



Energetic
Strategic
Futuristic

2019
Sustainability
Performance Report



Sheikh Khalifa bin Zayed
Al Nahyan
President of the UAE



Sheikh Mohammed bin Rashed
Al Maktoum
Vice President and Prime Minister of the
United Arab Emirates (UAE)



Sheikh Hamdan bin Mohammed
bin Rashid Al Maktoum
Crown Prince of Dubai



Sheikh Hamdan bin Rashid Al
Maktoum
Deputy Ruler of Dubai



ENOC Board of Directors



H.H. Sheikh Hamdan bin Rashid Al Maktoum
Chairman



H.E. Saeed Mohammed Al Tayer
Vice Chairman



H.E. Abdulrahman Saleh Mohamed Al Saleh
Board member



Hussain Hasan Mirza Al Sayegh
Board Member,
Chairman of the
Audit Committee



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Board Member,
Member of the
Nomination &
Remuneration
Committee and
Member of the
Investment & Finance
Committee



Dr Abdulrahman A. Al Awar
Board Member,
Chairman of the
Nomination &
Remuneration
Committee and
Member of the
Audit Committee
and Member of the
Investment & Finance
Committee



Ahmed Sharaf
Board Member,
Chairman of the
Investment & Finance
Committee and
Member of the Audit
Committee

Executive Management



H.E. Saif Humaid Al Falasi
Chief Executive Officer, ENOC Group



Tayyeb Al Mulla
Managing Director,
Supply, Trading and
Processing



Zaid Alqufaidi
Managing Director,
ENOC Retail



Yusr Hussain Sultan Al Junaidy
Managing Director, HTL



Burhan Al Hashemi
Managing Director,
Commercial and
International Sales



Hesham Ali Mustafa
Executive Director,
Shared services Centre,
Group HR and NBD



Mohammad Sharaf
Chief Financial Officer

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Energetic. Strategic. Futuristic.

ENOC prides itself for its rich track record as a responsible, reliable and innovative business, providing the energy needed to propel the UAE's phenomenal growth and development. We have transformed over the years to become a sustainable energy partner at home and beyond, with increased focus on sustainable operations.

At ENOC, we take a holistic approach to long-term stakeholder value creation. Embedding sustainability in the organisational culture, and harnessing talent and technology, we develop pioneering

solutions that address evolving customer aspirations. We have also incorporated sustainability-related key performance indicators in our business performance evaluation mechanism.

With NEXT, the Group's accelerator programme, we have embarked on a disruptive innovation journey, which we believe will bring about a quantum leap in our growth strategy, business development and operational efficiency. With energy being the bedrock of human progress and prosperity, we remain steadfast in our commitment to creating a greener, brighter and better future.



Welcome Note from the Group CEO

Steering the sustainability focus in the right direction



As an energy provider and a key contributor to the UAE's economic progress, we aim to lead by example, drive innovation and deliver all-round growth. Our 2019 Sustainability Performance Report provides a holistic assessment of ENOC's performance, based on sustainability-related KPIs and aligned with the guiding principles of world-class customer service, innovation in energy and resource management, and commitment to human capital development.

In step with the UAE's innovation agenda, Dubai's vision for the future

As we move forward to building a better future for the next generations, we are guided by the UAE's Founding Father Sheikh Zayed bin Sultan Al Nahyan and the leadership of His Highness Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE, and His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister. Our visionary leaders have propelled the UAE's advancement in innovation to create breakthrough solutions that can address pressing challenges and seize global opportunities.

Next, the Group's accelerator programme was designed to unlock growth opportunities and tackle challenges in the energy sector. NEXT underpins our commitment to the UAE's future agenda and Dubai's vision to be a global platform for knowledge-based, sustainable and innovation-focused businesses. The programme has kickstarted our journey into disruptive innovation and represents a quantum leap in our growth strategy, business development and operational efficiency.

Building an organisation of the future through digitalisation

With fast-paced shifts driven by emerging technologies that continue to alter the business landscape, we have set an organisational digital transformation in motion that connects all businesses and processes. Our digitalisation

Sustainability today has risen to the top of the decision-makers' agenda. In a world grappling with myriad challenges, including those unforeseen, there is an increased sense of urgency in implementing sustainable practices. At ENOC, sustainability has always been deeply rooted in our core values. We are leveraging talent and technology with prudence and foresight to co-create a shared future.

strategy aims at improving efficiency, building world-class competencies, delivering operational excellence and profitable growth, while enhancing the happiness of employees, customers and partners.

Optimising resource utilisation, enhancing efficiency

The Dubai Integrated Energy Strategy 2030 developed by the Dubai Supreme Council of Energy (DSCE) provides a roadmap for organisations to institutionalise energy efficiency and resource management practices within their operations. At ENOC, we have made significant strides in energy efficiency and will continue to gear our efforts towards raising environment and resource management (E&RM) standards for the industry. With a strong focus on driving sustainable operations through adopting clean energy in power generation and efficient utilisation of energy, we aspire to become the lowest intensity energy operator in the global oil and gas sector.

Making health, safety and environment everyone's responsibility

Health, safety and environment (HSE) is a core value that guides our actions within the Group. Over the years, we have made continuous improvements in HSE parameters, meeting and exceeding industry standards. We believe that building a generative HSE culture is an essential element for ensuring resilience and relevance of our operations.

Inspired by this belief, we designed our ENOC Cares – HSE Programme which aims to educate all employees and contractors on best practices to make our workplace safer. The four-day Programme, from January 27-30, 2020, introduced two key HSE initiatives: (1) Life Saving Rules, which have been developed to prevent accidents and save lives; and (2) HSE Business Plan, which is a key focus area to realise our HSE strategy. During

the campaign, various events will be held across locations, led by the respective business units, and comprising awareness sessions, video screenings, and question and answer sessions.

Creating more opportunities to support the community

At ENOC, corporate social responsibility (CSR) is a key component in our sustainability journey. We have adopted an inclusive approach towards CSR. Our 'One ENOC, One CSR' strategy enables us to drive collaboration and partnerships and integrate social responsibility in our core business objectives to build a sustainable model that creates value for all our stakeholders and the society.

Looking ahead

At ENOC, we are well prepared to continue fulfilling our mandate and providing uninterrupted fuel supply while ensuring the health and safety of our people.

As an integrated energy player, we are taking confident strides into the future with focus on adding substantial value to the business and helping address industry challenges at critical times.

We take this opportunity to thank all our stakeholders, both internal and external, who have played a vital role in ENOC's sustainability journey and invite you to gain a better understanding of our efforts and achievements through our 2019 Sustainability Performance Report. As we look forward, we welcome your valuable feedback and active collaboration to help us continue steering our sustainability focus in the right direction.

H.E. Saif Humaid Al Falasi
Chief Executive Officer, ENOC Group

About this Report

Emirates National Oil Company Limited (ENOC) is a leading integrated energy player operating across the energy value chain. A wholly-owned company of the Government of Dubai, we have played a key role since our inception in 1993 in Dubai's continued drive towards economic diversification and sustainable development.

We embarked on our sustainability reporting journey in 2016. The 2019 Sustainability Performance Report is the fourth consecutive edition and covers performance and progress between January and December 2019. The Report is prepared in accordance with the GRI Standards: Comprehensive option. The last Report was prepared for the period January-December 2018. We are also reporting as per GRI G4: Oil and Gas Sector Disclosures supplement and aligned with the sustainability reporting guidance published by the International Petroleum Industry Environmental Conservation Association (IPIECA), the global oil and gas industry association for advancing environmental and social performance.

Reporting suite

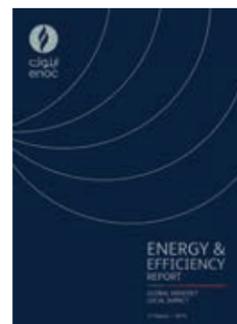
The Sustainability Performance Report forms part of a comprehensive suite of publications across economic, environmental, social and governance parameters.

[Read more](#)



Annual Review

Covers the overall operational and financial performance update and strategy for the Group



Energy and Efficiency Report

A bi-annual report that provides achievements and updates in E&RM



Sustainability Performance Report 2018

Scope and boundary

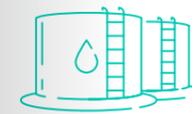
The reporting scope and boundary for our disclosures, unless otherwise stated, cover the operations of ENOC and its subsidiaries. There were no significant changes to the company and its supply chain during the year. We are strengthening our existing data collection mechanisms and aim to incorporate the other oil exploration operations as well. Financial data included in this report covers all subsidiaries of ENOC, consolidated on a line-by-line basis. For joint ventures and associate companies, only ENOC's share in net results is considered.

Dragon Oil

Dragon Oil is a 100% owned subsidiary of the Company. The information on Dragon Oil covers ENOC's upstream business for oil exploration. The Dragon Oil business only includes the Turkmenistan operations. The information is reported separately to ensure our focus on the significant exploration operations.

Snapshot of 2019 Sustainability Performance

Reflecting on 2019



Increasing production and customer satisfaction

218 mn barrels
Sales volume

82%

Score in annual customer satisfaction survey



Optimising water consumption, minimising wastage

3,90,084 m³
Recycled water used in our operations

16.9%

Reduction in water consumption from 2014 to 2019

17.07%

Water recycled in operations



Snapshot of ENOC terminal in Jebel Ali

Snapshot of 2019 Sustainability Performance



5+ times

Increase in our renewable energy generation between 2018 and 2019



Increasing renewables share in energy consumption

9,348 GJ

Renewable energy consumed



Playing a role in action against climate change

AED 82 mn

Investments for accelerating efforts against climate change over 2016-19



Enhancing our energy efficiency

AED 108 mn

Savings generated through energy and resource management since 2013



Putting safety at the forefront

128,894 hours

Safety trainings conducted



Contributing to Emiratisation programme

882

UAE nationals in the workforce*



Creating value for the community

AED 4.17 mn

Invested by ENOC Group in CSR projects

AED 4.67 mn

Invested by Dragon Oil in CSR efforts

AED 0.42 mn

Spent under our Energy Scholarship Programme

AED 1.26 mn

Invested under our Hazar Youth Education Scholarship programme during 2015-19



Driving diversity and spirit of inclusion

57

Nationalities

14.4%

Female employees*

*Including Dragon Oil



We are ENOC

Energising aspirations, enriching tomorrow

As an integrated global oil and gas business, we are on a relentless pursuit to become the 'Energy Partner of Choice' locally and globally. Sustainability is embedded in our long-term growth strategy, which we align with global sustainability initiatives such as the UN Sustainable Development Goals (SDGs) and local initiatives, including UAE Vision 2021, UAE Energy Strategy 2050, Dubai Plan 2021 and Dubai Integrated Energy Strategy 2030.

