



Masar Programme

The OQ leadership development programme, known as the Masar Programme, aims to accelerate the development of leaders and high potentials while fostering a culture of change and improved leadership abilities. A Chartered Management Institute (CMI) accredited programme, Masar restates OQ's leadership principles and values. There are two leadership tracks in the programme: Level 7 for strategic leadership, and Level 5 for execution leadership. The cohorts collectively completed the following in 2023:

1. 6 CMI Core Modules
2. 2 Simulation Workshops on Leading Teams
3. Around 56 Group Coaching sessions
4. 7 Meet the Leader sessions
5. 12 Strength Deployment Inventory (SDI) sessions
6. 30 Action Learning Projects (ALP) projects

Enrolment for the programme has been open to 109 OQ leaders and high-potential employees. The programme aims to equip participants with the knowledge and skills they need to succeed in leadership roles, both within OQ and in their future careers. By providing a comprehensive development programme, MASAR helps ensure that OQ employees are well-equipped to lead and manage teams effectively. So far, 307 participants from the OQ assets in 12 cohorts have participated in the programme. A survey was conducted on the programme, and 1,100 responses were received. Results indicate that 88% of participants found the programme relevant, while 87% have expressed an excellent review about the training content.

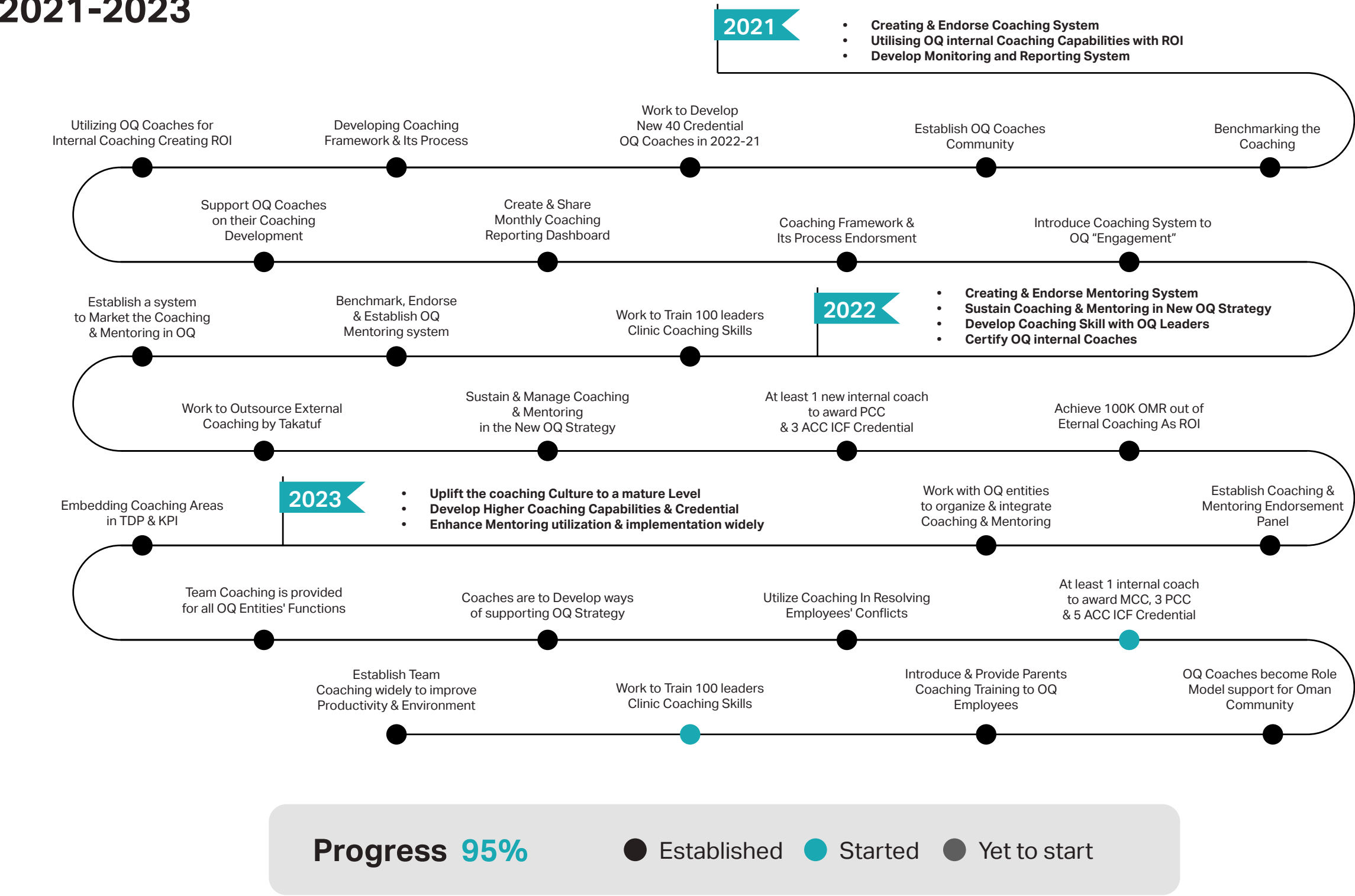
Coaching Programme

This programme was held to develop OQ credentialed Coaches and provide coaching to OQ teams and leaders, in addition to enhancing leaders' coaching and mentoring skills. From 2021 to 2023, OQ coached 530 employees, trained 80 leaders to coach teams, and achieved a return on investment in coaching of around USD 500,000. With 1,775 coaching hours completed and 49 coaches trained, 6 are internationally accredited.

Coaching Roadmap

This roadmap serves as the foundation for the development and training of OQ employees, outlining the methods and steps involved. Implementation began in 2021 and was concluded by the end of 2023.

Coaching Roadmap 2021-2023



This Coaching roadmap resulted the following



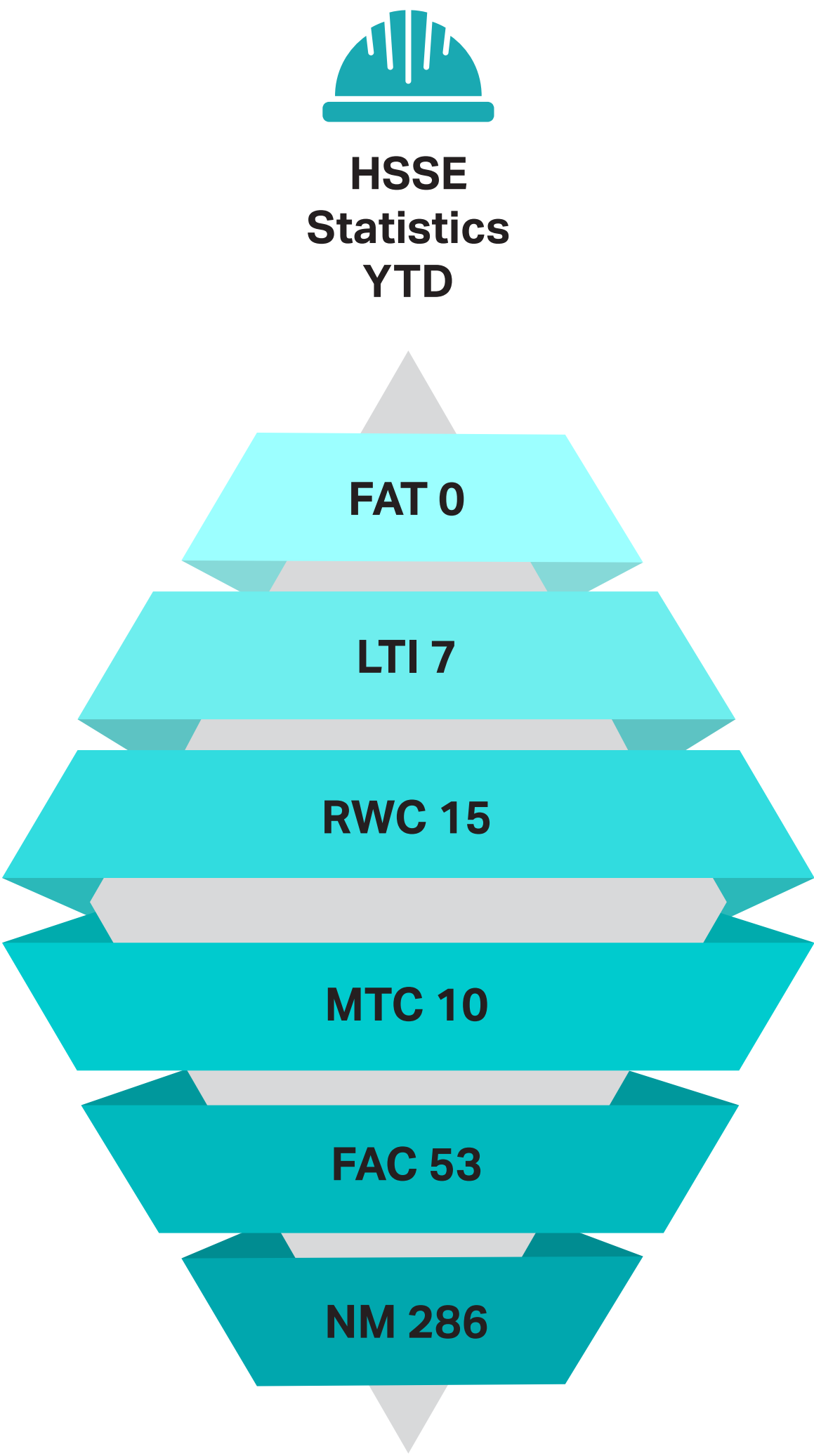
ADHERENCE TO HEALTH & SAFETY

OQ prioritises the enhancement of safety protocols to safeguard the welfare of all individuals within our organisation, encompassing employees, customers, and neighbouring communities. Demonstrating our dedication and commitment to safety within the OQ Workspace, we have implemented comprehensive HSSE frameworks, including training initiatives, policies, and manuals. Continuously monitoring safety and health metrics, we strive to elevate the welfare of our workforce.

“ **OQ recorded Zero Fatality in 2023, alongside accumulating over 46 million safe manhours.** ”

HSSE Employee Training

To ensure comprehensive adherence to our safety standards throughout the organisation, we have devised the OQ 12 Safety Rules, integrated within our HSSE specifications disseminated to contractors and suppliers. The dissemination involved online training through our e-learning management system, covering over 600 employees. Furthermore, various events and training initiatives were organised to enhance HSSE awareness within our workforce. Both the training sessions and the continuously published newsletter by OQ play pivotal roles in educating not only the OQ team but also other stakeholders about health and safety, both within OQ and beyond.



HSSE Open Day

Annual HSSE Day at Work promotes the prevention of occupational accidents and diseases, enlighten employees towards Health, Safety, Security and Environment.

HSSE Symposium

OQ National symposium with specialised workshops run by local and international SMEs attended by over 500+ participants from local and international organisations.

HSSE Workshop for ELT and VPs

Leading HSSE with Excellence workshop and senior leadership engagement.

COP28 Participation

Participating in Conference Of Parties 28 In Dubai for more alignment with international requirement towards achieving Oman commitment 2050.

HSSE Engagement Sessions

Improved workplace morale and acted as essential ingredient for creating a strong safety culture.

HSSE Walkthroughs

HSSE walkthroughs with ELT and STO Team.



OQ HSSE Policy

Prominent management commitment to safety constitutes a foundational element in the effective execution of OQ's HSSE policy.

- **Understanding Stakeholder Needs:** The organisation endeavours to comprehend the needs and expectations of diverse stakeholders.
- **Employee and Stakeholder Engagement:** It underscores the importance of consulting and engaging with employees, contractors, customers, and other relevant parties on HSSE matters.
- **Environmental Protection:** Prioritisation of environmental protection through pollution prevention and resource conservation.
- **Integration of Sustainability:** Incorporating sustainability principles across all business phases.
- **Compliance:** Adherence to pertinent HSSE legal requirements and other standards.
- **Empowerment and Communication:** Empowering employees and contractors to address and communicate HSSE concerns.
- **Prevention and Emergency Response:** Establishment of prevention programmes, emergency response plans, and recovery strategies to minimise business disruptions.
- **Continuous Improvement:** Enhancing HSSE performance through ongoing improvement processes, including advisory services, training, monitoring, and measurement.
- **Risk Management:** Identification, assessment, and management of HSSE risks and opportunities associated with business activities.
- **Process Safety:** Ensuring the implementation of process safety measures for safe and reliable operations.
- **Customer Satisfaction:** Fulfilling customer requirements by delivering products and services in line with leading industrial standards and practices.
- **Security Measures:** Implementing necessary measures to mitigate security risks and comply with local security laws and regulations.

HSSE Policy Manual & Risk Management

To sustain high-risk management performance, the HSSE Integrated Management System underwent a rigorous review aimed at identifying opportunities for enhancement, simplification, and increased user-friendliness. This strategic approach is intended to foster enhanced process discipline and bolster risk controls. The risk management methodology follows the ISO 31000 and COSO international standards.

In collaboration with the Strategic Business Units (SBUs), a set of 14 'High-Level Directives' (HLDs) was developed and formally approved. These directives, which outline critical actions necessary for risk management, are slated for implementation throughout 2024 and will subsequently undergo a comprehensive evaluation to assess their effectiveness and adherence to compliance standards.

The adoption of HLDs significantly streamlines documentation processes by prioritising critical actions necessary for risk management. Furthermore, HLDs provide operational teams with a structured framework to validate conformity.



Safety Performance	Lost Time Injury	Total Recordable Injury (TRI)	Total Recordable Injury Frequency (TRIF)	Lost Time Injury Frequency Rate (LTIFR)
OQ EP	1	13	1.09	0.1
OQ RPI	0	11	0.66	0
OQ Salalah	1	2	1.97	1.44
Majis	1	1	0.75	1.8
OTTCO	0	0	0.70	0.35
Total OQ Group Safety 2023*	7	32	0.69	0.15
Total OQ Group Safety 2022*	11	34	0.33	0.1
Total OQ Group Safety 2021*	8	41	0.39	0.07

* The total OQ Group safety data are reported for the following Assets and projects: Block 8, Block 60, OQGN, MGP, OQ RPI, OQ Chemicals, OQ Methanol, OQ Ammonia, LPG, MGM Head Office, 48 EPC, South Grid Debottlenecking (SGDN), Sur Light Industrial Area (SLIA).

I- HSSE (Incident Management System)

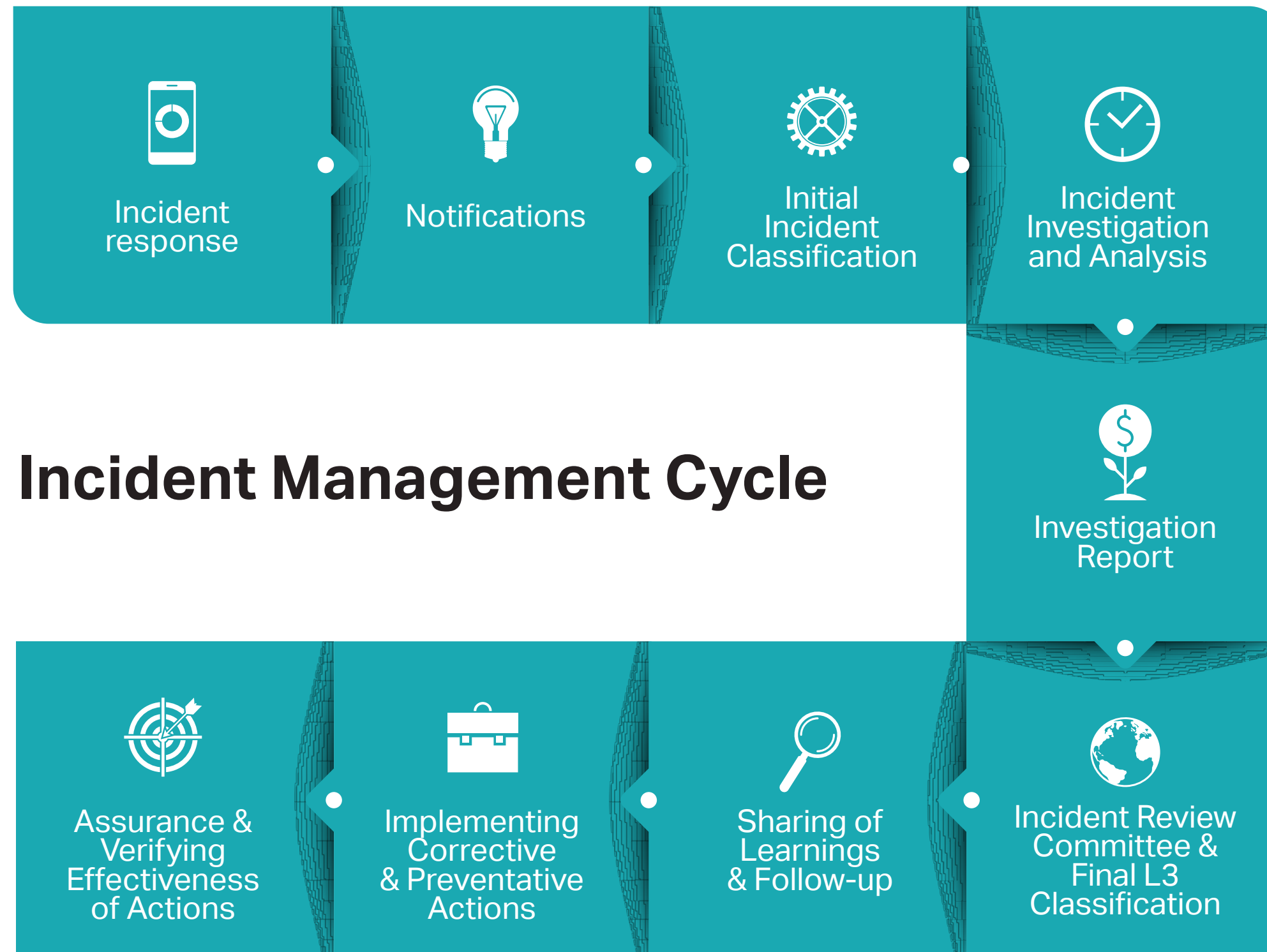
OQ has an Incident Reporting and Investigation Standard which helps to bring consistency, quality, timeliness, and calibration to OQ's methodology regarding the reporting and investigation of Health, Safety, and Environment (HSE) related incidents. This standard is linked to the HSSE Policy to serve jointly.

The Standard details OQ's requirements for internal reporting and management of HSE incidents. Its purpose is to define the roles of the various parties who have responsibility for incident reporting, investigation, and follow-up, to ensure that consistent, timely, and effective incident reporting and investigation requirements are delivered.

It defines the incident management cycle and explains each part of the cycle and what the responsibilities are. The standard classifies the investigation phases, teams, the process of conducting the investigation, how to report the investigation, and other related topics.



Incident



Incident Management Cycle

Case: Usually, the crew uses cranes to hoist drums onto the surface of mud tanks using a belt or chain when mixing chemicals in drums on the rig site during the drilling operation. This takes a long time and puts the crew and rig assets in danger. Liquid chemicals were transferred to mixing tanks using a novel mixing technique that involved putting a hose inside drums and connecting it to a hopper. This method is safer and requires fewer crew members and less mixing time.

Security and Crisis Management at OQ

OQ's security policies and procedures are interconnected with the related local authorities, such as the Royal Oman Police (ROP), Ministry of Energy and Minerals, and the Civil Defence and Ambulance Authority, etc., to ensure full compliance with all legal and business requirements and confirm complete alignment with all stakeholders, including the community. OQ manages security risks effectively to secure their People, Environment, Assets, Reputation, and where OQ has legal, ethical, or community responsibilities.

Throughout 2023, we engaged and consulted with our stakeholders to discuss security and human rights requirements. Jointly with the National Committee for Emergency Management and ROP, we hosted and facilitated a joint national risk management workshop and conducted security inductions for all our employees and visitors to enhance the level of security culture. Furthermore, OQ has conducted a comprehensive security risk assessment at the corporate level, updated the Security Risk Register, and developed a robust action plan that is frequently monitored.

Additionally, the Security team and contracted Security guards are professionally trained on security roles and responsibilities to comply with all Omani Statutory Laws and Regulation requirements. They have been trained in security plans and Security Standard Operating Procedures. They have also been trained in reporting security cases and responding to security incidents to ensure Human Rights requirements are met.

OQ has rolled out the new Crisis and Emergency Management Policy Manual, which integrates the planning and responses to different types of emergency situations between corporate and business units. Several practical and tabletop exercises were conducted last year. Many call-out exercises for the duty managers have been conducted, and more than 70 members have been trained in managing crises and emergencies that might affect the community, people, or business.

DIVERSITY, EQUITY, & INCLUSION

OQ's commitment to empowering employees reflects our dedication to responsible growth and ethical practices, in alignment with Oman Vision 2040. We believe that investing in differences leads to success. Diversity and inclusion are at the core of OQ's future, not just a strategy. Our diverse workforce of 53 nationalities brings unique perspectives that drive innovation and success.

Women@OQ

Our Women@OQ platform is more than just a programme; it is a movement. We aim to elevate skills, foster leadership, and create a clear path for women to rise in every sector of our organisation. Fostering women's leadership within OQ involves recognising, supporting, and promoting the inherent leadership potential and capabilities of women. This initiative is focused on nurturing an inclusive environment that not only ensures equal opportunities but also actively embraces diverse perspectives across the organisational spectrum. All activities of Women@OQ include men and women employees as appropriate.

Women@OQ aims at providing activities that support developing women of OQ (internally) through the following two folds:

1. Support towards career development and advancement.
2. Support towards high life satisfaction, a sense of meaning or purpose.

In 2023, Women@OQ undertook two primary initiatives:

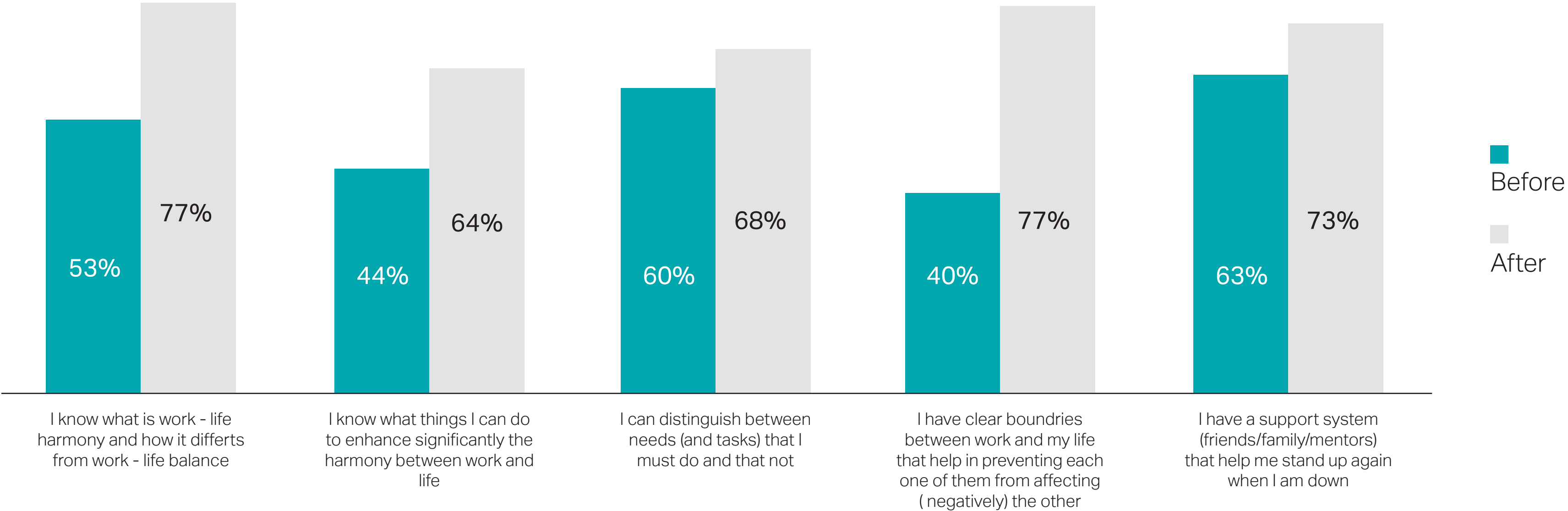
- **Panel Discussions:** These sessions delved into the multifaceted challenges and opportunities that women encounter in achieving work-life harmony. Addressing misconceptions and empowering women, these discussions offered practical tools and insights to foster impactful support systems.
- **Sports Activities:** Aimed at enhancing networking opportunities and developing interpersonal skills, confidence, strategic thinking, diversity, and inclusion, these activities included fitness kickboxing and paddle classes. Over three months, more than 40 women participated, with the intention of promoting regular sports engagement to improve productivity, strength, commitment, and work-life balance among OQ women.

Responding to the growing demand for work-life harmony, OQ conducted two enlightening Work-Life Harmony Sessions for its workforce. The initial session occurred in Muscat on October 31st, 2023, followed by a subsequent session in Salalah on December 7th, 2023.

Across various session aspects, a noteworthy 45%-64% of participants conveyed their satisfaction through excellent or very good evaluations. Additionally, women attending the paddle and kickboxing sessions reported a multiplier effect on their health, enhanced ability to learn at work, increased focus on completing tasks at work and home, contributing to self-esteem, and building social connections.



The effect and impact of the sessions on the attended employees



Permanent and Temporary Employees

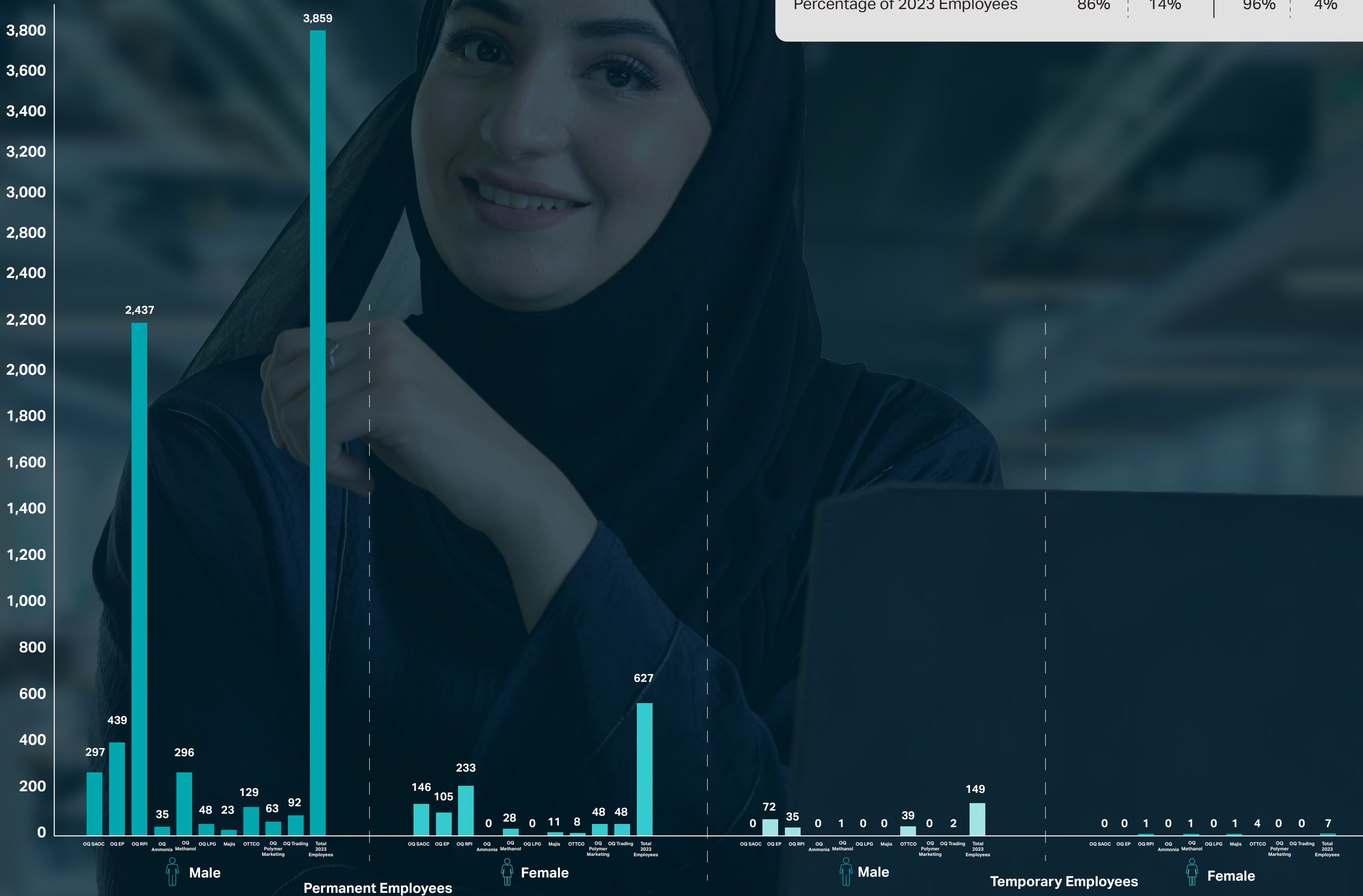
OQ stabilised the percentage of women and men, males are 86% of total employees and women are 14% of total employees in the last three years.