Highlights

149 mn
Customers served

60+
Countries
(extended presence)

12,053
Employees
(including Dragon Oil)

About ENOC

Striving for excellence

Vision

To be an innovative energy partner, delivering sustainable value and industry-leading performance

Mission

We deliver world-class sustainable and integrated energy solutions. We do so by striving for excellence in operations, innovation and happiness for our employees, customers and partners

Values



Teamwork

Working together by sharing ownership, responsibilities and outcomes



Integrity

Being honest, truthful, reliable and fair while dealing with all stakeholders



Transparency

Being open, straightforward and consistent in all we do by communicating with clarity, simplicity and precision



Respect

Acknowledge, recognise, and value all stakeholders



Customer focus

Position customer first in all that we do



Business and Products

Delivering differentiated experience

Our operations span Exploration and Production, Terminals, Aviation, Supply Trading and Processing, Fuel Retail and Products for commercial and industrial use. Beyond oil and gas, we have established a solid presence in related non-energy businesses to offer customers the highest level of convenience and differentiated experience at every touch point.

Energy business

Our energy business comprises Exploration and Production (E&P), Supply Trading and Processing (STP), Terminals, Fuel Retail, Aviation, and Products.

Exploration and Production

Our principal producing asset is the Cheleken Contract Area in the eastern region of the Caspian Sea, offshore Turkmenistan. Ongoing exploration assets include Iraq, Algeria, Tunisia, Afghanistan and Egypt, where E&P activities are currently underway.

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Supply Trading and Processing

Regarded as the core of our operations, the STP segment lends impetus to our growth by maximising returns on midstream and downstream assets.

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Terminals (HTL)

Drawing on the growth of the UAE as a strategic hub for global trade and as part of plans aimed at meeting the fast-growing demand for bulk liquid terminalling, we established Horizon Terminals Limited in 2003.

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Commercial and International Sales (CIS)

CIS business covers aviation fuelling, gas distribution, lubricants production and distribution, bulk fuels (industrial products).

Fuel Retail

We manage and operate 176 ENOC and EPPCO service stations in the UAE reaching an estimated 123 million customers each year.

Aviation

ENOC Aviation, our specialised aviation fuels division of ENOC, is a leading marketer and supplier of aviation fuel for commercial airlines, military and general aviation since 1995.

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Products

We manage, operate and sell a variety of products such as jet fuel, liquefied petroleum gas (LPG), lubricants, bulk fuel and alternative fuel such as compressed natural gas (CNG).

Our subsidiary, ENOC Industrial Products Marketing (EIPM), provides industrial products including ultra-low sulphur diesel, fuel oil, bitumen, kerosene, and unleaded gasoline.

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Subsidiary businesses

We have also established a solid presence in related fields and subsidiary enterprises. Current activities include convenience store franchises and automotive services.

Automotive Services

We operate two automotive services for our customers in the UAE. AutoPro offers a range of automotive services at a number of locations, from a basic car wash to maintenance and repair services. TASJEEL provides a comprehensive range of vehicle testing and registration services for car owners across a network of outlets.

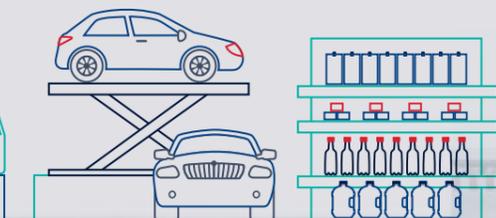
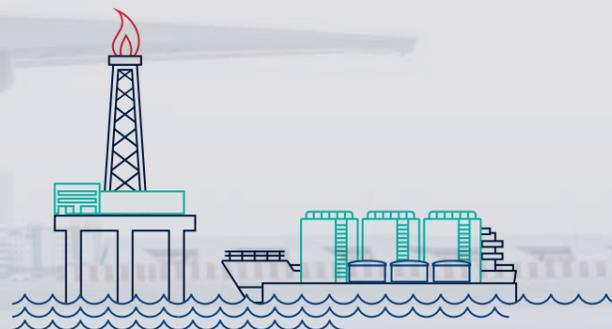
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Convenience Stores

We operate a successful network of ZOOM convenience stores across the UAE; offering customers a wide range of both local and international brands.

We also operate Pronto coffee shops and fresh bakery across the UAE both as part of ZOOM convenience stores and as standalone cafes.

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Business and Products

Energy business



Exploration and Production

We acquired Dragon Oil in 2018 to strengthen our exploration and production business. With a proven track record across the Middle East, North Africa and Caspian regions, Dragon Oil has a full cycle portfolio with a production base of over 140,000 barrels of oil per day (bopd), and a resource base of over 1 billion barrels of oil equivalent (boe).

Its exploration, development and producing assets span Egypt, Turkmenistan, Iraq, Algeria and Afghanistan. The key assets in our portfolio include the Cheleken Contract Area, offshore Turkmenistan, and the recently acquired GUPCO assets in Egypt and Block 9 in Iraq, which has started early production from a significant discovery.

Our most ground-breaking event in 2019 was the acquisition of Gulf of Suez offshore production concession in Egypt from British Petroleum. We are now a 50/50 partner in the asset with the state-owned Egyptian General Petroleum Corporation (EGPC).

The average gross field production from October to the end of 2019 was 53,258 barrels of oil per

day bopd. The field has the potential to achieve an output of 75,000 bopd within three years – a level that Dragon Oil will seek to maintain until 2030. This will almost double Dragon Oil's production from its operations in Egypt, Iraq and Turkmenistan to around 150,000 bopd, and reach halfway to its overall target of 300,000 bopd by 2026.

The acquisition, completed in just 12 months, is in line with Dragon Oil's growth strategy and demonstrates its robust financials – financed internally with no external borrowings. As an existing 'brownfield' site and an already-producing asset, it provides an immediate revenue stream with no disruption to or discontinuity of the business.

Dragon Oil's marketing capabilities also remain strong. In 2019, we extended an arrangement until January 2023 for a significant proportion of our entitlement export production to be marketed through Baku, Azerbaijan, with a related party. We also extended our arrangement with NAPECO, Turkmenistan's national oil company, to market existing crude oil sales within Turkmenistan till end of August, 2020.



354 mn bbl
Oil and condensate contingent resources (2C) in Turkmenistan

131 mn bbl
Oil and condensate contingent resources (2C) in Egypt

291 mn bbl
Oil resources (2P) in Iraq



Supply, Trading and Processing

Within this business segment, we have two processing plants — the ENOC Processing Company (EPCL) which refines our products including gasoline, jet fuel and diesel and DUGAS which produces our methyl-tertiary butyl ether (MTBE) additives. These products are distributed through our retail network. DUGAS is the largest propane storage company in Dubai and the Northern Emirates. This business segment also ensures cost-effective and uninterrupted supply of feedstock for the processing plants. We continuously invest in our processes to remain compliant with the latest standards, including the much stringent Euro 5 norms.

One of our biggest developments in recent years came to fruition in 2019, when we completed the expansion of ENOC's Jebel Ali refinery in Dubai at a cost of more than USD 1 billion. It adds a new condensate processing train and new product line meeting Euro 5 standards and Isomerate, expanding daily capacity by 52.5% to 210,000 barrels.

210,000 bbl
EPCL increased daily capacity



Terminals

Horizon Terminals Limited (HTL) was set up to capitalise on the growing demand for bulk liquid storage and Dubai's strategic location as a major trade hub. HTL is an independent terminal service provider for bulk oil storage with a leading position in the Far East.

We closed a new long-term contract to support one of Saudi Arabia's large petrochemical producers in storing and exporting all its products (around 45,000 m³ in volume) through the Arabtank Terminals (ATT) facility in Yanbu, Saudi Arabia, in which we have a 36.5% stake. We are planning a 100,000 m³ expansion of our Djibouti facility on the Horn of Africa.

6.6 mn m³
Oil storage capacity



Business and Products

Commercial and international sales (CIS)



Fuel retail

ENOC Retail has significant presence in the region, and locally through the Emirates Petroleum Products Company (EPPCO) and ENOC stations. Additionally, our subsidiary EPPCO Distribution Limited delivers fuel to the ENOC and EPPCO retail network, relying on a fleet of more than 50 tanker trucks. ENOC Retail is constantly pushing to innovate in design and construction of its fuel stations to meet the growing demand of its customers. ENOC also manages and operates 176 ENOC service stations in the UAE, including 22 stations in Saudi Arabia, servicing an estimated 123 million customers annually. The Group had previously announced ambitious plans to increase its retail network by 40% by 2021 and expand its presence in Saudi Arabia by reaching 178 stations by 2028.

A major part of our strategy was to increase our presence in Abu Dhabi, Sharjah and the Northern Emirates. We entered the Sharjah market with three new service stations, and we aim to expand to 30 stations over the next two years.

In the Northern Emirates, we reached a major milestone by opening Tasjeel Auto Village in Ras Al Khaimah (RAK). The UAE's biggest auto testing facility, Tasjeel Auto Village covers more than 50,000 square meters. It expands the Group's

services to cater to motorists' vehicle testing and registration needs, while providing the full suite of ENOC retail services and other non-fuel offerings. These include an ENOC service station, ZOOM convenience store, AutoPro, car wash, and food and beverage outlets.

In the meantime, we continue to transform our business model through our ENOC LINK digital venture to deliver fuel on-demand to our commercial customers using RFID technology – which matches a dedicated ENOC nozzle to a specific customer vehicle or item of plant equipment. In doing so, our commercial customers can monitor their fuel consumption against each specific asset within their fleet. Another innovation, ENOC Pay, is a cashless, cardless mobile app payment platform for both fuel and non-fuel products at ENOC and EPPCO service stations without customers needing to leave their vehicles.

176
Service stations

Our CIS business covers aviation fuelling, gas distribution, lubricants production and distribution, and bulk fuels (industrial products). We have established our state-of-the-art lubricant and grease manufacturing plant in Fujairah, UAE, which boasts of an annual production capacity of 250MT blending and filling. This is one of the biggest single plants in volume capacity in the MENA region, and features a fully automated blending facility utilising Simultaneous Metering Blending (SMB) coupled to an Automatic Batch Blender (ABB) and a Drum Decanting System (DDS).



Aviation

We offer a suite of services to internationally renowned airlines, including procurement, shipping, refining, storage, and distribution to into-aircraft services. EPPCO Aviation refuels over 330 flights every day, which is more than half of all flights departing from Dubai International Airport. In addition, the aviation business provides consultancy services, including market studies for start-ups, fuel inspections, design of refuelling vehicles and marketing to airlines and fuel hedging.

ENOC Aviation initially established a track record of significant growth and business success in the UAE, and the current supply network now covers more than 200 airports across 25 countries, supplying more than 3 million US gallons (USGs) of jet fuel – Jet A-1, JP8 and Avgas – through more than 300 fuelling daily.

In 2019, we signed an evergreen aviation fuel supply agreement with Indian Oil Corporation (IOC), the largest commercial oil and gas company in India. Under the agreement, IOC will supply aviation fuel to our customers flying in and out of 34 Indian airports.

14 mn litres
Refuelling a day



Lubricants

We offer a wide range of lubricants and industrial products for application in heavy-duty diesel engines for commercial use, along with environment-friendly products such as Protec Green and Vulcan Green. Our EPPCO Lubricants offer an extensive range of ENOC and Caltex's lubricants, greases, coolants, and specialty product offerings locally for its brands packaged in bulk, drums and small pack cartons. The multi-package offering caters to a larger audience or segment from various industries. This year, EPPCO Lubricants introduced Caltex Lubricants' new Havoline coolant product range to the automotive market. The Havoline Easy Cool 33 and the Havoline Radiator Coolant are designed to provide long-life protection for vehicle engines and are now in-store across the UAE.

Our marine lubricants segment provides lubricants and technical support services to the international marine industry in over 120 ports across 20 countries. The Group has an extensive portfolio of application-based lubricants, each designed to address the specific challenge of achieving optimum performance for the shipping industry. In 2019, we signed an MoU with IMS Oil, an international trading operator in Greece, to exclusively supply lubricants for up to 16 product tankers at its Fujairah and Singapore ports.



Industrial Products

ENOC Industrial Products Marketing (EIPM), a subsidiary of ENOC, provides industrial products through two business units: ENOC Commercial and Industrial Products (ECIP) and ENOC Bunkering International (EBI). EIPM has successfully launched Biodiesel 5, an advanced alternative green fuel product commonly used for diesel engines. Its wide range of products includes ultra-low sulphur diesel, fuel oil, bitumen, kerosene, and unleaded gasoline. ECIP provides custom fuelling solutions at 200 stations across the UAE, catering to various types of tankers, dispensers and automation systems while EBI supplies fuel to marine vessels, including offshore supply boats, container liners, tankers, navy and coastguard ships through a vast network of road tanker trucks and pipelines.

Business and Products



Emirates Gas (EMGAS)

EMGAS has four plants across Dubai and the Northern Emirates, producing Liquefied Petroleum Gas (LPG). It also accounts for the biggest fleet of LPG tankers to safely and efficiently cater to the bulk LPG central gas systems across the UAE.

Alongside conventional LPG, both in cylinders and bulk, EMGAS is a leading supplier of pioneering products with minimal environmental footprint:

- Compressed Natural Gas (CNG)
- Cutting Edge Gas (CEG)
- Commercial propane
- Pro-power forklift cylinders
- CoolGas
- Emirates Gas Aerosol Propellant (EGAP)

EMGAS also worked closely with the World LPG Association (WLPGA), a leading global association for the gas industry and key consultant to the UN Economic and Social Council.

Services



Automotive Services

We operate two types of automotive services centres for our customers in the UAE – AutoPro and TASJEEL. At AutoPro, we offer a range of services from a basic car wash to maintenance and repair services. TASJEEL provides a comprehensive suite of vehicle testing and registration services.

AutoPro On-Demand for mobile vans was initially developed to support our busy service stations. However, in 2020 we plan to expand this to a 'home' service, with additional offerings such as oil change, air-conditioning (AC) gas top-ups, AC sanitation and headlight restoration, among others.

44
AutoPro centres
in Dubai
and Sharjah

18
TASJEEL outlets
across UAE



Convenience Stores

We operate an extensive network of ZOOM convenience stores across the UAE, offering customers a wide range of local and international brands. In collaboration with InstaShop, we launched our InstaZoom e-commerce platform, which enables customers to order non-fuel items from our ZOOM convenience stores via iPad on the forecourt while fuelling their vehicle and get the order delivered to their home or workplace.

We have widened our combo meal offering in partnership with PepsiCo and Coca-Cola and expanded our Healthy Corner organic range to more than 150 unique products. We continue to offer items that are available in the US, but not rolled out in the UAE.

ZOOM continues to expand its service offering through initiatives such as FODEL, where we act as a 'collection point' option for items ordered through online platforms such as Amazon or Noon, or our Ding service, which allows the UAE's millions of expat workers to send money home via

a mobile phone top-up to more than 140 countries. We now also offer a RAKBANK pre-loaded card to help youngsters manage their pocket money.

In 2019, we were proud to receive the Retail Middle East award for Convenience Store of the Year and be shortlisted for the Best Marketing Campaign of the Year for our Hot Dog World Tour campaign.

Food and Beverages

We operate Pronto coffee shops and fresh bakery across the UAE both as part of ZOOM convenience stores and as standalone cafes. In addition, we have diversified into franchising of internationally recognised brands such as Paavo's Pizza and Popeye's.

78
Pronto coffee
shops across
the UAE

24
Franchise outlets
of Paavo's Pizza
and Popeye's

243
ZOOM convenience stores



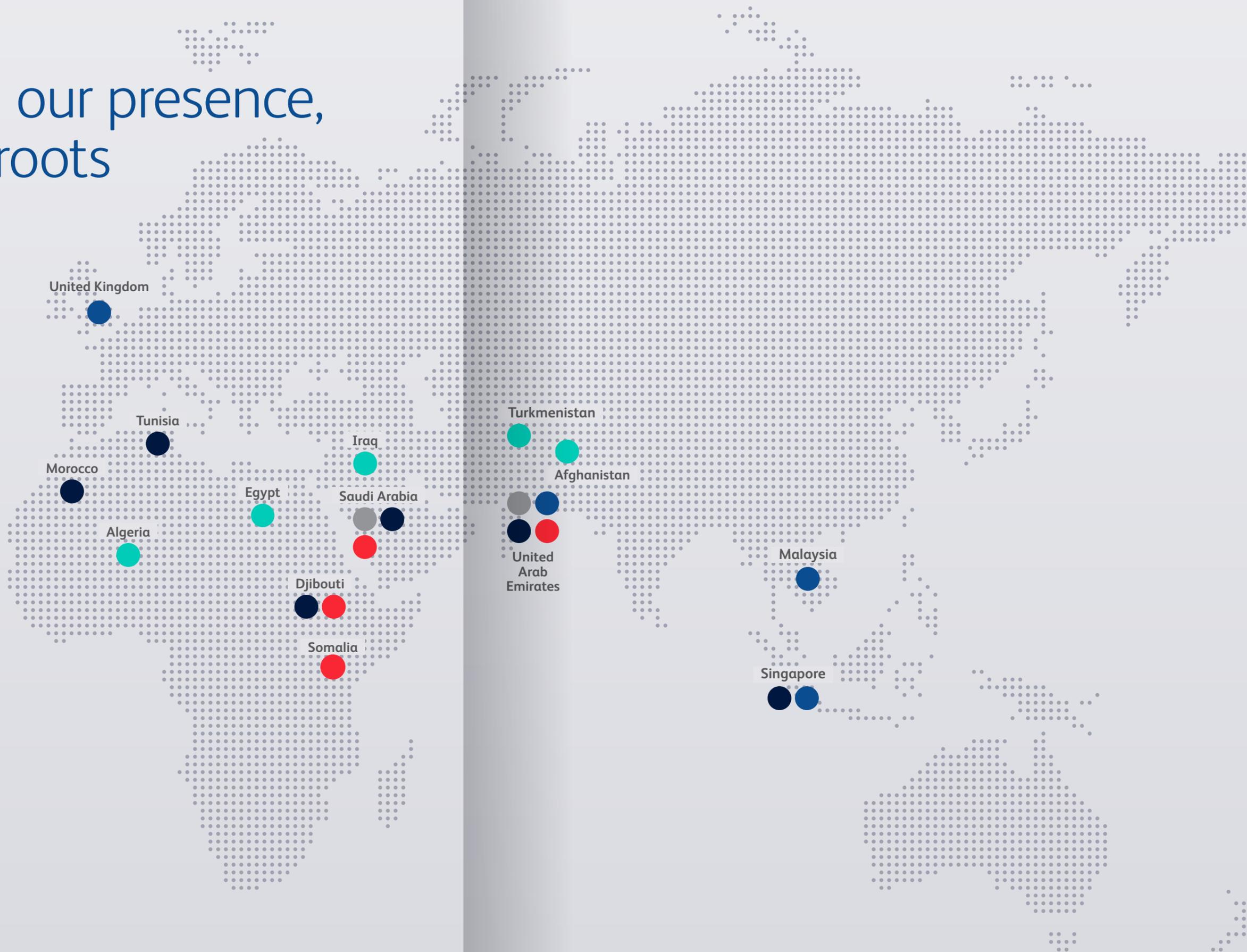
Snapshot of ZOOM store in Dubai



Global Footprint

Diversifying our presence, deepening roots

We are expanding to strengthen our position in the energy value chain and enter into new ventures with an unwavering customer focus. Today, our operations span 14 countries with an extended presence through subsidiaries and partners in 60+ countries.



- Exploration and Production
- Supply, Trading and Processing
- Terminals
- Commercial and International Sales
- Retail

Megatrends

Responding prudently to high volatility

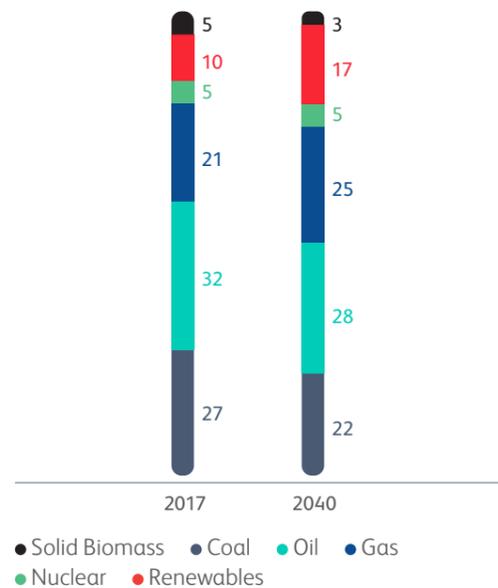
Oil and gas companies have played a dominant role in satiating the ever-growing global demand for energy, as economies expanded and population grew. Although renewables have gained significant traction in the past decade, the composition of the world energy basket is unlikely to drastically alter anytime soon. Volatility in the oil and gas sector, however, will remain elevated as more external variables come into play.