*The differences between 2022 and 2023 employee data is due to the change in reporting boundary.



OQ Assets Gender Diversity of Employees



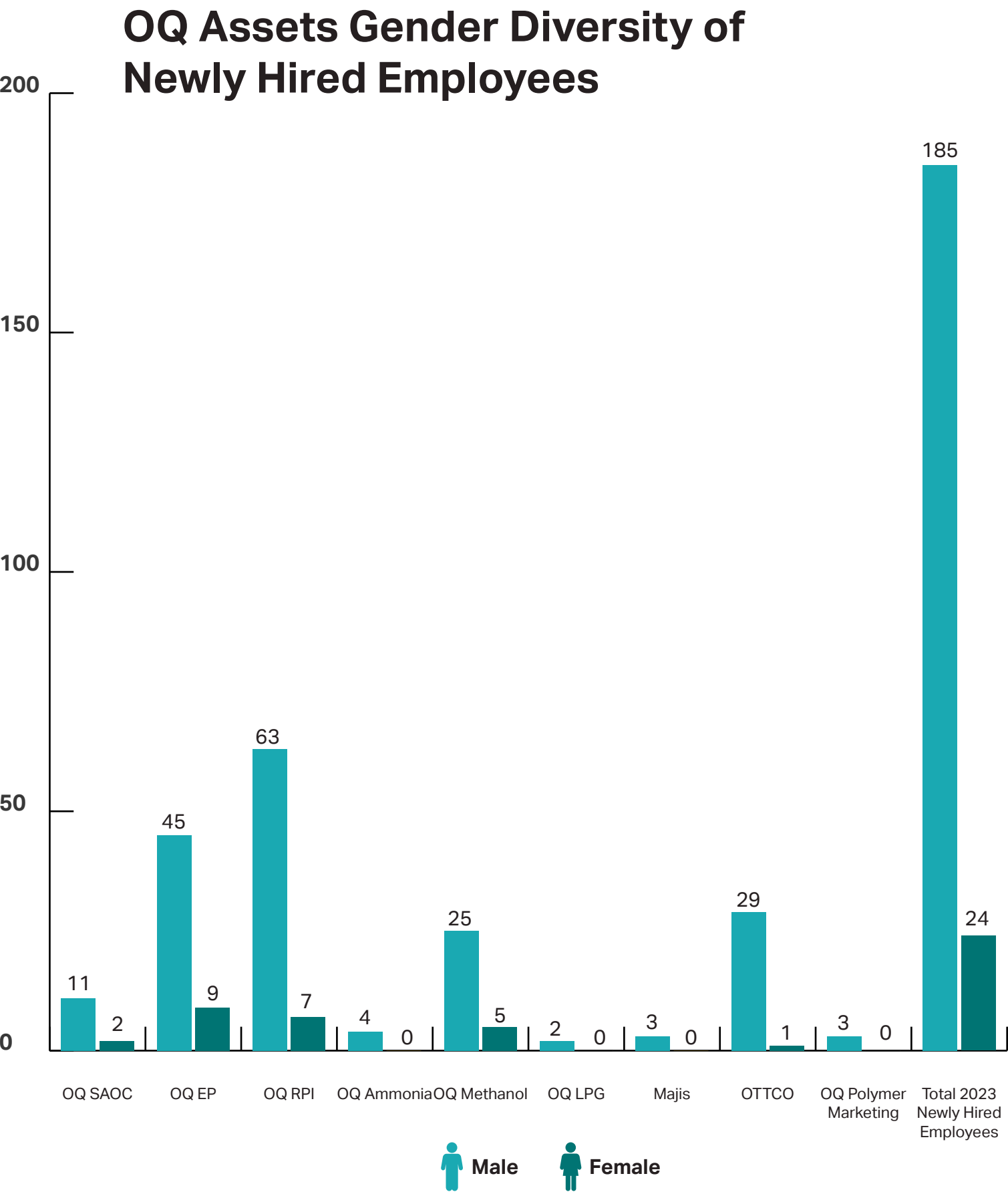
OQ Assets Age Diversity of Employees



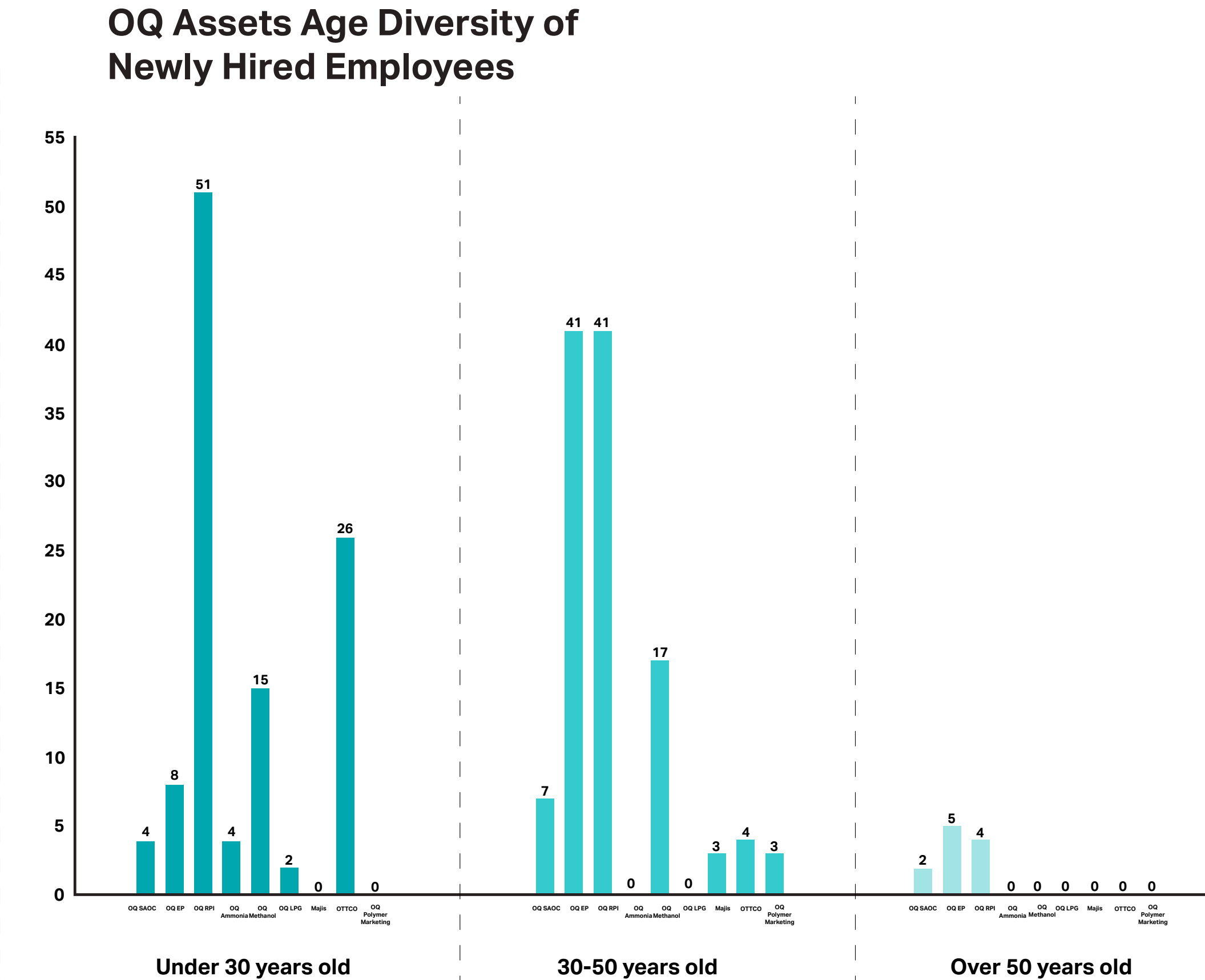
	Under 30 years old	30-50 years old	Over 50 years old
Percentage of Total OQ Group 2023 Employees	19%	72%	9%
Total OQ Group 2022 Employees	23%	70%	7%
Total 2021 Employees	27%	66%	7%

Newly Hired Employees

The total number of newly hired employees in 2023 was 209 compared with 292 in 2022. The decrease is due to the change in the reporting boundaries where different assets was reported last year and this year.



Permanent Employees		
	Male	Female
2023 Newly Hired Employees Percentage	88%	12%
2022 Newly Hired Employees Percentage	86%	14%
2021 Newly Hired Employees Percentage	78%	22%



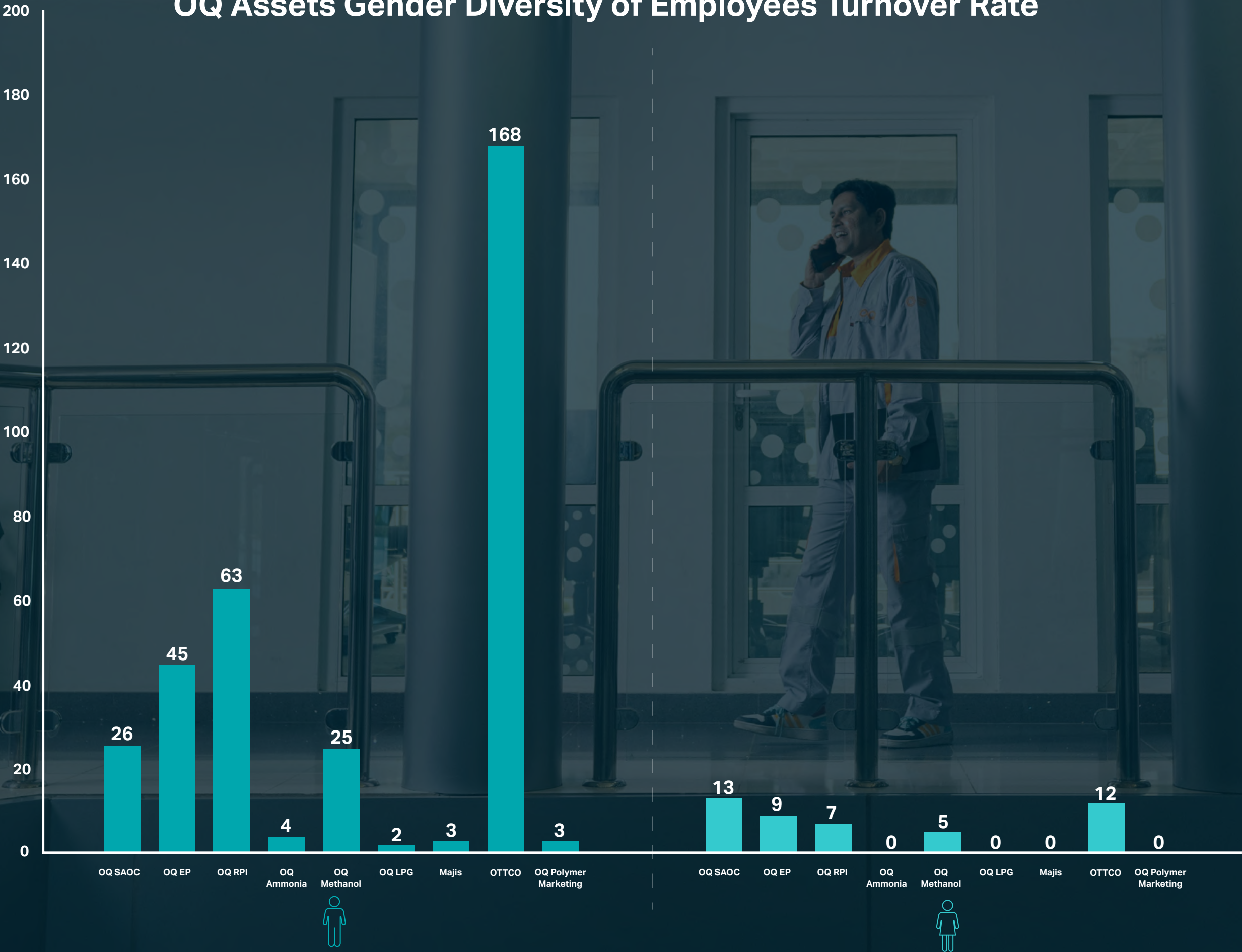
	Under 30 years old	30-50 years old	Over 50 years old
Total OQ Group 2023 Newly Hired Employees	110	116	11
Percentage of Total OQ Group 2023 Newly Hired Employees	46%	49%	5%
Total OQ Group 2022 Newly Hired Employees	135	155	2
Percentage of Total OQ Group 2022 Newly Hired Employees	46%	53%	1%
Total 2021 Newly Hired Employees	424	61	9
Percentage of Total OQ Group 2021 Newly Hired Employees	86%	12%	2%