Up to **17%**
A significant shift towards renewable energy, predicted by the International Energy Agency (IEA) by 2040

Climate change and shift to renewable energy

As temperatures rise and extreme weather events occur with increased frequency, climate action will take centre stage in the coming years. Countries across the world have committed to significant emission cuts. The International Energy Agency (IEA) predicts a significant shift towards renewable energy by 2040 – up to 17%. The IEA also predicts a dip in demand for oil, and these factors are likely to push the world towards more environment-friendly and renewable sources of energy.

WORLD PRIMARY ENERGY DEMAND BY FUEL (%)



Change in supply-demand dynamics globally

US shale's increasing production is changing the oil market dynamics globally. The IEA predicts US oil exports to overtake Russia's and be close to Saudi Arabia's by 2024. The supply is also being bolstered by many other countries – Brazil, Iraq, Norway, the UAE and Guyana, with proven crude reserves. Oil from Iran and Venezuela will continue to be mired in the turmoil of geopolitics.



CRUDE RESERVES EXPLORATION CHALLENGES

Country	Proven reserves of crude oil (2020, billions of barrels)	Type of predominant reserve / challenge
Venezuela	302.8	Heavy oil tar sands
Canada	167.9	
Russia	80.0	Russia still has operating challenges in exploitation of its Arctic reserves
Kazakhstan	30	Extreme temperatures and complex logistics The Kashgan field in Kazakhstan is considered the most costly O&G project in the world with a cost of over US\$40 billion
United States	47.1	Shale oil
China	25.6	
Brazil	13.0	Ultra deep waters

Uncertainty from trade disputes and economic headwinds

Trade disputes and weak economic growth may bring further volatility to oil markets, with energy efficiency targets and efforts. The International Monetary Fund (IMF) in its World Economic Outlook, released in October 2019, forecasts a long and difficult recovery ahead, from rising trade and geopolitical tensions that have increased uncertainty about the future of the global trading system and international cooperation more generally, taking a toll on business confidence, investment decisions, and global trade.

Change in maritime regulations

The International Maritime Organisation (IMO) imposed a ban on the use of high sulphur fuel oil (HSFO) in bunkers to reduce sulphur dioxide emissions from ships. This will change the demand scenario for HSFO and push the shipping industry to adopt fuels with low sulphur content.

Growing population and rapid urbanisation

The United Nations (UN) predicts the world population to grow to 9.7 billion¹ by 2050. This population will require more resources and energy to sustain itself. According to the World Urbanisation Study², 68% of the world's population is projected to be urban by 2050. This will signal a further rise in energy demand. With advancements in technology and development of innovative solutions, oil and gas will retain its predominant presence in the energy value chain, even in the most challenging environments.

1. <https://www.un.org/development/desa/en/news/population/world-population-prospects-2019.html>
2. <https://population.un.org/wup/Publications/Files/WUP2018-Highlights.pdf>

Megatrends

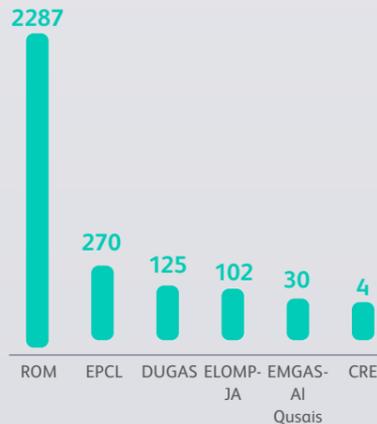
Geared to respond to challenges through diversification

At ENOC, each challenge is viewed as an opportunity. Our strategic expansion, along with mergers and acquisitions, is opening up new avenues for us. We are investing in technology and digitalisation to enable new avenues and improve production efficiencies.

Increasing renewable energy utilisation

We have installed a total 2.82 MW renewable energy capacity across our businesses through solar energy. There is an overall increase of more than five times in our renewable energy generation, between 2018 and 2019. We exceeded our renewable energy generation target this year; the increase was 0.56% against 0.1% target set for 2019.

RENEWABLE ENERGY INSTALLED ACROSS OUR BUSINESSES (KW)



Diversifying geographically

- In 2019, we signed a joint venture agreement with Proserv to set up ENOC Misr, in Egypt, our first on-ground operations in the country. ENOC Misr will market and distribute ENOC's full range of lubricants to the commercial, industrial and marine sectors.

- We also acquired a share in the jet fuel hydrant system at Terminal 2 of Cairo International Airport in Egypt. In addition, we signed an agreement with the state-owned Egyptian General Petroleum Corporation (EGPC) to supply jet fuel at all key airports and are setting up a dedicated office for our aviation operations and jet fuel marketing.
- ENOC's aviation business is exploring expansion into other countries.
- We completed the acquisition of a Gulf of Suez offshore production concession in Egypt from British Petroleum. We now have a 50/50 partnership in the asset with EGPC.

Diversifying operations

- In 2019, we inaugurated the TASJEEL Ras Al Khaimah Auto Village for testing, registration, fine payments and insurance renewal services.
- We are expanding our retail business including, ENOC service stations, ZOOM convenience stores, AutoPro, TASJEEL, car wash, and food and beverage outlets.
- We began the construction of a 16 km fuel pipeline in 2018 to cater to the expected increase in jet fuel requirements at Al Maktoum International Airport. This ambitious project will enable the Group to meet more than half of fuel requirements of Al Maktoum International Airport until 2050.

Leveraging next generation technologies

- Dragon Oil in ENOC Group are utilising 3D seismic technology to identify reservoirs remotely without having to drill a single well, which makes exploration far more efficient and causes minimal damage.
- We are using artificial intelligence (AI) for imaging and projection, which enables us to drill more accurately, both when we prospect in exploration acreage and in developing more mature fields to maximise oil yields.
- The emergence of big data helps us collate, analyse and interpret seismic and operational information, leading to more successful outcomes and immediately tangible returns.

Strategic priority areas

We have identified 10 strategic priority areas to help us achieve long-term value creation and sustainable growth.



Future Focus

Unlocking opportunities, deepening connect

We launched NEXT, our accelerator programme, with the objective of unlocking opportunities and responding to challenges in the energy sector. The programme is aligned with our commitment to contributing to the UAE's future agenda and Dubai's vision to be a global platform for knowledge-based, sustainable and innovation-focused business.

NEXT is designed to deliver our vision for the future by building new digital ventures, enabling a digital transformation of the core through an organisation-wide SAP system implementation and digital upskilling of our workforce. We believe NEXT will enable us to build world-class competencies, and drive operational excellence and profitable growth while delivering happiness to our people, customers and partners.

ENOC LINK

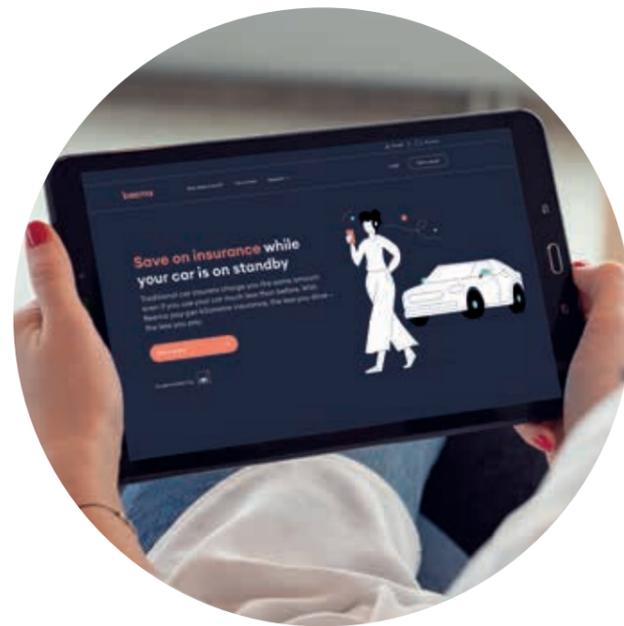
ENOC LINK is an innovative automotive refuelling service for delivering fuel to small businesses, car owners, villa communities, commercial premises across the UAE. For businesses, it means an increase in uptime, maximising traceability from order to delivery and optimising fuel consumption by providing patterns. We are using RFID technology while delivering fuel through ENOC LINK service. This technology matches a dedicated ENOC nozzle to a specific customer vehicle or item of plant equipment. In doing so, our commercial customers can monitor their fuel consumption against each specific asset within their fleet.

[Read more](#)

BEEMA

BEEMA is a completely online vehicle insurance service with guaranteed repairs and round-the-clock service. Charges are customised on a pay-per-kilometre basis. Through this service, customers get 24-hour accident recovery and those who drive less than 20,000 km a year can get up to 25% cashback.

[Read more](#)



Expansion of ENOC's Jebel Ali refinery

We completed the expansion of ENOC's Jebel Ali refinery in Dubai at a cost of over USD 1 billion. Prior to the expansion, the refinery had an installed capacity to process 140,000 barrels per stream day (bpsd) of condensate, yielding refined products such as naphtha, reformat, jet fuel, diesel oil, fuel oil, and LPG. The daily processing capacity will increase by 52.5% to 213,500 barrels, when commissioned in Q1 2020, on time and on budget. Additional downstream processing units include a naphtha hydrotreater, isomerisation unit, kerosene and diesel hydrotreaters, utilities, warehouse and storage tanks. The expansion follows an upgrade in 2010 for the production of reformat – a high-octane blending component for gasoline – and low sulphur naphtha through the installation of a reformer and a hydrotreater. We believe the capacity addition will help meet the increasing domestic and international demand for our refined products.

Launch of the UAE's largest auto testing facility

In the Northern Emirates, we reached a major milestone by opening Tasjeel Auto Village in Ras Al Khaimah (RAK), the UAE's largest auto testing facility spread across 50,000 square meters. It expands the Group's services to cater to motorists' vehicle testing, registration, insurance renewal and fine payment needs, while providing the full suite of ENOC retail services and other non-fuel offerings. These include an ENOC service station, ZOOM convenience store, AutoPro, car wash, as well as food and beverage outlets. Equipped to serve more than 1,000 vehicles daily, Tasjeel Auto Village has eight test bays, with the option to add more as demand increases.

Mobile fuel stations for gated communities

We continued to roll out our compact stations within gated communities. These can be dismantled and re-assembled in different locations and provide daily fuel volumes of 20,000 litres to their residents, as well as multiple services such as car wash, AutoPro, and food and beverages.

Enhancing cyber security systematically

Cyber security is a growing concern as we further digitalise our businesses. We have implemented the Group Security Policy and the Information and Cyber Security Framework with the aim of protecting our employees, sites, assets as well as information and intellectual property against damage caused by intentional or deliberate acts. The framework is in line with Dubai Information Security regulation, Information Assurance standards, ISA99/IEC62443, ISO 27001, ISO 31000.

The Cyber Security framework ensures

- **Availability:** Information assets should be available and usable when required, and can appropriately resist attacks and recover from failures
- **Integrity:** Information is protected against unauthorised modification or error in order to maintain the accuracy, completeness and validity
- **Confidentiality:** Information is disclosed to only those with a need to know



Risk Management

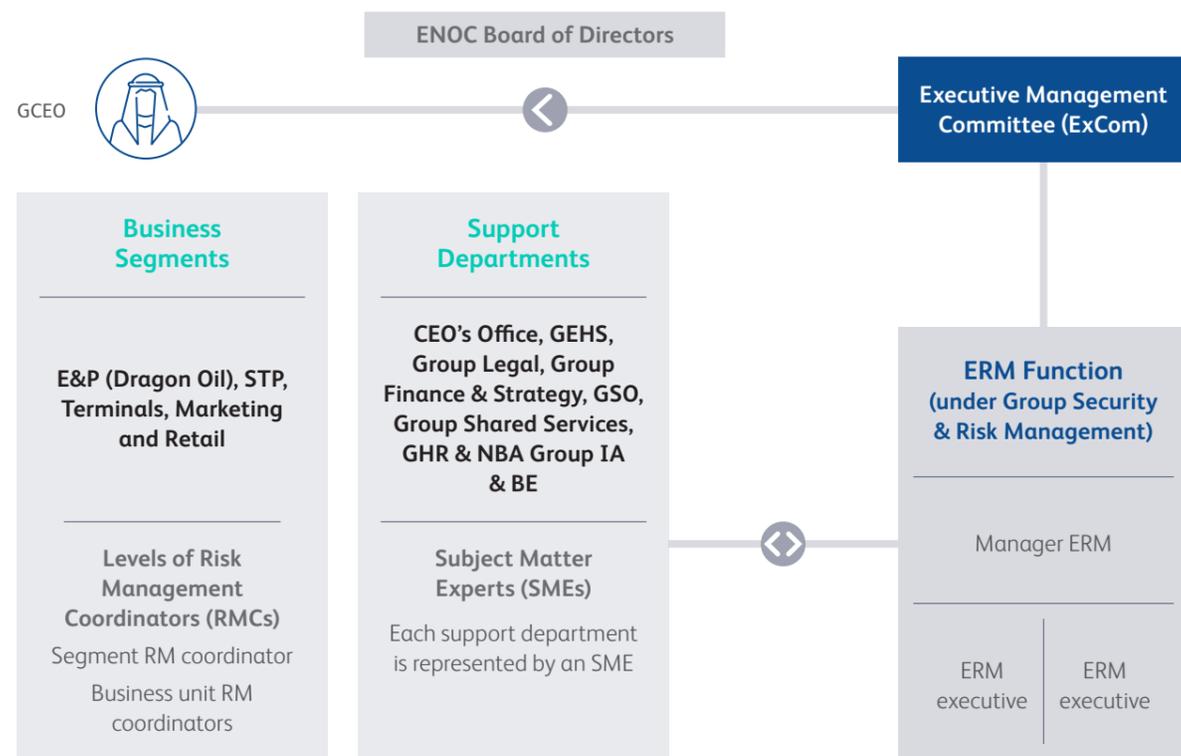
Fortifying the future with energy in mind

We operate in the oil and gas sector, which is shaped by various externalities. Weak economic activity as well as supply chain and business interruptions have significant impact on the industry as well as on our business and profitability.

Risk management framework

Our Enterprise Risk Management (ERM) framework offers procedures for detecting, analysing, assessing, monitoring and reporting risks. In 2019, we aligned the framework to the revised ISO 31000:2018 Risk management – Guidelines, with the view to place greater emphasis on the iterative nature of risk management. In addition, the framework is aligned with the Committee of Sponsoring Organisations of the Treadway Commission (COSO) ERM Framework, and the PricewaterhouseCoopers (PwC) Business Risk Model.

ENOC Enterprise Risk Management structure



ENOC's Enterprise Risk Management structure involves the ENOC Board of Directors, the Enterprise Risk Management Committee (ERMC), Risk Management Coordinators (RMCs), and Subject Matter Experts (SMEs). The Board of Directors is responsible for setting the risk philosophy and appetite for the organisation, and approves risk management policies and guidelines. The ERMC oversees the implementation of the ERM framework and supports the Board of Directors in fulfilling its responsibilities. The internal audit team assists the ERMC in evaluating the various aspects of process and training.

We have established a robust risk management framework that mitigates risks, and feeds opportunities for growth and development back into our strategy and objective-setting process.

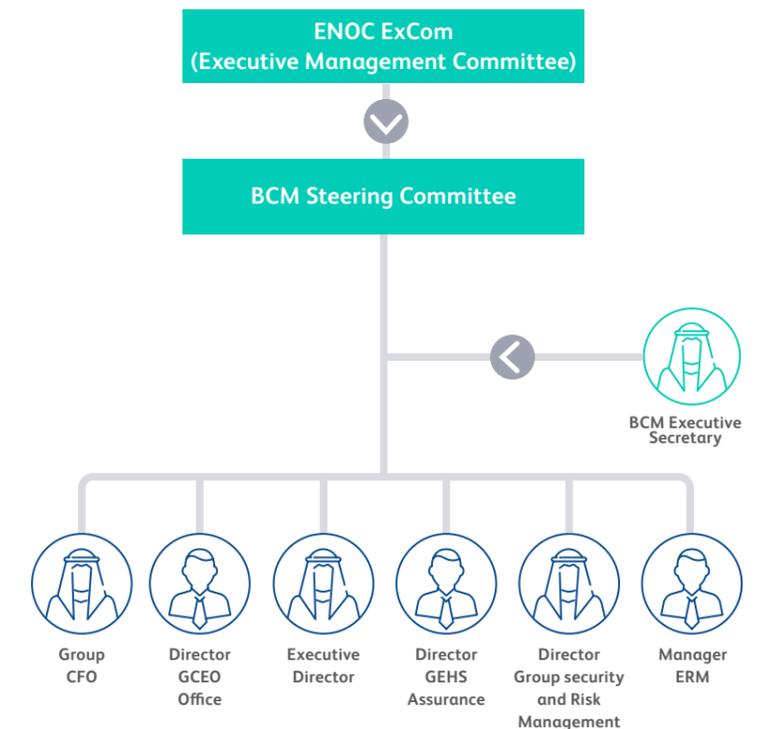


Business Continuity Management (BCM)

ENOC's Business Continuity Management (BCM) programme is aimed at strengthening our resilience. The Business Continuity Group, which includes the Business Continuity Steering Committee, is responsible for making key operational decisions related to BCM. The programme was developed in coordination with the Dubai Supreme Council of Energy (DSCE) in 2018. We followed a structured process to create Business Continuity Plans (BCPs) for each business unit. The process included awareness training, Business Impact Assessments (BIA), and the implementation of BCPs in accordance with the ISO 22301:2012 Business Continuity Management Systems standard.

In July 2019, a joint exercise to test business continuity was undertaken by all stakeholders associated with Jet A-1 and MOGAS supply chains, which helped identify and address vulnerabilities. We collaborated with the DSCE and the National Emergency Crisis and Disasters Management Authority (NCEMA) on various aspects to ensure that ENOC is adequately prepared to serve the energy needs of Dubai seamlessly in the event of a national crisis. We plan to extend this to all business units in 2020.

ENOC BCM Steering Committee



Risk Management

Risk identification and classification

We identify the risks based on internal and external factors, which have the potential to affect our business, along with opportunities which feed into our strategy. ENOC's enterprise-level risks are classified into four main categories: Strategic, Operational, Financial, and Compliance. Inherent risks are initially identified for each business unit, and are rated based on the likelihood of occurrence and impact on ENOC.

SR. No.	Risks	2019*	2018	2017	2016	
1.	Commodity pricing	▲	3	5	2	S
2.	Concentration risk	▼	1	1	1	S
3.	Cyber risk	▼	2	3	6	S
4.	EHS risk	◀▶	4	6	3	O
5.	Competition risk	▲	6	2	7	S
6.	Infrastructure risk	▼	5	8	10	O
7.	Business interruption	◀▶	7	9	8	S
8.	Credit & default risk	▲	8	7	5	F
9.	Reputation risk	◀▶	9	4	9	S
10.	Regulatory non compliance	◀▶	10	10	4	C

- S Strategic
- F Financial
- O Operational
- C Compliance

Note: * The arrows signify the position of this risk for the year (2019), while the numbers in the past years signify the position of the risk in that year.

Risk management at Dragon Oil

Dragon Oil's ERM framework has been designed to mitigate potential business risks that can impact the Dragon Oil's ability to execute its strategy. Dragon Oil relentlessly works towards improving awareness and strengthening our capabilities across the organisation to ensure that appropriate and suitable risk identification, assessment, treatment, and monitoring are in place to help deliver the Dragon Oil's business objectives and targets.