Employees Turnover Rate

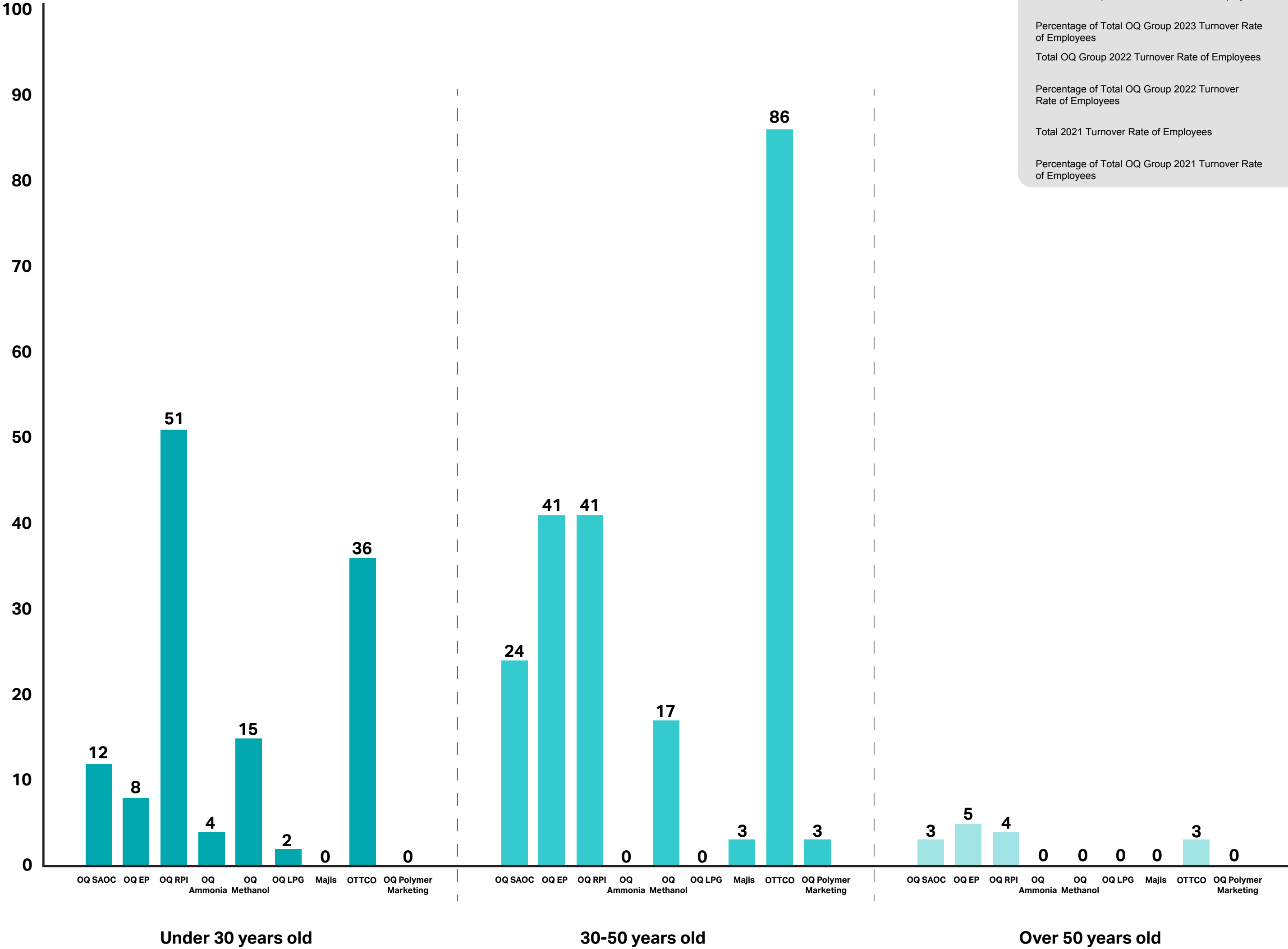
At OQ, we understand the significance of employee turnover and its potential impact on our business and sustainability objectives. We believe that retaining skilled and committed staff is crucial for fostering a positive and efficient workplace environment. Therefore, we are dedicated to ensuring that our employees feel appreciated and supported. We regularly gather feedback from our workforce through various means to pinpoint areas for improvement and enhance work-life balance. By emphasising employee satisfaction and retention, we aim to establish a robust and adaptable organisation capable of achieving sustainability targets while generating lasting value for all stakeholders. OQ Assets experienced a decline in the number and ratio of turnover of both male and female employees in 2023 compared to 2022 and 2021.

	Male	Female
Total 2023 Turnover Rate of Employees	339	46
2023 Turnover Rate of Employees Percentage	8.7%	7.3%
Total 2022 Turnover Rate of Employees	196	21
2022 Turnover Rate of Employees Percentage	4.10%	0.40%
Total 2021 Turnover Rate of Employees	207	25
2021 Turnover Rate of Employees Percentage	4.30%	0.50%

OQ Assets Gender Diversity of Employees Turnover Rate



OQ Assets Age Diversity of Employees Turnover Rate



	Under 30 years old	30-50 years old	Over 50 years old
Total OQ Group 2023 Turnover Rate of Employees	128	215	15
Percentage of Total OQ Group 2023 Turnover Rate of Employees	2.85%	4.79%	0.33%
Total OQ Group 2022 Turnover Rate of Employees	40	134	43
Percentage of Total OQ Group 2022 Turnover Rate of Employees	0.80%	2.8%	0.90%
Total 2021 Turnover Rate of Employees	46	119	67
Percentage of Total OQ Group 2021 Turnover Rate of Employees	1%	2.50%	1.40%

Gender Pay Gap

In Oman, men and women receive the same pay for doing the same job, showing there is no gender pay gap. The government and private companies in Oman treat men and women fairly when it comes to pay, which demonstrates their support for gender equality in the workplace.

Labour Unions

At OQ, we affirm our endorsement of the rights of workers to freely and voluntarily organise and become members of labour unions without fear of personal risks, repercussions, or adverse consequences. This is in adherence to the regulations stipulated by the Ministry of Labour concerning the establishment, operation, and registration of Labour Trade Unions and Federations, as well as the guidelines set forth by the General Federation of Oman Trade Unions, as per Ministerial Decree no. 95/2012.

OQ entered into a collaboration agreement with the General Union of Workers of the Sultanate of Oman, under the auspices of the Ministry of Labour. This agreement encompasses the sharing of expertise, facilitating access to loan facilities between both entities, and delivering awareness initiatives and capacity-building programmes. These include enrolling employees in training initiatives and leveraging international best practices related to training on labour laws and Arab and international labour standards.

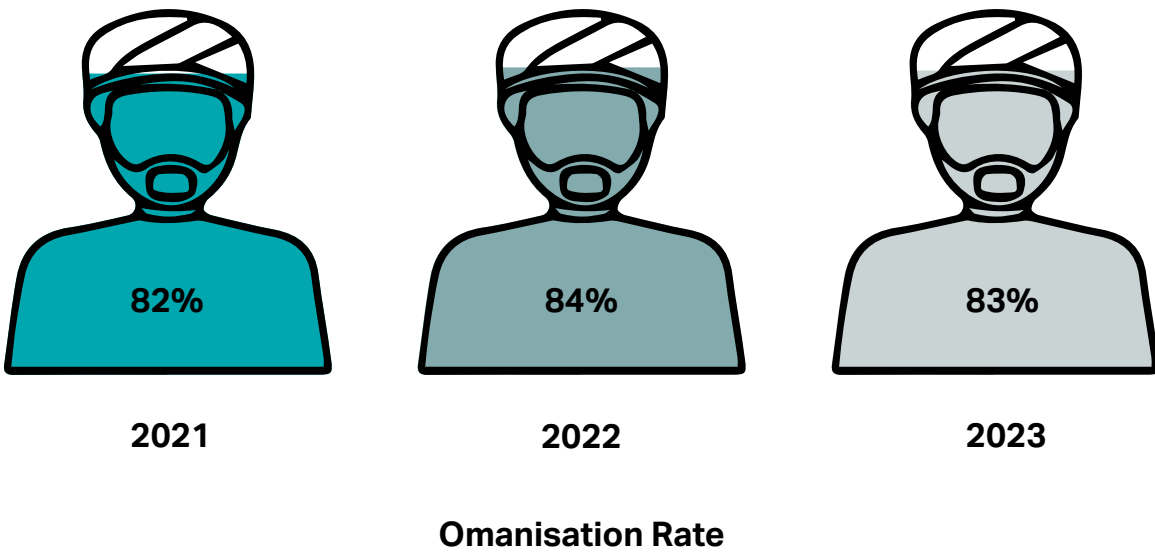
The signing of this agreement underscores OQ's commitment to strengthening its synergy with these three stakeholders and bolstering the Union's capacity to fulfil its mandate of serving its constituents.

This collaboration aims to contribute significantly to realising the objectives outlined in Oman Vision 2040, particularly those aimed at enhancing the private sector work environment and improving the skills and capabilities of the national workforce in readiness for the forthcoming phase of Oman's economic trajectory.

Omanisation

We take great satisfaction in having an inclusive and diverse workplace that values and empowers people from all backgrounds. Given that the majority of our operations are conducted in Oman, we also understand how critical it is to assist the government of Oman in its efforts to nationalise and Omanise the country. In keeping with the Oman Investment Authority's (OIA) goal, we are consequently dedicated to doing our share to develop a robust and experienced Omani workforce that can support the nation's social and economic development by offering meaningful employment to fortify and preserve the national presence in our enterprise and endorse the government's goal of building a strong and seasoned Omani labour force.

By adhering to our Omanisation approach, we were able to accomplish our 2023 goal of 83% Omanisation. The objectives of this programme are to promote economic growth, reduce unemployment, promote national development, and ensure the long-term prosperity of our nation.



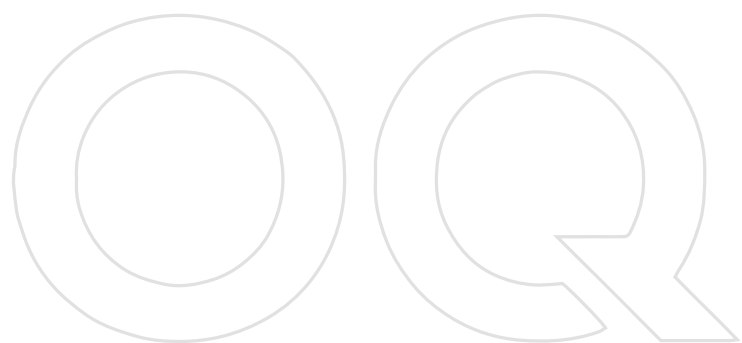
Non-discrimination

In our organisational ethos, non-discrimination and respect stand as paramount values, safeguarding individual rights and upholding dignity without any form of intimidation, bias, or coercion. OQ strictly prohibits discrimination based on legally protected personal attributes, including race, gender, religion, age, sexual orientation, political beliefs, and others.



We are pleased to announce that in 2023, our employees reported zero incidents of discrimination, underscoring the pervasive culture of non-discrimination and respect within our organisation.

Community Investment and Development



OQ's Strategic Priorities

Impactful Social Investments

At OQ, we are committed to creating shared value in the communities where we operate. We strive to serve the needs of local communities while contributing to Vision 2040 Priorities and the Sustainable Development Goals (SDGs). To achieve this, we link the direct impact of our operations to our local CSI (Corporate Social Investment) programmes.

Our aim is to introduce metrics that will help us evaluate the impact of our CSI programmes accurately. We believe that it is essential to measure the impact of our programmes to identify areas where we can improve and ensure that we are making a positive impact in the communities where we operate.

Furthermore, we offer a range of training courses related to the latest best practices in CSI. We believe that training our employees will help us create more effective CSI programmes and maximise our positive impact in the communities where we operate.

Alignment with Sustainable Development Goals



Alignment with Oman Vision 2040

A society of creative individuals, a competitive economy

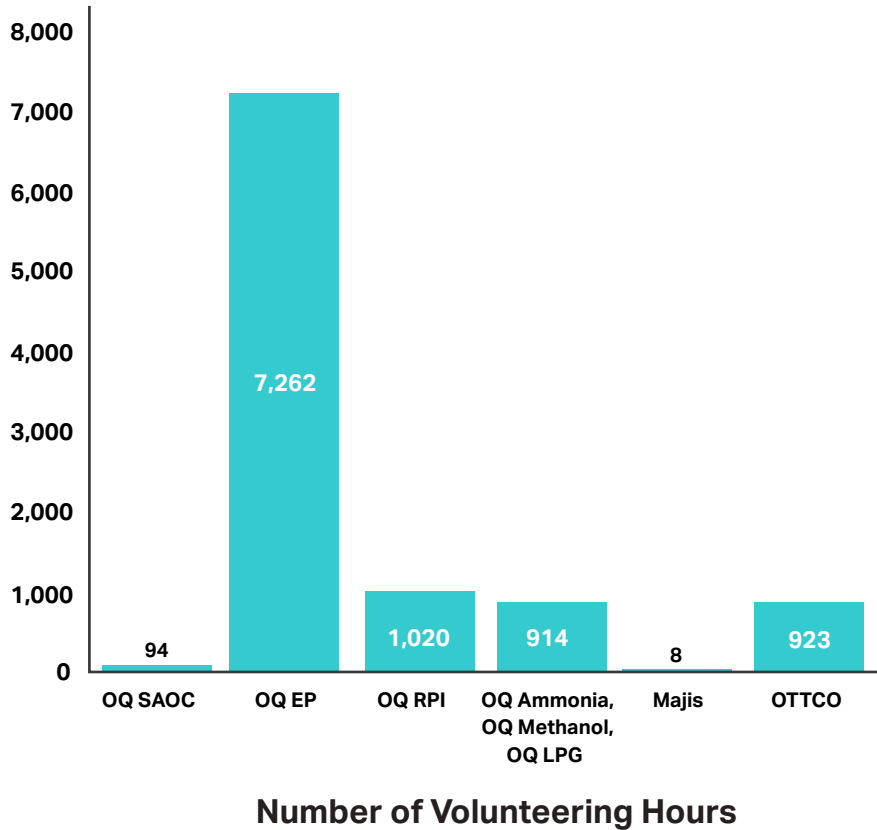
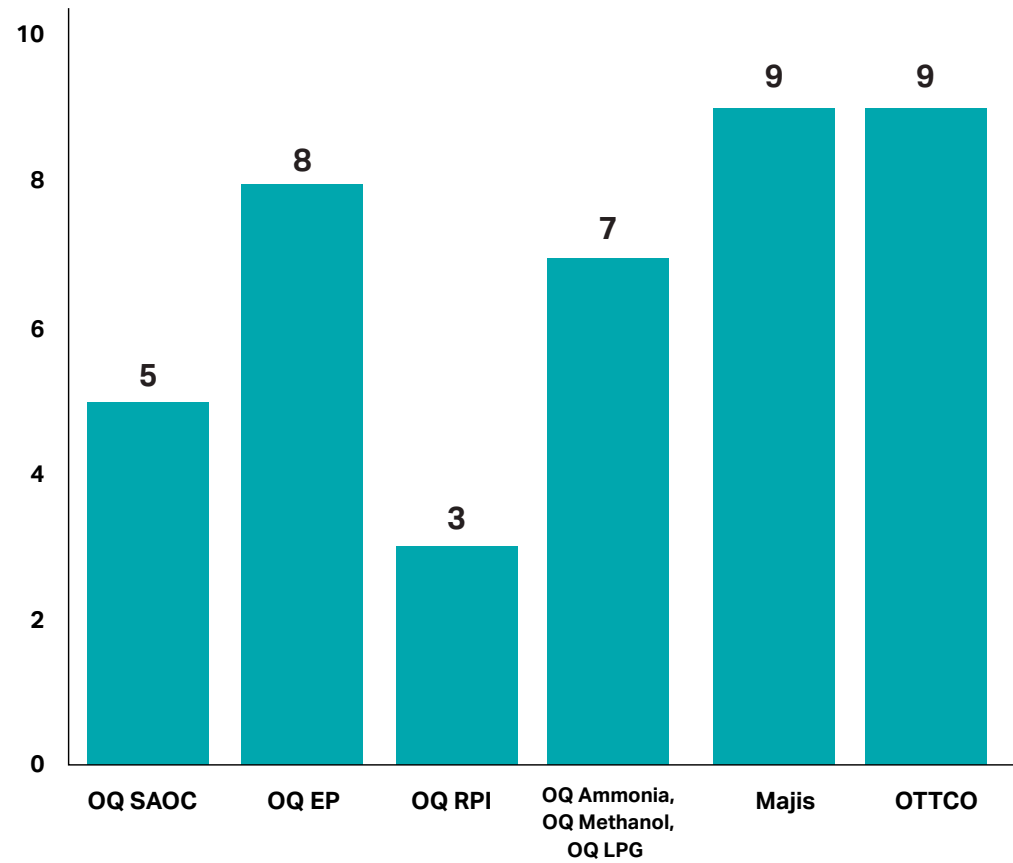
Key Initiatives & Plans

- Continue planting native trees around areas where we operate.
- Ensure addressing areas of water stress/ challenges in communities where we operate.
- Ensure all our SME contractors work on solid HSE policies and targets.
- Work closely with our partners around operations to ensure including persons with disability into business.
- Increase the quality and innovative means of educational facilities in Oman / or enhance the standard and creativity of educational resources in Oman.
- Support for the design and implementation of urban planning in cities where we operate, aiming to enhance the connection between humans and their environment.
- Support in disability-inclusive development - covering access to education and employment, availability of schools that are sensitive to students with disabilities.