Dragon Oil's ERM Framework



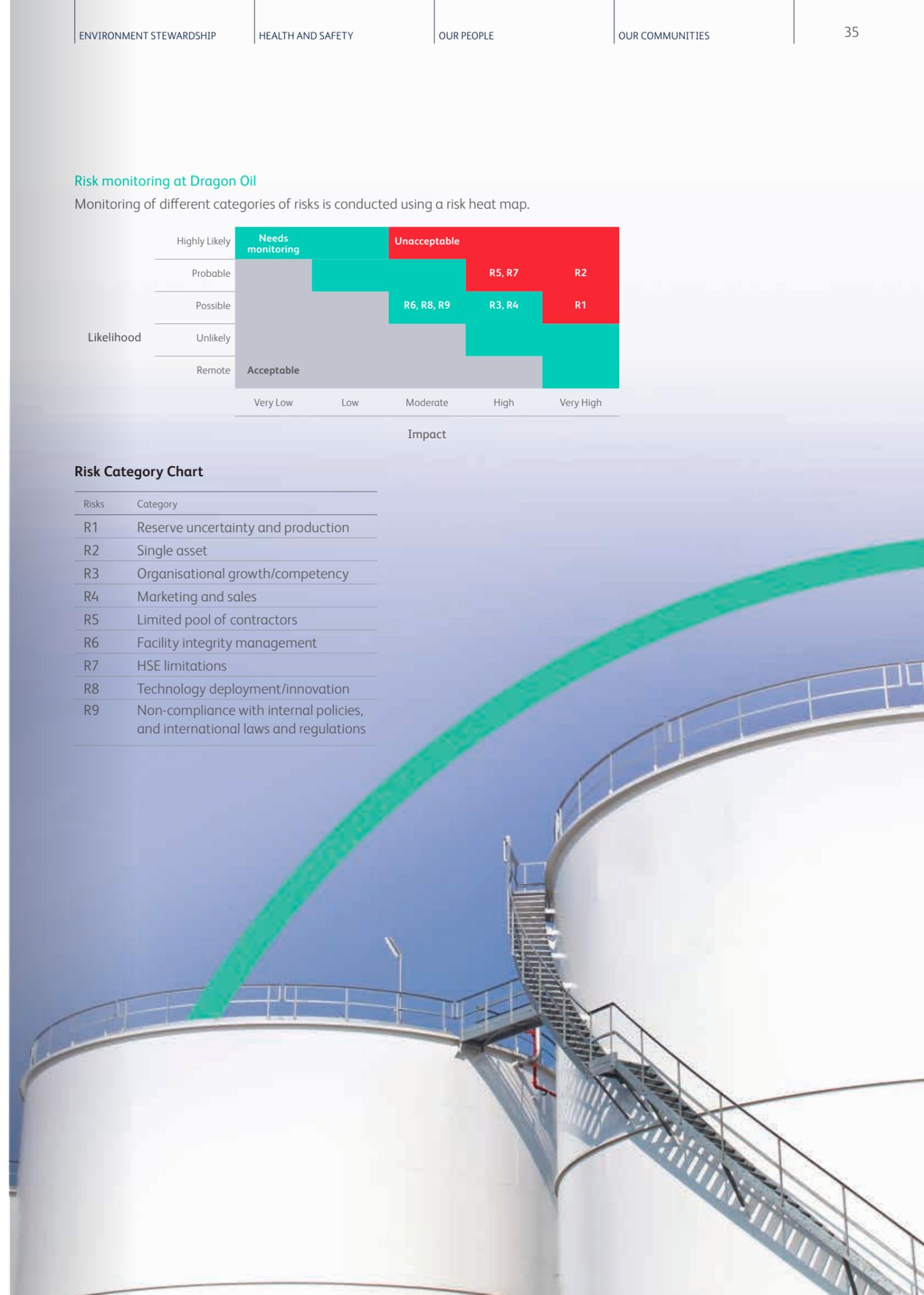
Risk monitoring at Dragon Oil

Monitoring of different categories of risks is conducted using a risk heat map.



Risk Category Chart

Risks	Category
R1	Reserve uncertainty and production
R2	Single asset
R3	Organisational growth/competency
R4	Marketing and sales
R5	Limited pool of contractors
R6	Facility integrity management
R7	HSE limitations
R8	Technology deployment/innovation
R9	Non-compliance with internal policies, and international laws and regulations



Risk Management

Our top five risks and mitigation measures

We evaluate the effectiveness of mitigation measures as per the ENOC Enterprise Risk Management Policy and after factoring in business assessment, independent feedback from pertinent units, internal audit reports for that area as well as information received by GS&RM in the normal course of business.



ENOC Group

Cyber risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Insufficiency of technology processes and legacy infrastructure vulnerable to cyber-attack High threat profile of ENOC as a critical infrastructure provider Lack of required manpower with the right capabilities to deal with such high-level risk profile Threat actor can use existing gaps in the system, components and configurations to obtain access to sensitive information, sabotage critical systems or alter records 	<ul style="list-style-type: none"> Information and cyber security governance framework, policy manual and IT/OT reference architecture Various tactical projects and controls have been implemented such as establishment of SOC, secure remote access, DDOS protection, vulnerability management, endpoint security protection, full disk encryption, security proxy and web filter and security awareness sessions and correspondents Various assessments and audits have been conducted such as ISR compliance audit, IT AV&PT audit, OT audits and IT/OT connectivity assessment, security code review Adequate measures taken in the wake of the 2018 cyber-attacks with help from FireEye, a cyber security organisation based in USA

Commodity pricing

<ul style="list-style-type: none"> Sanctions against countries resulting in the need to source condensate from alternative distant regions, putting upward pressure on logistical costs and product prices High freight rates due to geo political tensions, negatively impacting crack spread and product margins Weak global growth outlook, oil price volatility, protectionist trade policies and recessionary triggers Reduction in local demand for finished products weighs on refinery margins and cracks for middle distillates and fuel oil 	<ul style="list-style-type: none"> Sourcing of best possible alternates and blending these to control margins Daily monitoring of profit and loss limits; competency of traders; compliance with trading mandate Review of market trends and implementation of hedging strategies; monitoring of strategic inventory levels Constant review and monitoring by STP RMC of Trading and System business volumes as well as refining margins, crack spreads and strategic inventory volumes
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Exploration and Production (Dragon Oil)

Concentration risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Currently majority of production (~76,000 bpd) from a single asset - Turkmenistan Predominant reliance on limited logistical channels 	<ul style="list-style-type: none"> Diversify to other production regions; production commenced in Iraq (8,000 bpd) Apart from the primary route in Azerbaijan, Russia included as a product transportation route



Supply, Trading and Processing

Concentration risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Availability of economically priced quantities of feedstock as a result of sanctions Regional political developments resulting in discontinuation of sourcing of raw materials 	<ul style="list-style-type: none"> Diversify procurement sources – US, Australia, among others Control overall costs by blending appropriate quantities of the strategic inventory

Environment, health and safety risk

<ul style="list-style-type: none"> Safety and environmental hazards in refinery/plant and inventory storage locations Loss of man-hours, facility shutdown and adverse impact on reputation 	<ul style="list-style-type: none"> EPCL: Annual HSE Management programme inspections with JAFZA authorities; ongoing trainings to EPCL staff on HSE aspects DUGAS: Necessary procedures are in place; daily HSE inspection; all incidents and near misses reported
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Terminals

Concentration risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Loss of a single large customer or change in customer needs Exposure to loss due to participation in a narrow market consisting of a limited group of counterparties 	<ul style="list-style-type: none"> Major customers strategic; often shareholders as well Prudent customer selection process in place Contractual product lien protection; ability to replace customers with relative ease

Environment, health and safety risk

<ul style="list-style-type: none"> Health and safety issues potentially leading to liabilities, and loss of business and reputation Unsafe facilities or product handling-related hazards could result in incidents 	<ul style="list-style-type: none"> Several HSE controls in place – procedures, personnel training, safety management systems, auditing and compliance Continuous monitoring of controls
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Competition risk

<ul style="list-style-type: none"> Loss of business to other global Terminal players Impairing of competitive advantage New storage capacity targeting same customer base Storage demand impacted by global slowdown 	<ul style="list-style-type: none"> Key customers with HTL for strategic reasons, in addition to commercial Focus on service excellence as a retention mechanism Existing rates reasonably competitive Strategic positioning and high barriers to entry in operational locations
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Commercial & International Sales

Concentration risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> EA Business prospects significantly linked to the Dubai economy Activity concentrated at the DIA with DWC gradually emerging as a key area of operations 	<ul style="list-style-type: none"> Business expansion to other locations across the region; AFM and EA diversified into other markets with either direct fuelling or partner agreements Aviation fuelling activity conducted at 150+ airports across 27 countries

Risk Management

Environment, health and safety risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Fire incident that could lead to injury, property damage Unsafe practices, inappropriate operational controls 	<ul style="list-style-type: none"> Excellent HSE controls in place across all business units All business units score high on the HSE Index

Competition risk

<p>Aviation fuel</p> <ul style="list-style-type: none"> New entrants in Dubai aviation fuel market (DWC and DIA) Shift of large volumes on account of competitive pricing <p>Gas marketing</p> <ul style="list-style-type: none"> Competitors entering the market due to lower costs and low operational standards Loss of volumes and business for Emirates Gas <p>Industrial products</p> <ul style="list-style-type: none"> Failure in delivery of goods Higher-than-expected COGS Loss of customers and business opportunities, and reputational damage Loss of diesel volumes to small licensed operators <p>Lubes</p> <ul style="list-style-type: none"> Product price reduction by competitors <p>EPPCO projects</p> <ul style="list-style-type: none"> New entrants in DIA and DWC (Aviation) Loss of business to international brands – Total and Shell among others (Lubes) 	<p>Aviation fuel</p> <ul style="list-style-type: none"> High barriers to entry due to local infrastructure support Existing infrastructure already utilised fully by ENOC and others within JIFF. <p>Gas marketing</p> <ul style="list-style-type: none"> Marketing strategy, liaison with government and regulatory bodies, safety seminars <p>Industrial products</p> <ul style="list-style-type: none"> Market research, professional staff sales and training, product and service innovation, customer relationship management, customer service, product quality <p>Lubes</p> <ul style="list-style-type: none"> Long-term toll blending arrangements to secure sourcing <p>EPPCO projects</p> <ul style="list-style-type: none"> Monitor other players and government directives (Aviation) Deepen customer relationships to enhance brand loyalty Superior add-on services (Lubes)
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Retail

Environment, health and safety risk

Risk description	Control actions in 2019
<ul style="list-style-type: none"> Risk to customers, staff, suppliers and contractors from operational activities and exposure to heat, VOC, etc. Tasjeel – non-adherence to safety standards while testing vehicles; loss of business and reputation due to mishaps F&B/Franchise – risks associated with F&B items which contravene health norms and lead to reputation issues 	<ul style="list-style-type: none"> Policy and procedures in place; all associated risks from site operations and activities identified in the risk register; effective monitoring and controlling through KPIs Strict procedures followed on safety in F&B and Franchise activities Tasjeel – robust HSE controls in place

Competition risk

<ul style="list-style-type: none"> Loss of revenues and profitability, leading to brand erosion Entry of new players into the Dubai retail space 	<ul style="list-style-type: none"> Knowledge of market trends Periodic surveys Customer retention programmes (proprietary cards), world-class offers Expansion of network underway with opening of new stations in Dubai and Sharjah
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Awards and Recognition

Winning accolades at home and beyond

Our sustainability efforts continue to be recognised globally and nationally. We won several awards this year, which bear testimony to our unrelenting focus on building an organisation of the future. These awards also provide us with an opportunity to evaluate our strengths and weaknesses, and undertake measures to address any gap.

Global awards 2019

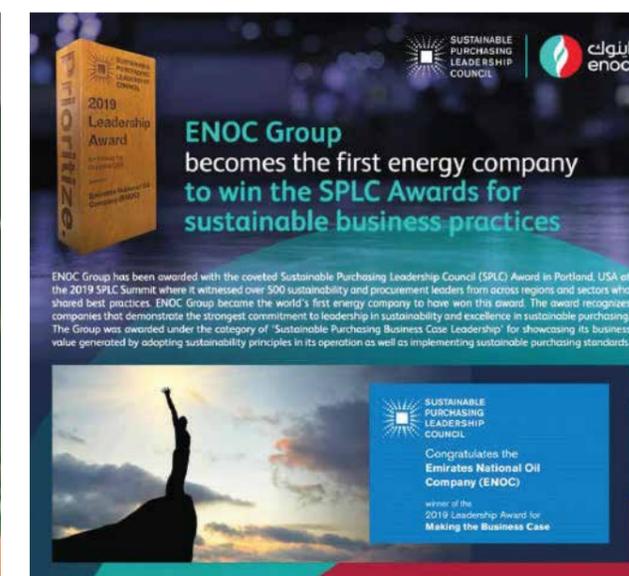
- Best Case Study Award on Integrating Sustainability in Purchase, from Sustainability Purchasing Leadership Council
- Winner of Golden Peacock Global Award for Sustainability. ENOC has been a recipient of this award for three consecutive years
- Winner of Golden Peacock Global Award for Corporate Social Responsibility. ENOC has been a recipient of this award for two consecutive years
- Recognition of Dr. Waddah Ghanem Al Hashmi, Senior Director – Sustainability, Business and Operational Excellence as Sustainability Leader by IEMA Sustainability Impact Awards.

Regional awards 2019

- Best Sustainability Report Award in GCC, presented by the Abu Dhabi Sustainability Group (ADSG)
- Winner of Arabia CSR Award in energy category for the fourth consecutive year



Recognition of Dr. Waddah Ghanem Al Hashmi, Senior Director – Sustainability, Business and Operational Excellence as Sustainability Leader by IEMA Sustainability Impact Awards



Best Case Study Award on Integrating Sustainability in Purchase, from Sustainability Purchasing Leadership Council

Sustainability Strategy

Emphasising
environmental,
social and
governance
aspects

At ENOC, we recognise the deeper connection and impact our energy and associated businesses have on economies, ecosystems and communities. Sustainability is ingrained in our vision, mission and strategy, aligned with our vision to inspire change as a responsible, safe and transparent organisation. We are also working towards making each of our business processes sustainable, with special emphasis on environmental, social and governance parameters while reviewing performance and progress.



Insights from CSO

Harnessing the power of 'One ENOC'

The significant progress we have made towards embedding sustainability in the organisational culture was reflected in our resilient business performance in a challenging environment. In the process, we have moved closer to realising our goal of becoming the region's sustainable energy partner while reinforcing our commitment to social responsibility.

91.7%

Targets achieved, overall

At ENOC, we have put in place a robust sustainability strategy that feeds into the Group's business growth strategy. We have also established an extensive framework that measures our sustainability performance and ensures better alignment with local and global development goals. With our exploration and production business integrated into the Group, we are now a well-diversified business with sustainability as a unifying core, well entrenched into the organisational culture.

Setting benchmarks in sustainability performance

Our Sustainability Index, which was developed in 2017, is aligned with the developments in the oil and gas sector in the Middle East and the UAE Vision 2021. We had set an overall objective of achieving 90% of all our set targets for 2019 and managed to achieve 91.7%. We have set aspirational targets at improving our overall environment performance, with a well-defined strategy. By 2030, we aim to reduce our energy consumption by 11%, increase the amount of water recycled to 30%, divert 100% of waste generated and reduce the flaring at our plants by 50%.

2030 targets

- Reduce energy consumption by 11%
- Increase amount of water recycled to 30%
- Divert 100% of waste generated
- Reduce flaring at our plants by 50%

Since the beginning of our sustainability reporting journey, we have remained focused on providing an accurate and realistic assessment of our efforts, which has also enabled us to set a true benchmark for our future programmes. To better manage sustainability data from across all business units, we have implemented a new Sustainability Data Management System.

We have also started implementing scenario-based assessment of climate change-related risks and opportunities, aligned with TCFD recommendations. This will enable us to improve transparency and build better understanding of potential climate-related impact, and plan to detail the outcome in our 2020 Sustainability Performance report.

Unveiling 'One ENOC, One CSR' strategy

Over the past few years, we have dedicated significant efforts in dissociating corporate social responsibility from its perceived notion of philanthropy. At ENOC, CSR goes hand-in-hand with business excellence. Recognising the importance of measuring and reporting social impact to the success of CSR initiatives, we are prioritising community investments based on social return on investments. In 2019, we embarked on a journey to create a culture of transformational CSR, making a decisive shift away from the transactional one. The 'One ENOC, One CSR' strategy and framework will not only enable us to drive and assess our impact on the community, but will also aid the free flow of innovative ideas, and significantly augment employee engagement through volunteering.

Enhancing health, safety and environment performance

We have enhanced the targets for Energy & Resource Management. Our efforts have resulted in annual savings of AED 5.3 million. The year

under review also witnessed the adoption of solar panels across the Group to increase the share of renewables in our total energy consumption. Ensuring safety is a way of life at ENOC, and sensitising employees about safety being everyone's responsibility. Our all-time low LTIFR of 0.1 in 2019 bears testimony to our unrelenting commitment towards the health and safety of our people across the Group.

Promoting a disruptive entrepreneurial spirit

At ENOC, we recognise the critical role people play in our long-term success. Their skills and competencies enable us to stay ahead of the curve. In 2019, we launched a new competency framework to map employee career development paths, provide a coaching and mentoring platform, and prepare employees for leadership roles. We also focused on attracting and retaining next generation, tech savvy talent by providing a low-risk startup environment in our new digital ventures. Going forward, we will continue to focus on enhancing employee experience, Emiratisation and promoting diversity and inclusion to drive positive business performance.

In conclusion

We hope our fourth Sustainability Performance Report continues to inspire all our stakeholders to move forward together in building an organisation of the future. Your feedback is valuable to us, and we express our sincerest gratitude for being part of ENOC's exciting sustainability journey.

Alia Ali Busamra

Manager – Group Sustainability
Chief Sustainability Officer

Approach to Sustainability

Developing a roadmap for long-term value creation

At ENOC, we view sustainability as a holistic roadmap that can create long-term value for all our stakeholders. It can contribute to national priorities and global goals by informing sound business and adhering to the highest standards of integrity and ethical practices. We are working towards building an organisational culture that puts sustainability at the core of every business decision across the Group's segments.



To be at the forefront of our industry's advancements, we have embedded these essential concepts within our vision

To be an innovative energy partner, delivering sustainable value and industry-leading performance



- Innovative**
 We are innovative in our ways of implementing green technologies to become more resource efficient.
- Energy partner**
 Our partnerships go beyond delivering our products and services. We have established partnerships with our consumers, stakeholders and shareholders to create a sustainable future for over 25 years.
- Delivering sustainable value**
 This is our core remit, with sustainability being the foundation of business excellence and allowing us to continuously create long-term value for our stakeholders.
- Industry-leading performance**
 We pride ourselves of our high performing, competitive and industry-leading organisation.

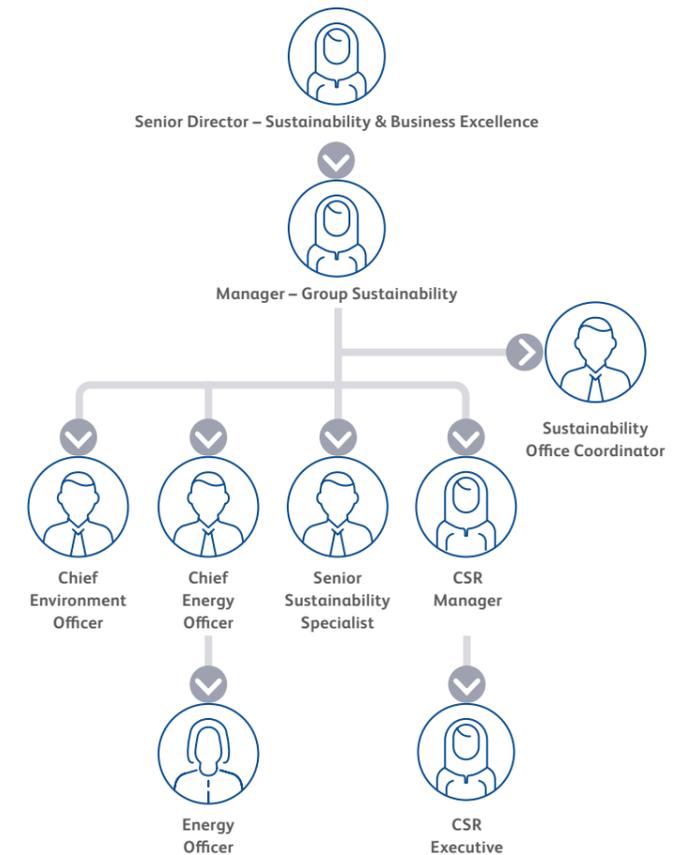
Sustainability governance structure

Our sustainability endeavours are spearheaded by the ENOC Sustainability Leadership Committee, which is chaired by the Group CEO. The Committee provides overall guidance and action plans to take forward. It acts as an umbrella for eight sub-committees that are tasked with specific aspects. The implementation of these action plans rests with the Group Sustainability Office (GSO), which is responsible for energy efficiency, environment management, sustainability reporting and driving community development.

Sustainability data management system

Collating and reporting sustainability data requires collaboration across the organisation. Our 'sustainability champions' carried out this data collection exercise under the aegis of the GSO. Earlier, data used to be collected through pre-set templates populated by the data owners across corporate departments and business units, which were then consolidated by the GSO for reporting and performance tracking. In 2019, we implemented the Enablon software, which has simplified, streamlined and strengthened our data collection process. It also provides insights by showcasing trends through real-time dashboards and is expected to play a crucial role in our Sustainability Index performance monitoring.