2023 CSI Highlights

Developing public spaces, blood donation campaigns, and training, science and innovation centres and labs are just a few of the many CSI activities that OQ has accomplished and those that are still in progress. The following are 2023 programmes and beneficiaries' numbers of each OQ asset.

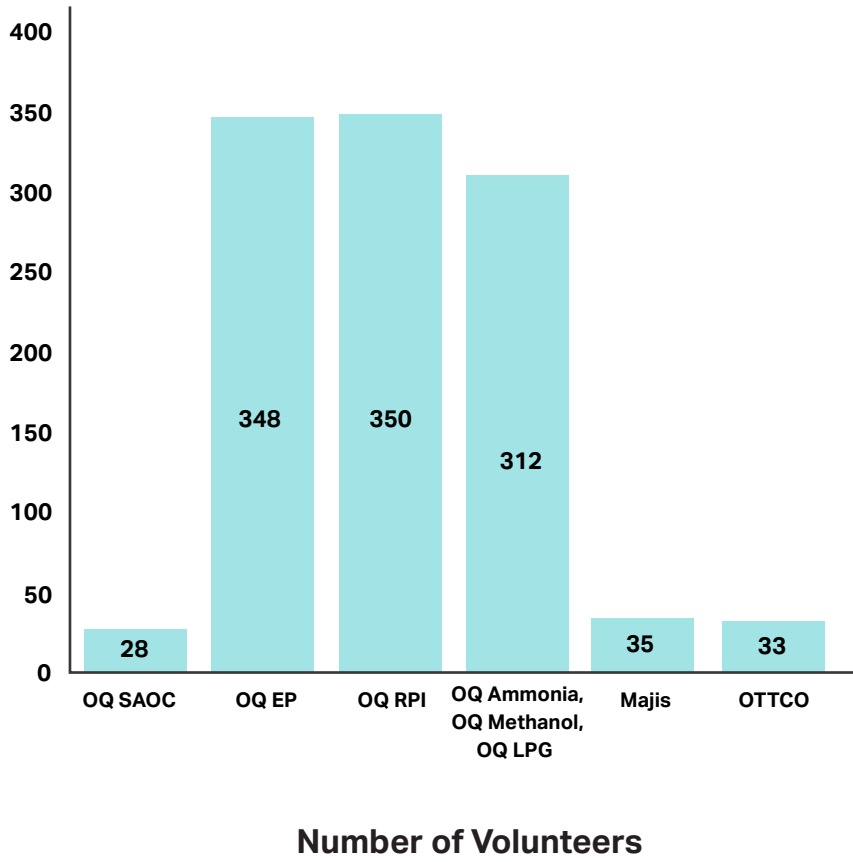


VOLUNTEERING AT OQ

OQ’s Volunteering programme is a testament to our unwavering commitment to addressing areas of need and contributing to a sustainable world. Through collaborative efforts with employees, local communities, and stakeholders, we aim to promote sustainable practices and create a positive impact on the society.

One of the exciting volunteering opportunities that took place as part of OQ Green Initiative campaign was the mangrove trees plantation campaign in Shinas Creek.

The data shows the number of volunteering activities and volunteering hours completed by OQ Group.



OQ CSI FRAMEWORK



Vision

Maximising value from Oman's energy resources and powering our transition towards a sustainable future.



Drivers

- Sustainable Development Goals
- Oman Vision 2040
- OQ Strategic Priorities
- Socioeconomic Context



Focus Areas

- Education and Health
- Economic Prosperity
- Environmental Stewardship



Activation Areas

- Innovative Technology and Science
- Entrepreneurship
- Environmental Preservation
- Health Capacity Building and Education
- Skills Development
- Public Forums
- Systems
- Partnerships
- Policies
- Engagements
- Volunteering

OQ firmly believes that through effective Corporate Social Investment by delivering Projects, Programmes, and Initiatives, we aim to enhance the social and economic development of the communities in areas where we operate.

Key Projects

Education and Health Programs



Salalah Autism Centre (Furnishing)

OQ funded the purchase of some necessary equipment and furniture for Salah Autism Centre. The Centre was established by OQ as a part of its social investment role.



OQ Innovation Laboratory at Vocational College Salalah

This project is equipped with the latest devices, equipment and advanced technologies, which will enable students from colleges, universities, schools and members of civil society to use this laboratory as a centre within the national innovation system in line with the objectives of the Oman Vision 2040, the National Innovation Strategy and the National Research and Development Strategy.



Chemical Research Laboratory

OQ is establishing a Chemical Engineering Research and Development Lab in the University of Technology and Applied Science – Salalah at the Engineering Department. This facility will assist graduates in innovating and solving problems in the Chemical Engineering Field with practical proficiency through experiments and by exposing students to research processes in the various fields of Chemical Engineering.



Dhalkout Cultural Centres

Dhalkout Cultural Centre is a key project aiming to create a significant positive impact on the society at the western part of Dhofar. The centre aims to host a variety of cultural and educational events.



Duqm Emergency and Accident Unit

OQ has taken on a social responsibility to construct a building equipped with outpatient clinics and a surgery room in the Duqm area with collaboration with Ministry of Health (MOH), which is expanding to the existing medical facility.



Dibba Archaeological Centre

Keeping the primary goals of Oman's Vision 2040 in mind, which include promoting education, learning, scientific research, national capabilities, national heritage and culture, this centre provides a unique chance for tourists to delve into the lesser-known history of Dibba.



SQU Auditory Staff Training

OQ has partnered with SQU and King Saud University to support the enrolment of hearing-impaired students at SQU, and provide them with the necessary tools and curriculum to ensure they receive a high-quality education. Additionally, the programme aims to train lecturers and provide them with the necessary technology and systems to conduct lectures at the university.

Economic Prosperity Programmes



Ittin Oasis Park

The park will contain various educational games which will make it an entertaining and educational place at the same time for kids of different ages. The place will also be suitable for welcoming families to sit and enjoy the outdoors.



Dibba Waterfront

The objective of the venture is to build a fresh beachfront development in Dibba, Musandam, spanning roughly 1,300 metres. It will be equipped with amenities such as parking lots, gardens, pathways, jogging trails, and other conveniences. Additionally, the plan involves the removal of pre-existing structures, shelters, and concrete barriers.



Development of Madha Park

The objective of the project is to upgrade and expand Madha Park, which will feature caravan outlets situated alongside parking areas, beautiful landscaping, pathways, children's play areas, a multipurpose open theatre, and various other amenities.

Environmental Stewardship Programmes



OQ Green Initiative

The "OQ Green Initiative" was initiated in response to the government's efforts to preserve the environment through the National Initiative of Planting 10 million Wild Trees in Oman. The initiative aims to raise awareness among the younger generation about the significance of maintaining clean and green surroundings, particularly in light of global climate change.

In response to the government's drive to preserve the environment by planting 10 million wild trees in Oman through the National Initiative, we launched the "OQ Green Initiative" This endeavour is geared towards educating the younger generation on the importance of maintaining clean and verdant environments, especially amidst the challenges posed by global climate change.

INITIATIVES AND SPONSORSHIPS

No. of OQ Group Sponsorships
122 Approved Sponsorships

Focus Areas of Sponsorships

-  **Education and Health**
-  **Youth**
-  **Economic Prosperity**
-  **Environmental Stewardship**

The following are examples of our sponsorship programmes that have been held during 2023.

Oman Code Race

The Oman Code Race, is an exceptional event that nurtures the talents of young individuals, aiding them in honing their skills in programming, logical thinking, problem-solving, and algorithmic design. It further empowers them to partake and compete in both regional and global competitions, aiming to position the Sultanate of Oman as a leading nation in technological advancements, refined smart solutions, innovative applications, as well as the utilisation of artificial intelligence and the technologies of the fourth industrial revolution geared towards the growth of the digital industry.

Oman School Sports Association

OQ sponsorship to the Oman School Sports Association (OSSA) activities for the academic year 2023/2024 played a vital role in supporting and enhancing the activities of OSSA across Oman. This partnership not only emphasised OQ's commitment to community and youth development but also aligned with broader goals to promote sports as a crucial component of student life, contributing to their holistic development.

ASEF with OQ

"ASEF with OQ" stands as a cornerstone initiative of the global integrated solutions provided by OQ for the local community, particularly focusing on first aid. Its primary objective is to safeguard the well-being, including heart and life preservation, as well as the personal and public safety of the local community members. This initiative aims to equip community members with the necessary skills and knowledge to effectively respond to emergencies, thereby enhancing the overall safety and resilience of the society.

OQ Green Initiative

Our support for the Green Initiative is a source of great pride for us, as it aligns with Oman Vision 2040 to safeguard the environment, promote the sustainability of natural resources, and boost the national economy. In response to the OIA's call to back the national initiative of planting 10 million wild plants, we have taken concrete steps towards reforestation and climate mitigation by strategically planting trees and shrubs across Oman.

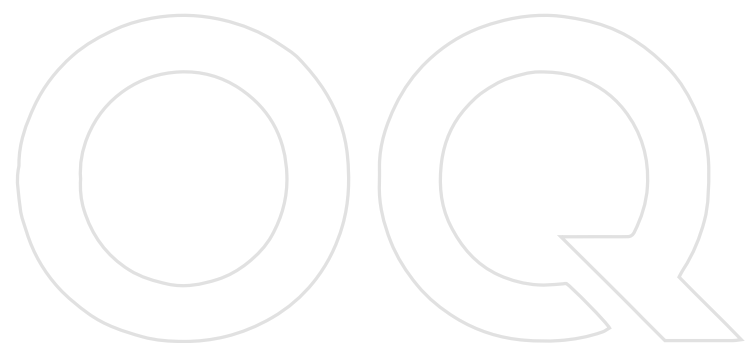
GLOSSARY

AE - Alternative Energy
 AFDF - Agriculture and Fisheries Development Fund
 AI - Artificial Intelligence
 Bbl - Barrel
 Boe - Barrels of Oil Equivalent
 BOQ - Bill of Quantities
 BU - Business Unit
 CCPS - Center of Chemical Process Safety
 CDU - Crude Distillation Unit
 CH₄ - Methane
 CMT - Competency Management Tool
 CO₂ - Carbon Dioxide
 CSI - Community Social Investment
 DCU - Delayed Coker Unit
 E&P - Exploration and Production
 EBITDA - Earnings Before Interest, Taxes, Depreciation, and Amortisation
 ECC - Emergency Control Center
 EE - Energy Efficiency
 EII - Energy Intensity Index
 ELT - Executive Leadership Team
 EMT - Emergency Medical Technicians
 EP - Economic Profit
 EPC - Engineering, Procurement and Construction
 ERM - Enterprise Risk Management
 ESG - Environmental, Social and Governance
 FOBS - Fuel Oil Blended Stock
 GCC - Gulf Cooperation Council
 GHG - Greenhouse Gas
 GN - Gas Network
 GRI - Global Reporting Initiative
 GW - Gigawatts
 GWh - Gigawatt Hours
 HSE - Health, Safety and Environment
 HSSE - Health, Safety, Security and Environment
 HSSEMS - Health, Safety, Security, Environment Management System
 HVAC - Heating, Ventilation, and Air Conditioning
 ICV - In-Country Value
 IP - Intellectual Property
 IRC - Investigation Review Committee
 IRT - Incident Response Team
 ISMS - Information Security Management System
 ISO - International Organisation for Standardization
 IUCN - International Union for Conservation of Nature
 KPI - Key Performance Indicator
 LED - Light-Emitting Diode
 LPG - Liquefied Petroleum Gas

LTI - Lost Time Injury
 LTIFR - Lost Time Injury Frequency Rate
 MAFWR - Ministry of Agriculture, Fisheries and Water Resources
 MEM - Ministry of Energy and Minerals
 MEP - Mechanical, Electrical and Plumbing
 MHT - Ministry of Heritage and Tourism
 MJ/BOE - Meja Joule/ Barrel of Oil Equivalent
 MJ/MT - Meja Joule/ Mega ton
 ML - Machine Learning
 MMSCF - Million Standard Cubic Feet
 Mn - Million
 MR - Mixed Reality
 MTC - Medical Treatment Case
 MVIF - Motor Vehicle Incident Frequency
 NMFR - Near Miss Frequency Rate
 NO_x - Nitrogen Oxides
 OAA - Oman Automobile Association
 OCS - Operation Clean Sweep
 OH - Occupational Health
 OIA - Oman Investment Authority
 OMR - Omani Rial
 OpEx - Operating expense
 OQ RPI - OQ Refineries and Petroleum Industries
 OQ8 - Duqm Refinery and Petrochemical Industries Company
 OT - Operational Technology
 OTTCO - Oman Tank Terminal Company
 PDCA - Plan-Do-Check-Act
 PDO - Petroleum Development Oman
 PO - Purchase Order
 PoV - Proof of Value
 PSM - Propensity Score Matching
 PV - Photovoltaic
 R&D - Research & Development
 RBPS - Risk Based Process Safety
 RFCC - Residue fluid catalytic cracking
 ROP - Royal Oman Police
 RPA - Robot Process Automation
 RPI - Refineries and Petrochemical Industries
 RWC - Restricted Work Case
 SAP - System Analysis Program
 SASB - Sustainability Accounting Standards Board
 SBUs - Strategic Business Unit
 SCE - Supply Chain Execution
 SCF - Standard Cubic Feet
 SDGs - Social Development Goals
 SGCIB - Sustainable and Positive Impact Finance Solutions
 SIC - Strategic Investment Committee

SLPG - Salalah Liquefied Petroleum Gas
 SME - Small to Medium Enterprises
 SO_x - Sulfur Oxides
 SQU - Sultan Qaboos University
 TCFD - Task Force on Climate-related Financial Disclosures
 TJ - Tera Joule
 TRI - Total Recordable Injury
 TRIF - Total Recordable Incident Frequency
 TRIR - Total Recordable Incident Rate
 TÜV - Technical Inspection Association
 UN - United Nations
 USD - United States Dollar
 WWTP - Wastewater Treatment Plant

Appendix



GRI

Statement of use	OQ has reported in accordance with the GRI Standards for the period of January 1, 2023 - December 31, 2023
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 11 Sector Standards applied to OQ

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	About OQ Page 12				
	2-2 Entities included in the organisation's sustainability reporting	About the Report Page 5				
	2-3 Reporting period, frequency and contact point	About the Report Page 4 to 5				Governance 7 and Governance 8
	2-4 Restatements of information	About the Report Page 4 to 5				
	2-5 External assurance	About the Report Page 4 to 5				Governance 9
	2-6 Activities, value chain and other business relationships	About OQ Page 13 and15				
	2-7 Employees	Building Our Employees Capacity Page 72 to 77				Social 5
	2-8 Workers who are not employees	Building Our Employees Capacity Page 72 to 77				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	About OQ Page 19 to 20				Governance 1 and Governance 2
	2-10 Nomination and selection of the highest governance body	About OQ Page 19 to 20				
	2-11 Chair of the highest governance body	About OQ Page 19 to 20				
	2-12 Role of the highest governance body in overseeing the management of impacts	About OQ Page 21				Environmental 8 and Environmental 9
	2-13 Delegation of responsibility for managing impacts	About OQ Page 21				Governance 9
	2-14 Role of the highest governance body in sustainability reporting	About OQ Page 21				
	2-15 Conflicts of interest	Guidance to Ethical Practices Page 31				
	2-16 Communication of critical concerns	Guidance to Ethical Practices Page 31				
	2-17 Collective knowledge of the highest governance body	About OQ Page 21				
	2-18 Evaluation of the performance of the highest governance body	About OQ Page 21				
	2-19 Remuneration policies	About OQ Page 19 to 20				Social 2
	2-20 Process to determine remuneration	About OQ Page 19 to 20				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	NA		Confidentiality constraints	The information classified as confidential	Social 1
	2-22 Statement on sustainable development strategy	About OQ Page 28				
	2-23 Policy commitments	Guidance to Ethical Practice Page 31				
	2-24 Embedding policy commitments	Sustainability at OQ Page 32				
	2-25 Processes to remediate negative impacts	Guidance to Ethical Practice Page 31 to 32				
	2-26 Mechanisms for seeking advice and raising concerns	Guidance to Ethical Practice Page 31 to 32				
	2-27 Compliance with laws and regulations	Reinforcing our business practices Page 29 to 30				
	2-28 Membership associations	About OQ Page 17				
	2-29 Approach to stakeholder engagement	Sustainability at OQ Page 26 to 27				
	2-30 Collective bargaining agreements	Not Applicable		Not applicable in Oman	This agreement is not applicable in the country where we operate and disclose	

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability at OQ Page 26 to 27				Governance 8
	3-2 List of material topics	Sustainability at OQ Page 26 to 27				
Economic Impact						
GRI 3: Material Topics 2021	3-3 Management of material topics	Performance and Highlights Page 10 to 11				
GRI 201: Economic Performance 2016	Disclosure 201-1 Direct economic value generated and distributed	Performance and Highlights Page 10 to 11				
	Disclosure 201-2 Financial implications and other risks and opportunities due to climate change	Performance and Highlights Page 10 to 11				
	Disclosure 201-3 Defined benefit plan obligations and other retirement plans	Performance and Highlights Page 10 to 11				
	Disclosure 201-4 Financial assistance received from government	Performance and Highlights Page 10 to 11				
Economic Impact						
GRI 3: Material Topics 2021	3-3 Management of material topics	OQ Group Governance Page 19				
GRI 202: Market Presence 2016	Disclosure 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not Applicable				
	Disclosure 202-2 Proportion of senior management hired from the local community	OQ Group Governance Page 19				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Economic Impact						
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment and Development Page 80 to 84				
GRI 203: Indirect Economic Impacts 2016	Disclosure 203-1 Infrastructure investments and services supported	Community Investment and Development Page 80 to 84				
	Disclosure 203-2 Significant indirect economic impacts	Community Investment and Development Page 80 to 84				
Economic Impact						
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment and Development Page 80 to 84				
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	Community Investment and Development Page 80 to 84				
Business Ethics & Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Guidance to Ethical Practices Page 31				
GRI 205: Anti-corruption 2016	Disclosure 205-1 Operations assessed for risks related to corruption	Guidance to Ethical Practices Page 31				
	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	Guidance to Ethical Practices Page 31				
	Disclosure 205-3 Confirmed incidents of corruption and actions taken	Guidance to Ethical Practices Page 31				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Government Relations & Tax						
GRI 3: Material Topics 2021	3-3 Management of material topics	Government Relations & Tax Page 30				
GRI 207: Tax 2019	Disclosure 207-1 Approach to tax	Government Relations & Tax Page 30				
	Disclosure 207-2 Tax governance, control, and risk management	Government Relations & Tax Page 30				
	Disclosure 207-3 Stakeholder engagement and management of concerns related to tax	Government Relations & Tax Page 30				
Climate Change & Energy Transition						
GRI 3: Material Topics 2021	3-3 Management of material topics	Net Zero Endeavour Page 44 to 45				Environmental 3, Environmental 4 and Environmental 5
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organisation	Net Zero Endeavour Page 44 to 45				
	Disclosure 302-2 Energy consumption outside the organisation	Net Zero Endeavour Page 44 to 45				
	Disclosure 302-3 Energy intensity	Net Zero Endeavour Page 44 to 45				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Water Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Fostering Change with Environmental Conservation Page 47 to 48				Environmental 6
GRI 303: Water and Effluents 2018	Disclosure 303-1 Interactions with water as a shared resource	Fostering Change with Environmental Conservation Page 47 to 48				
	Disclosure 303-2 Management of water discharge related impacts	Fostering Change with Environmental Conservation Page 47 to 48				
	Disclosure 303-3 Water withdrawal	Fostering Change with Environmental Conservation Page 47 to 48				
	Disclosure 303-4 Water discharge	Fostering Change with Environmental Conservation Page 47 to 48				
	Disclosure 303-5 Water consumption	Fostering Change with Environmental Conservation Page 47 to 48				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Commitment to Preserving Biodiversity Page 50 to 52				
GRI 304: Biodiversity 2016	Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Commitment to Preserving Biodiversity Page 50 to 52				
	Disclosure 304-2 Significant impacts of activities, products and services on biodiversity	Commitment to Preserving Biodiversity Page 50 to 52				
	Disclosure 304-3 Habitats protected or restored	Commitment to Preserving Biodiversity Page 50 to 52				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Climate Change & Energy Transition						
GRI 3: Material Topics 2021	3-3 Management of material topics	Net Zero Endeavour Page 43 to 44				Environmental 1, Environmental 2, and Environmental7
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG Emissions	Net Zero Endeavour Page 43 to 44				
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	Net Zero Endeavour Page 43 to 44				
Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Commitment to a greener future Page 48 to 49				
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	Commitment to a greener future Page 35 to 37				
	Disclosure 306-2 Management of significant waste-related impacts	Commitment to a greener future Page 35 to 37				
	Disclosure 306-3 Waste generated	Commitment to a greener future Page 35 to 37				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Adherence to health and safety Page 65 to 69				Social 7 and Social 8
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	Adherence to health and safety Page 65 to 69				
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	Adherence to health and safety Page 65 to 69				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Occupational Health and Safety						
GRI 403: Occupational Health and Safety 2018	Disclosure 403-3 Occupational health services	Adherence to health and safety Page 65 to 69				Social 7 and Social 8
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	Adherence to health and safety Page 65 to 69				
	Disclosure 403-5 Worker training on occupational health and safety	Adherence to health and safety Page 65 to 69				
	Disclosure 403-6 Promotion of worker health	Adherence to health and safety Page 65 to 69				
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Adherence to health and safety Page 65 to 69				
	Disclosure 403-8 Workers covered by an occupational health and safety management system	Adherence to health and safety Page 65 to 69				
	Disclosure 403-9 Work-related injuries	Adherence to health and safety Page 65 to 69				
	Disclosure 403-10 Work-related ill health	Adherence to health and safety Page 65 to 69				
Diversity, Equity, and Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity, Equity, and Inclusion Page 70 to 71				Social 2, Social 3, Social 4, Social 5 and Social 6
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	Diversity, Equity, and Inclusion Page 70 to 71				
	Optional: Disclosure 405-2 Ratio of basic salary and remuneration of women to men	Diversity, Equity, and Inclusion Page 70 to 71				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Employment Practices & Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Building Our Employees Capacity Page 63 to 64				
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	Building Our Employees Capacity Page 63 to 64				
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	Building Our Employees Capacity Page 63 to 64				
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	Building Our Employees Capacity Page 63 to 64				
Local Community & Social Investments						
GRI 3: Material Topics 2021	3-3 Management of material topics	Community Investment and Development Page 80 to 84				Social 11
GRI 413: Local Communities 2016	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	Community Investment and Development Page 80 to 84				
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	Community Investment and Development Page 80 to 84				
Human Right Protection & Labour Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Guidance to ethical practices Page 31				Social 10
Asset Integrity & Critical Incident Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Building Our Employees Capacity Page 57				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirements Omitted	Reason	Explanation	
Supply Chain Management & ICV						
GRI 3: Material Topics 2021	3-3 Management of material topics	Reinforce our Business Practices Page 35 to 37 & Community Investment and Development Page 80 to 84				Governance 4
Business Ethics & Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Reinforce our Business Practices Page 31				Governance 5 and Governance6
Sustainable Finance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Reinforce our Business Practices Page 38				
Agility, Innovation, & Digital Transformation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Reinforce our Business Practices Page 33				
Cybersecurity and Data Privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Safeguarding Our Digital Frontier Page 34				

TCFD

Governance

Our Sustainability Policy serves as the cornerstone guiding our efforts to meet sustainability targets, closely aligned with global ESG standards and the significance of our operations. Demonstrating our dedication to addressing climate-related risks, we've established a robust governance framework. This structure, endorsed by our Board of Directors (BoD), ensures thorough identification, assessment, and management of climate impacts on our operations and stakeholders. The BoD oversees climate risk management, setting the tone for effective risk mitigation and approving the Enterprise Risk Management (ERM) framework. Monthly updates on climate issues reinforce their accountability for risk oversight.

Complementing the BoD's role, our dedicated risk management team identifies, assesses, and strategies mitigation for climate risks. Regular reviews and updates of our ERM Charter and policies ensure relevance and currency. Each business segment contributes to risk assessment, enhancing our collective risk intelligence.

Moreover, our Strategic Investment Committee (SIC) plays a pivotal role, guiding strategic decisions in line with sustainability objectives. Notably, the SIC's strong focus on climate change underscores our commitment to responsible corporate citizenship. By prioritising sustainability, we're poised to navigate evolving business landscapes while delivering value to stakeholders and the environment.

In essence, our governance structure reflects a steadfast commitment to climate risk management, ensuring the sustainability of our operations and fostering long-term stakeholder value.

Strategy

We acknowledge the multifaceted nature of climate change and its implications for our organisation, recognising both risks and opportunities. In our upcoming reporting cycle, we commit to thoroughly analysing the present and potential impacts of climate-related factors on our operations, strategy, and financial planning, particularly where such information holds material significance.

This analysis encompasses a comprehensive review of physical risks, including changes in climate patterns and extreme weather events, alongside transition risks linked to the global move towards a low-carbon economy, such as regulatory shifts and technological advancements. To gain deeper insights, we will employ scenario analysis, stress testing, and various quantitative and qualitative assessments in the years ahead. This proactive approach allows us to identify and prioritise the most significant climate-related risks and opportunities, facilitating the development of tailored mitigation and adaptation strategies.

Our commitment to assessing climate-related factors is ongoing, with regular reviews and updates ensuring our responsiveness to the evolving climate landscape. This iterative process empowers us to make informed decisions regarding our businesses, strategy, and financial planning, thereby safeguarding the organisation's long-term sustainability.

By conducting a thorough assessment of climate-related risks and opportunities, we position ourselves to effectively manage potential impacts and capitalize on emerging opportunities. This approach not only enhances our competitiveness but also ensures compliance with regulations and responsiveness to the evolving needs of our stakeholders.

Risk Management

We are dedicated to creating business-level ESG risk registers to diligently oversee and address ESG and climate-related risks. These registers will seamlessly integrate into our overall risk management processes, which aim to mitigate, transfer, avoid, or retain risks effectively. Process owners will oversee the chosen risk treatment options, ensuring accountability and efficacy. Through scenario analysis, we will identify and prioritise critical climate risks and opportunities, actively integrating them into ESG risk registers and business plans.

Recognising the imperative of managing risks in a dynamic business environment, we commit to embedding ESG risks into our enterprise risk management system. We ensure comprehensive integration by identifying and assessing ESG risks across our operations and supply chain, alongside developing robust mitigation strategies.

Integrating ESG risks into our enterprise risk management system enhances our ability to anticipate and respond to emerging risks while safeguarding our business and the environment. Proactive management of ESG risks preserves our reputation, fosters stakeholder trust, and creates enduring shareholder value. This commitment is a vital element of our sustainability strategy, ensuring alignment between our business practices and ESG objectives, thus fostering resilience and sustainability.

Our dedication extends to incorporating sustainability features into early design stages, integrating climate resilience designs, and incorporating sustainability into investment criteria and due diligence processes. We stay abreast of climate and sustainability legislation, periodically reviewing and monitoring regulations to manage risks associated with non-compliance effectively.

In summary, our approach to ESG and climate-related risks involves meticulous risk identification and monitoring through comprehensive registers, alongside integrating sustainability into design, investment, and due diligence processes. By staying updated with climate and sustainability legislation, we uphold compliance and mitigate associated risks, ensuring OQ remains well-prepared to navigate the challenges and capitalise on opportunities presented by climate change.

Metrics and Targets

We have diligently reported our Scope 1 and 2 GHG emissions, while comprehensive environmental reporting can be found on our report. In alignment with global efforts to combat climate change, we've developed a robust Decarbonisation Plan, complete with updated targets reflecting our commitment to reducing our carbon footprint and achieving net-zero emissions.

Crafted with precision, our plan ensures that targets are both ambitious and attainable, guided by the latest science-based criteria. It delineates specific actions and initiatives to reduce our carbon emissions, including the adoption of renewable energy sources, enhancing energy efficiency, and exploring innovative technologies. Endorsed by our Board of Directors, the Decarbonisation Plan underscores our acknowledgment of the urgent need for climate action.

Throughout 2023, we collaborate closely with various units to identify decarbonisation opportunities and establish specific targets. This underscores our dedication to responsible corporate citizenship and leadership in transitioning toward a low-carbon economy.

SASB

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Quantitative	Metric tonnes (t) CO2-e, Percentage (%)	EM-EP-110a.1	Global scope 1 emissions: 6.9 million MtCO2 per year Methane: 1.1 thousand Mt per year percentage methane: 0.011%
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Quantitative	Metric tonnes CO2-e	EM-EP-110a.2	1) Flared hydrocarbons: 21 thousand Mt 2) other combustion: 4,470,867.89 Mtco2e 3) process emissions: 747,777.83 Mtco2e 4) other vented emissions: X 5) fugitive emissions: 338.63 metric ton
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	Not Applicable	EM-EP-110a.3	In 2023 OQ Group success on achieving 1.5% reduction in GHG Emission compared to the year before
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs), and (4) particulate matter (PM10)	Quantitative	Metric tonnes (t)	EM-EP-120a.1	1) NOx: 20 tonnes per year 2) SOx: 3102 Metric tonnes per year 3) VOCs: 1010 Metric tonnes per year 4) PM10: 57 Metric tonnes per year
	Number of refineries in or near areas of dense population	Discussion and Analysis	Number	EM-EP-120a.2	2

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Ecological Impacts	Description of environmental management policies and practices for active operations	Discussion and Analysis	Not Applicable	EM-MD-160a.1	<p>At OQ, we prioritise the enhancement of our industrial assets' performance while minimising our environmental impact and ensuring compliance with all applicable regulations. To achieve this, we closely monitor and evaluate our environmental metrics, with a focus on the following areas.</p> <p>We strive for Operational Excellence by optimising our operations to reduce our environmental footprint. This includes implementing best practices for energy efficiency, water conservation, and waste reduction.</p> <p>We are committed to mitigating Greenhouse Gas Emissions by closely monitoring and assessing our emissions to contribute to reducing our carbon footprint. This commitment involves the implementation of sustainable practices and investment in green technologies.</p> <p>Our dedication extends to Materials Management, where we focus on managing our material and resource consumption to minimise waste and environmental impact. We also collaborate with suppliers to ensure responsible sourcing in line with our sustainability standards.</p> <p>In Waste Management, we take a proactive approach by employing environmentally friendly disposal methods to prevent harm to the environment. Additionally, we work towards reducing waste generation through the implementation of sustainable practices throughout our operations.</p> <p>Overall, at OQ, sustainability and environmental stewardship are core values, and we continuously strive to improve our performance in these vital areas.</p>

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
	Percentage of land owned, leased, and/or operated within areas of protected. conservation status or endangered species habitat	Quantitative	Percentage (%) by acreage	EM-MD-160a.2	0
	Terrestrial acreage disturbed; percentage of impacted area restored	Quantitative	Acres (ac) Percentage (%)	EM-MD-160a.3	Not available
	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume in Unusually Sensitive Areas (USAs), and volume recovered	Quantitative	Number, Barrels (bbls)	EM-MD-160a.4	0
Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site	Quantitative	Acres (ac)	EM-SV-160a.1	Approximate calculation of well pad area ABB oil wells = 5.5 acres (based on typical well pad drawing) Bisat oil well = 3.5 acres (based on typical well pad drawing) ABB gas well = 5.6 acres (based on satellite image measurement)
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Discussion and Analysis	Not Applicable	EM-SV-160a.2	At OQ, we prioritise our environmental responsibilities and have developed thorough strategies to manage ecological risks and opportunities. Rooted in our HSSE management system, which comprises policy manuals and environmental guidelines, we implement various initiatives to safeguard biodiversity. Our efforts include waste reduction, energy conservation, and carbon footprint minimisation. We collaborate with suppliers to source materials responsibly and consistently monitor our environmental performance for enhancement opportunities. Our proactive approach underscores our commitment to operating safely and sustainably while continuously enhancing our environmental performance.

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Competitive Behaviour	Total amount of monetary losses as a result of legal proceedings associated with federal pipeline and storage regulations2	Quantitative	Presentation currency	EM-MD-520a.1	0
Water Management	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic metres (m3), Percentage (%)	EM-EP-140a.1	Total freshwater withdrawn: 3378 million m3 Total freshwater consumed:235million m3 Facilities in areas with water stress:0 water discharge: 938 million m3
	Volume of produced water and flowback generated; percentage (1) discharged, (2) injected, (3) recycled; hydrocarbon content in discharged water	Quantitative	Thousand cubic metres (m3), Percentage (%), Metric tons (t)	EM-EP-140a.2	At Block 60, majority volume deep well-disposed and a small portion disposed to HDPE lined evaporation ponds. Oil in Water design specification is <100ppm. However actual OiW concentration ranges between 5 and 35ppm. At MGP, produced water is marine discharged through a 700m outfall at ~10m below the lowest tide level. OiW concentration is <15ppm.
	Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used	Quantitative	Percentage (%)	EM-EP-140a.3	Not required
	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline	Quantitative	Percentage (%)	EM-EP-140a.4	0

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
	Discussion of Strategy or plans to address water consumption and disposal-related risks, opportunities and impacts	Discussion and Analysis	Not Applicable	EM-SV-140a.2	<p>At OQ, we understand the crucial role of responsible water management and waste disposal in safeguarding the environment. Thus, we have formulated a comprehensive strategy and plans to address risks, opportunities, and impacts associated with water consumption and disposal.</p> <p>Our water management policies aim to reduce our water usage and mitigate the environmental effects of our operations. Through monitoring and the adoption of innovative technologies, we enhance water efficiency and minimise consumption. Collaborating with suppliers and local communities, we promote responsible and sustainable water resource utilisation.</p> <p>Likewise, our waste disposal policies prioritise environmentally friendly methods to minimise our operational impact. We implement sustainable practices to decrease waste generation and ensure proper handling to prevent environmental harm.</p> <p>Through rigorous adherence to our strategy, policies, procedures, and regulations, we strive for a positive ecological footprint. Continual evaluation and enhancement of our environmental performance drive our commitment to sustainability, ensuring our operations leave no adverse impact on the environment.</p> <p>In essence, at OQ, we are dedicated to responsible water management and waste disposal, constantly striving to improve our performance in these critical areas to uphold environmental integrity and foster a sustainable future.</p>
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	Number	EM-RM-140a.2	0

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Hazardous Materials Management	Amount of hazardous waste generated, percentage recycled2	Quantitative	Metric tons (t), Percentage (%)	EM-RM-150a.1	Hazardous waste generated: 31 thousand tons Percentage recycled: 11169.28 tons
	(1) Number of underground storage tanks (USTs), (2) number of UST releases requiring cleanup, and (3) percentage in states with UST financial assurance funds	Quantitative	Number Percentage (%)	EM-RM-150a.2	No Major non-compliance recorded
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	Not Applicable	EM-EP-160a.1	<p>At OQ, we are deeply committed to our environmental obligations and have devised thorough strategies and plans to manage risks and seize opportunities concerning ecological impacts. Our approach is firmly grounded in our HSSE management system, which encompasses policy manuals, environmental guidelines, and a multitude of initiatives and policies aimed at preserving biodiversity.</p> <p>To mitigate our ecological footprint, we have implemented various measures, including waste reduction, energy conservation, and carbon footprint minimisation. We collaborate closely with our suppliers to ensure responsible sourcing of materials, and we regularly assess our environmental performance to pinpoint areas for enhancement.</p> <p>In essence, our approach to tackling ecological impacts is comprehensive and proactive. We are dedicated to continual improvement of our environmental performance while upholding safe and sustainable operations.</p>
	Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume impacting shorelines with ESI rankings 8-10, and volume recovered	Quantitative	Number, Barrels (bbls)	EM-EP-160a.2	0

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Quantitative	Percentage (%)	EM-EP-160a.3	0
Security, Human Rights & Rights of Indigenous Peoples	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Quantitative	Percentage (%)	EM-EP-210a.1	0
	Percentage of (1) proved and (2) probable reserves in or near indigenous land	Quantitative	Percentage (%)	EM-EP-210a.2	0
	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Discussion and Analysis	Not Applicable	EM-EP-210a.3	Not applicable
Community Relations	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	Not Applicable	EM-EP-210b.1	We foster an environment where communities feel empowered to express their concerns openly, assuring them that there will be no adverse repercussions for their participation. To ensure this, we have established a mechanism that is entirely devoid of potential risks or retaliatory actions against complainants. This mechanism follows a series of steps: receiving, acknowledging, registering, evaluating, and investigating the concern; developing a resolution; communicating the resolution; implementing it; monitoring the situation; and finally, closing the process.
	Number and duration of non-technical delays	Qualitative	Number, Days	EM-EP-210b.2	0

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	Quantitative	Rate, Hours (h). Contractors from assets. All short included in the total	EM-EP-320a.1	(1) Total recordable incident rate (TRIR) = NA (2) fatality rate = 0 (3) near miss frequency rate (NMFR) = 21
Workforce Health & Safety	No. and % of employees covered by system No. and % of contractors covered by system No. of and % of contractors (audited or certified by external party) Any exclusions, reasons for exclusion and type of worker excluded context for compiling information	Quantitative			No. and % of employees covered by system: 100% No. and % of contractors covered by system: 100% No. of and % of contractors (audited or certified by external party): Not available No exclusions
	Average hours of HSE training for full-time employees	Quantitative	Rate, Hours (h)		7.2
	Average hours of HSE training for contractors	Quantitative	Rate, Hours (h)		Not available
	Average hours of HSE training for temporary employees	Quantitative	Rate, Hours (h)		Not available, yet long-term and short-term temporary employees receive induction health and safety training
	Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle	Discussion and Analysis	Not Applicable	EM-EP-320a.2	Please refer to GRI Index
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	Discussion and Analysis	Not Applicable	EM-SV-320a.2	Please refer to GRI Index

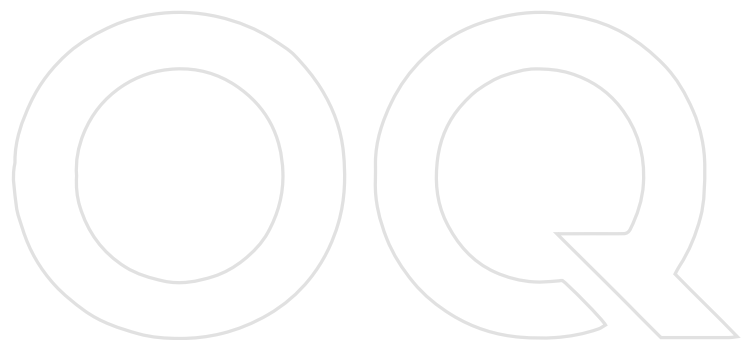
Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Reserves Valuation & Capital Expenditures	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	Quantitative	Million barrels (MMbbls), Million standard cubic feet (MMscf)	EM-EP-140a.1	Not Available
	Estimated carbon dioxide emissions embedded in proved hydrocarbon reserves	Quantitative	Metric tons (t), CO2	EM-EP-140a.2	Not Available
	Amount invested in renewable energy, revenue generated by renewable energy sales	Quantitative	Reporting currency	EM-EP-140a.3	Currently OQ is pursuing major investments in renewable energy projects. However, none of the projects has yet reached FID. Hence, they are not accounted for
	Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets	Discussion and Analysis	Not Applicable	EM-EP-140a.4	Not Available
Business Ethics & Transparency	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Percentage (%)	EM-EP-510a.1	0
	Description of the management system for prevention of corruption and bribery throughout the value chain	Discussion and Analysis	Not Applicable	EM-EP-510a.2	<p>OQ has a robust framework dedicated to upholding business ethics and combating corruption, anchored by our Code of Conduct and Anti-Bribery and Corruption Prevention Policy.</p> <p>Our Code of Conduct serves as a blueprint for ethical behaviour within our company, delineating the principles and values that guide our actions. It also outlines our expectations regarding ethical conduct for employees, contractors, and business partners.</p> <p>Additionally, our Anti-Bribery and Corruption Prevention Policy establishes specific measures aimed at preventing and detecting corrupt practices. These measures include implementing due diligence procedures, conducting risk assessments, and providing reporting mechanisms. Suspected misconduct can be reported directly to the Company's Ethics and Business Integrity Team for review.</p>

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Reporting currency		0
Management of the Legal & Regulation Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	Not Applicable	EM-EP-530a.1	OQ abides by all applicable national and international laws and regulations including taxes, environmental laws and policies, social laws, and all other regulations mandated by the government.
Operational Safety, Emergency, Preparedness & Response	Number of reportable pipeline incidents, percentage significant	Quantitative	Number Percentage (%)	EM-MD-540a.1	Tier 1: 0 incident Tier 2: 0.06incidents Tier 3: 320 incidents % of tier 1 incidents: 0%
	Percentage of (1) natural gas and (2) hazardous liquid pipelines inspected	Quantitative	Percentage (%)	EM-MD-540a.2	Not Available
	Number of (1) accident releases and (2) non accident releases (NARs) from rail transportation ³	Quantitative	Number	EM-MD-540a.3	0
	Discussion of management systems used to integrate a culture of safety and emergency preparedness throughout the value chain and throughout project lifecycles	Discussion and Analysis	Not Applicable	EM-MD-540a.4	Please refer to GRI Index
Product Specifications & Clean Fuel Blends	Percentage of Renewable Volume Obligation (RVO) met through: (1) production of renewable fuels, (2) purchase of "separated" renewable identification numbers (RIN)	Quantitative	Percentage (%)	EM-RM-410a.1	0
	Total addressable market and share of market for advanced biofuels and associated infrastructure	Quantitative	Reporting currency, Percentage (%)	EM-RM-410a.2	0

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Pricing Integrity & Transparency	Total amount of monetary losses as a result of legal proceedings associated with price fixing or price manipulation ³	Quantitative	Reporting currency	EM-RM-520a.1	0
Critical Incident Risk Management	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1) and lesser consequence (Tier 2)	Quantitative	Rate	EM-RM-540a.1	Data is not available and will be considered for future reporting
	Challenges to Safety Systems indicator rate (Tier 3)	Quantitative	Rate	EM-RM-540a.2	Data is not available and will be considered for future reporting
	Description of management systems used to identify and mitigate catastrophic and tail-end Risks	Discussion and Analysis	Not Applicable	EM-SV-540a.1	Not Available
	Discussion of measurement of Operating Discipline and Management System Performance through Tier 4 Indicators	Discussion and Analysis	Not Applicable	EM-RM-540a.3	Not Available
Emission Reduction Services & Fuels Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	Quantitative	Gigajoules (GJ), Percentage (%)	EM-SV-110a.1	Data is not available and will be considered for future reporting
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	Discussion and Analysis	Not Applicable	EM-SV-110a.2	Refer to GRI General disclosure
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	Quantitative	Percentage (%)	EM-SV-110a.3	Data is not available and will be considered for future reporting
Chemical Management	Volume of hydraulic fracturing fluid used; percentage hazardous	Quantitative	Thousand cubic metres (m3), Percentage (%)	EM-SV-150a.1	Volume of hydraulic fracturing fluid used: not available percentage hazardous: No hazardous fluids used
	Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	Discussion and Analysis	Not Applicable	EM-SV-150a.2	Kindly visit Health and Safety section

Topic	Metric	Category	Unit of measure	Code	OQ Disclosure 2023
Activity Metrics					
Production of: (1) Oil (2) Natural Gas (3) Synthetic Oil (4) Synthetic Gas		Quantitative	Thousand barrels per day (Mbbbl/day); Million standard cubic feet per day (MMscf/day)	EM-EP-000.A.1	Operated: production of oil: 65.3 Kboe/day Production of gas: 16.0 mmscf/day Non-operated: production of oil: 180.2 Kboe/day Production of gas: 518.0 mmscf/day Synthetic oil: 0 Synthetic gas: 0
Number of offshore sites		Quantitative	Number	EM-EP-000.B	0
Number of terrestrial sites		Quantitative	Number	EM-EP-000.C	5
Refining throughput of crude oil and other feedstocks		Quantitative	Barrels of Oil equivalent (BOE)	EM-RM-000.A	Data is not available and will be considered for future reporting
Refining operating capacity		Quantitative	Million barrels per calendar day (MBPO)	EM-RM-000.B	Data is not available and will be considered for future reporting
Total metric ton-kilometres of: (1) natural gas, (2) crude oil, and (3) refined petroleum products transported by mode of transport		Quantitative	Metric ton (t) kilometres	EM-MD-000.A	Data is not available and will be considered for future reporting
Number of active rig sites		Quantitative	Number	EM-SV-000.A	Data is not available and will be considered for future reporting
Number of active well sites		Quantitative	Number	EM-SV-000.B	Data is not available and will be considered for future reporting
Total amount of drilling performed		Quantitative	Metres (m)	EM-SV-000.C	Data is not available and will be considered for future reporting
Total number of hours worked by all Employees		Quantitative	Hours	EM-SV-000.D	46 million manhours

Environmental Datasheet



GHG Emission Scope 1

Scope 1 Direct GHG emissions	Unit of Measurement	2021 ^[1]	2022 ^[2]	2023
Total Scope 1 Direct GHG Emissions	Tonnes per Year	6,857,204.56	6,532,050.04	6,037,675.15
Carbon Dioxide CO2	Tonnes per Year	4,885,216.04	4,988,981.4	5,196,784.42
Methane CH4	Tonnes per Year	939.31	1,078.29	1,111.22
Nitrous Oxide NO2	Tonnes per Year	18.47	17.11	20.29
Fluorocarbon XFC	Tonnes per Year	3.40	3.46	6.18
Scope 1 Emissions by Assets				
OQ RPI	Tonnes	6,644,132.39	5,800,096.72	5,560,897.61
OQ Methanol	Tonnes	599,727.88	819,306.64	1,302,735.42
OQ LPG	Tonnes	-	496,756.32	129,207.18
OQ E&P	Tonnes	213,072.17	235,197.00	347,570.36
Scope 1 Emissions by Category				
Stationary	Tonnes	4,972,917.83	5,691,837.38	6,024,612.40
Mobile	Tonnes	42,387.63	47,964.61	42,458.40
Process	Tonnes	1,371,898.92	1,073,371.97	808,518.32
Flare	Tonnes	1,041,085.15	508,317.70	422,184.28
Fugitives (including venting)	Tonnes	20,720.04	20,866.12	28,054.77
Fugitive (XFC)	Tonnes	7,922.87	8,998.91	14,582.39
OQ E&P Flaring				
GHG Emissions from Flaring	Tonnes	47,506.30	49,625.04	80,617.26
Total Hydrocarbon Flared	Tonnes	14,828.61	15,489.96	25,163.87
Total Hydrocarbon Flared - routine	Tonnes	4,095,782.49	7,020,065.20	12,129,286.37
Total Hydrocarbon Flared - non routine	Tonnes	10,732.83	8,469.89	13,034.58

1. 2021: Baseline emission calculations were refined by moving from tier 1 to tier 2 calculation methods. Which lead to a decrease from the previously reported 10 MtCO2e.
2. 2022 emission calculations were refined by moving from tier 1 to tier 2 calculation methods. Which lead to a decrease from the previously reported 9.33 MtCO2e.

GHG Emission Scope 2

Scope 2 GHG emissions	Unit of Measurement	2021	2022	2023
Scope 2 GHG Emissions	Tonnes	498,116.08	605,243.78	1,004,394.52
Scope 2 Emissions by Asset				
OQ RPI	Tonnes	469,998.49	514,107.25	873,525.20
OQ Methanol	Tonnes	-	51,788.63	88,761.42
OQ LPG	Tonnes	0	10,948.47985	11,915.54013
OQ E&P	Tonnes	28,117.58	28,399.42	30,192.36

Total GHG Emissions Scope 1 and 2

Scope 1&2 Emissions	Unit of Measurement	2021	2022	2023
Total Scope 1&2 GHG Emissions	Tonnes	7,355,320.64	7,137,293.82	7,042,069.67
Scope 2 Emissions by Assets				
OQ RPI	Tonnes	7,114,130.89	6,314,203.97	6,434,422.81
OQ Methanol	Tonnes	599,727.88	871,095.27	1,391,496.85
OQ LPG	Tonnes	-	507,704.80	141,122.72
OQ E&P	Tonnes	241,189.75	263,596.42	377,762.72

Total GHG Emissions Scope 1 and 2

GHG Intensities	Unit of Measurement	2021	2022	2023
Downstream (includes OQ RPI, OQ Methanol, OQ LPG)	Tonnes/ Tonne Production	0.48	0.34	1.07
Upstream (includes OQ EP)	Tonnes/ BOE	0.02	0.01	0.02

Flaring

	2021	2022	2023
Total Hydrocarbon Flared – Routine	4	8	13

Energy Usage

Assets	Unit	Total energy consumption within the organisation	Energy intensity
OQ RPI	GJ	66,959,370.1	101.23 GJ/Boe
OQ EP	GWh	1,239.5	52.5 kWh/Boe
OQ Methanol	GJ	37,337,546	41.31 GJ/Boe
OQ Ammonia	GJ	7,022,279	26.61 GJ/Boe
OQ LPG	GJ	19,500,814	58.07 GJ/Boe

Water Consumption

OQ Assets	Unit	Water withdrawal	Water discharge	Water consumption
OQ RPI	Million m3	1,079	851	228
OQ EP	Million m3	0.001967	24	3
Majis	Million m3	2,191	4	0.115
OQ Methanol and OQ Ammonia	Million m3	107	103	3
OQ LPG	Million m3	Not Applicable	Not Applicable	0.00899
Total OQ Group 2023	Million m3	3,378	938	235
Total OQ Group 2022	Million m3	1,569	1,515	54

Waste Management

OQ Assets	Unit	Waste generated	Hazardous waste generated	Non-hazardous waste generated
OQ RPI	tons	31,345.31	30,540.98	804.35
OQ EP	tons	58.66	0.34	58.32
Majis	tons	1,152.98	0	80.72
OQ Methanol	tons	229	62	52.5
OQ Ammonia	tons	0.9	0	Not Applicable
OQ LPG	tons	547.53	521.6	25.9
Total OQ Group 2023 *	Thousand tons	33	31	1
Total OQ Group 2022	Thousand tons	320	33	24
Total OQ Group 2021	Thousand tons	57	32	24

Social Datasheet



HSSE Performance

Safety Performance	Lost Time Injury	Total Recordable Injury (TRI)	Total Recordable Injury Frequency (TRIF)	Lost Time Injury Frequency Rate (LTIFR)
OQ EP	1	13	1.09	0.1
OQ RPI	0	11	0.66	0
OQ Ammonia	1	2	1.97	1.44
Majis	1	1	0.75	1.8
Total OQ Group Safety 2023*	7	32	0.69	0.15
Total OQ Group Safety 2022*	11	34	0.33	0.1
Total OQ Group Safety 2021*	8	41	0.39	0.07

Total Number of Employees by Gender

Male vs Female (OQ Group)	2021	2022	2023
Male	4,118	4,118	3,859
%	86%	86%	86%
Female	657	672	627
%	14%	14%	14%

Total Number of Employees by Age

OQ Assets Age Diversity of Employees	Under 30 years old	30-50 years old	Over 50 years old
OQ SAOC	90	289	64
OQ EP	87	495	34
OQ RPI	527	1,947	238
OQ Ammonia	21	8	6
OQ Methanol	48	246	32
OQ LPG	11	35	2
Majis	3	28	3
OTTCO	36	86	3
OQ Polymer Marketing	30	71	10
OQ Trading	15	111	14
Total OQ Group 2023 Employees	868	3,316	406
Percentage of Total OQ Group 2023 Employees	19%	72%	9%
Total OQ Group 2022 Employees	23%	70%	7%
Total 2021 Employees	27%	66%	7%

Number of Permanent and Temporary Employees

OQ Assets Gender Diversity of Employees	Permanent Employees		Temporary Employees	
	Male	Female	Male	Female
OQ SAOC	297	146	0	0
OQ EP	439	105	72	0
OQ RPI	2,437	233	35	1
OQ Ammonia	35	0	0	0
OQ Methanol	296	28	1	1
OQ LPG	48	0	0	0
Majis	23	11	0	1
OTTCO	129	8	39	4
OQ Polymer Marketing	63	48	0	0
OQ Trading	92	48	2	0
Total 2023 Employees	3,859	627	149	7
Percentage of 2023 Employees	86%	14%	96%	4%

Number of Newly Hired Employees by Gender

OQ Assets Gender Diversity of Newly Hired Employees	Permanent Employees	
	Male	Female
OQ SAOC	11	2
OQ EP	45	9
OQ RPI	63	7
OQ Ammonia	4	0
OQ Methanol	25	5
OQ LPG	2	0
Majis	3	0
OTTCO	29	1
OQ Polymer Marketing	3	0
Total 2023 Newly Hired Employees	185	24
2023 Newly Hired Employees Percentage	88%	12%
Total 2022 Newly Hired Employees	251	41
2022 Newly Hired Employees Percentage	86%	14%
Total 2021 Newly Hired Employees	383	111
2021 Newly Hired Employees Percentage	78%	22%

Number of Newly Hired Employees by Age

OQ Assets Age Diversity of Newly Hired Employees	Under 30 years old	30-50 years old	Over 50 years old
OQ SAOC	4	7	2
OQ EP	8	41	5
OQ RPI	51	41	4
OQ Ammonia	4	0	0
OQ Methanol	15	17	0
OQ LPG	2	0	0
Majis	0	3	0
OTTCO	26	4	0
OQ Polymer Marketing	0	3	0
Total OQ Group 2023 Newly Hired Employees	110	116	11
Percentage of Total OQ Group 2023 Newly Hired Employees	46%	49%	5%
Total OQ Group 2022 Newly Hired Employees	135	155	2
Percentage of Total OQ Group 2022 Newly Hired Employees	46%	53%	1%
Total 2021 Newly Hired Employees	424	61	9
Percentage of Total OQ Group 2021 Newly Hired Employees	86%	12%	2%

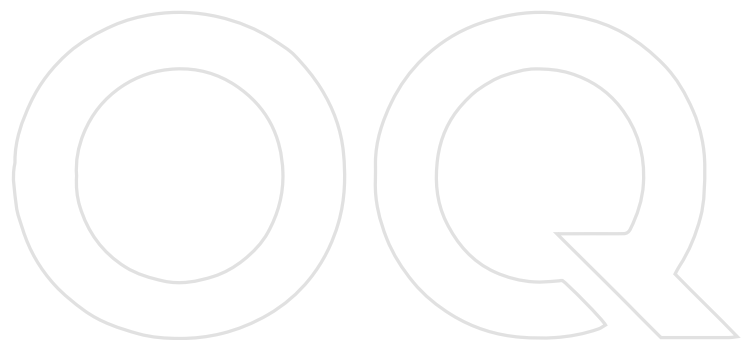
Turnover Rate of Employees by Gender

OQ Assets Gender Diversity of Employees Turn-Over Rate	Permanent Employees	
	Male	Female
OQ SAOC	26	13
OQ EP	45	9
OQ RPI	63	7
OQ Ammonia	4	0
OQ Methanol	25	5
OQ LPG	2	0
Majis	3	0
OTTCO	168	12
OQ Polymer Marketing	3	0
Total 2023 Turn-Over Rate of Employees	339	46
2023 Turn-Over Rate of Employees Percentage	8.7%	7.3%
Total 2022 Turn-Over Rate of Employees	196	21
2022 Turn-Over Rate of Employees Percentage	4.10%	0.40%
Total 2021 Turn-Over Rate of Employees	207	25
2021 Turn-Over Rate of Employees Percentage	4.30%	0.50%

Turnover Rate of Employees by Age

OQ Assets Age Diversity of Employees Turn-Over Rate	Under 30 years old	30-50 years old	Over 50 years old
OQ SAOC	12	24	3
OQ EP	8	41	5
OQ RPI	51	41	4
OQ Ammonia	4	0	0
OQ Methanol	15	17	0
OQ LPG	2	0	0
Majis	0	3	0
OTTCO	36	86	3
OQ Polymer Marketing	0	3	0
Total OQ Group 2023 Turn-Over Rate of Employees	128	215	15
Percentage of Total OQ Group 2023 Turn-Over Rate of Employees	2.85%	4.79%	0.33%
Total OQ Group 2022 Turn-Over Rate of Employees	40	134	43
Percentage of Total OQ Group 2022 Turn-Over Rate of Employees	0.80%	2.80%	0.90%
Total 2021 Turn-Over Rate of Employees	46	119	67
Percentage of Total OQ Group 2021 Turn-Over Rate of Employees	1%	2.50%	1.40%

Economic Datasheet



Consolidated Financial Results

Financial Results (USD Mn)	2021	2022	2023
Direct economic value generated through revenue	23,331	39,126	35,567
EBITDA	3,808	6,179	5,137
Net Profit	1,927	3,849	2,518

EBITDA

Financial Results (USD Mn)	2021	2022	2023
Upstream	1,868	2,860	2,986
Downstream	1,229	2,482	1,952
Non-linked assets and corporate	711	775	199
OQ Consolidated	3,808	6,179	5,137

Net Profit

Financial Performance (USD Mn)	2021	2022	2023
Upstream	1,384	1,733	1,730
Downstream	-239	1,489	717
Non-linked assets and corporate	770	628	71
OQ Consolidated	1,927	3,849	2,518

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