Group Sustainability Office structure



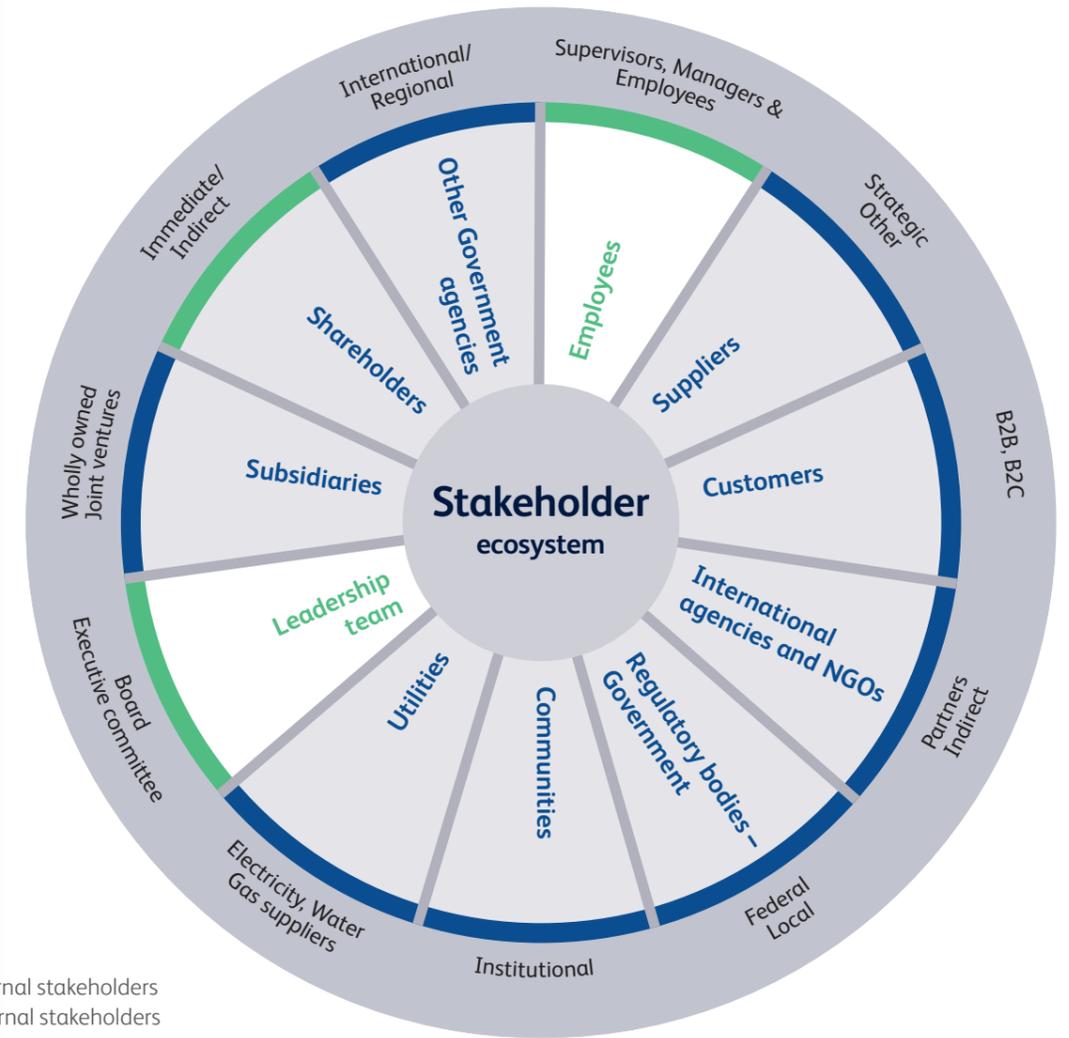
Stakeholder Engagement

Building enduring relationships

We value our relationships with internal and external stakeholders, and engage with them regularly. This enables us to understand their expectations, identify and address the material issues that have a significant impact on our ability to create stakeholder value.

Effective engagement also allows us to respond to the evolving needs of our customers globally while retaining our social license to operate.

Our internal stakeholders include our employees and leadership team, and our external stakeholders include investors, shareholders, partners, international agencies, government regulatory bodies, local communities, suppliers, contractors and non-governmental organisations (NGOs).



Internal stakeholders
External stakeholders

Levels of ENOC'S Stakeholder Engagement

Inform	Consult	Engage	Collaborate	Empower
One-way communication on ENOC's performance	Limited two-way communication	Multi-way communication	Working together to take action	Active role in decisions
Social Media Sustainability Performance Report Annual Review Report Media Events Campaigns on CSR	Customer Satisfaction Survey Sustainability Survey for Employees Online/800 ENOC Feedback System Feedback through Emails (groupsustainability@enoc.com)	Supplier Engagement Mystery Shoppers Conferences/ Seminars Innov8 – Employee Suggestion Scheme	Sustainability Stakeholder Workshops Public Private Partnership on CSR and Sustainability Feedback from JVs	Memberships in various Government-level Committees

Stakeholder Engagement

Connecting with stakeholders



Employees



Engagement tools and platforms

- Employee health check-ups
- Employee volunteering activities
- Employee grievance redressal
- Intranet, Group Sustainability Annual Achievement Report, Sustainability Report, Energy & Efficiency Report
- Employee Reward (CEO Award, Spotlight) & Recognition schemes
- Employee engagement survey (GALLUP)
- Innovate – employee suggestion scheme
- Internal Portal – Connect Internal Newsletter

Core issues

- Health and safety
- Career growth and progression
- Competitive salary
- Work-life balance
- Building camaraderie
- Regular sharing of company information
- Employee motivation
- Employee involvement
- Diversity and inclusion
- Learning and development
- Performance management

Key engagements

We endeavor to build a close network with our employees and create an environment that fosters an open dialogue and transparency; an environment that embraces diversity and inclusion. We have a dedicated intranet site where employees can view updates on business decisions, performance, health and safety incidents, achievements and best practices. Also our employee suggestion scheme Innov8 encourages employees to make suggestions to improve sustainability performance. In 2019, we received 522 suggestions.



Suppliers



Engagement tools and platforms

- Contract procedures and project timelines
- Facility inspections
- Review meetings
- Vendor interaction meets
- Vendor performance evaluation form
- Annual performance report
- Annual stakeholder meets
- Supplier grievance mechanism
- Vendor onboarding

Core issues

- Timely payments
- Compliance with company laws
- Unbiased treatment
- Green procurement
- Adherence to service level agreements
- Business continuity and growth

Key engagements

We consider our suppliers and contractors as partners in our success. We have developed manuals to assist our partners in understanding purchase expectations and requirements. This year, a manual was released on purchase and design energy efficiency standard to further inculcate green procurement and improve energy efficiency of the products supplied to ENOC.

Connecting with stakeholders



Customers



Engagement tools and platforms

- Company website
- Product campaigns
- Customer satisfaction survey
- Grievance redressal
- Call center 800ENOC
- Digital display in retail stations
- Mystery shopper

Core issues

- Product information
- Product benefits and features
- Product quality and feedback
- Timely availability and customer satisfaction
- Building relationships and trust
- Product and service innovations
- New product development

Key engagements

We are a customer-centric organisation. We collaborate across the value chain to better understand the needs of our customers. Delivering quality service is a top priority and we engage with our customers through several initiatives such as mystery shopper feedback. The purpose of this programme is to measure the services offered by our staff to customers at the site with respect to the standards laid out by the Group. It helps us to monitor and continuously improve our customer service levels. The visits are usually conducted twice every quarter or as determined by the business from time to time.

Visits in 2019 entailed the following: ENOC Retail: Forecourt – 1,632, C-store and Pronto – 1,120, car wash – 196, Zoom market and G&G – 224, AutoPro – 184, QOC – 92, TASJEEL – 112, F&B – 116

The mystery shopper questionnaire comprises process-based and soft skills-related questions.



International agencies and NGOs



Engagement tools and platforms

- One-on-one interactions
- Direct contact during activities
- Social surveys

Core issues

- Transparency
- Timely information on future plans
- Support to social causes
- Identification of areas of collaboration
- Disclosure on compliance

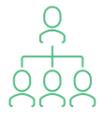
Key engagements

We recognise the media as an important stakeholder in upholding the highest standards of transparency. We interact with the media with a view to put forth the management's perspectives on various industry issues in the public domain.

In 2019, we engaged with our CSR stakeholders (including NGOs) through four-day workshops.

Our stakeholder engagement review showed a drastic improvement in how our stakeholders associate the ENOC brand with sustainability and CSR.

Stakeholder Engagement



Regulatory bodies – Government



Engagement tools and platforms

- Annual Report and regulatory filings
- Government committee meetings – Dubai Supreme Council of Energy (DSCE)
- Facility inspections
- Regular meetings

Core issues

- Ethical business conduct
- Regulatory compliance
- Environmental stewardship
- Safety
- Project approvals
- Adherence to statutory norms

Key engagements

ENOC is compliant with applicable laws and regulations and strives to take proactive initiatives in its operations. We engage with government bodies and regulatory agencies through various departments across the BUs and at the corporate departments. As a founding member of the DSCE's Demand Side Management (DSM) executive committee, we contributed towards setting the DSM's strategy direction and future developments. We played an active role in updating the DSM 2030 in 2019.



Communities



Engagement tools and platforms

- CSR workshops
- Community visits
- Satisfaction surveys
- Meetings with community representatives
- Awareness campaigns
- SROI studies

Core issues

- Identification of focus areas
- Mitigation of emergencies
- Building relationships
- Improving living standards
- Direction and deployment of resources
- Awareness on social issues

Key engagements

Since inception, we have believed that enhancing our social capital is key to sustained business growth. We engage closely with communities around our manufacturing facilities and look for opportunities to support them to become more self-reliant. Dedicated CSR teams reach out to them, guided by our CSR framework. We regularly undertake community campaigns, implement various community development interventions and stakeholder engagement programmes designed to strengthen relations, build cohesive communities, and create positive changes. Through our initiatives, we reach out to the communities or partner with government organisations like the Community Development Authority to understand the current challenges and areas in which we can contribute. We also set up a monitoring framework (based on principles of Social Return on Investment), which seeks to move from monitoring of inputs and activities to mapping their outcomes. In 2019, SROI studies were conducted for ENOC's three major CSR projects (Al Noor Training Centre for Children with Special Needs, Energy Scholarship, Dubai Autism Centre).



Shareholders



Engagement tools and platforms

- Annual Report
- Sustainability Performance Report
- Energy & Efficiency Report
- JV Board meeting
- One-on-one meetings
- Grievance redressal

Core issues

- Financial performance
- Annual performance, progress plans and new projects
- Change in governance structure
- Triple bottom-line performance
- Clarity on business direction
- Long-term business strategy

Key engagements

We are focused on driving operational efficiency to maintain profitability. We engage with our shareholders and investors by keeping them informed about the Company's performance through a wide range of reports.



Leadership team



Engagement tools and platforms

- Leadership Culture Survey
- ExCom meetings
- Sustainability Leadership Committee meetings

Core issues

- Triple bottom-line performance
- Clarity on business direction
- Long-term business strategy
- Financial performance
- Disclosure and transparency

Key engagements

We conducted a detailed Leadership Culture Survey in 2017 which identified the need to have 'strategic focus'; sustainable productivity; fostering team play and decisiveness.

We have also aligned incentives with long-term business success by integrating Sustainability Performance Index in the Group's scorecard.

Material Issues

Prioritising issues that matter

We conducted our first materiality assessment in 2016 to understand issues that are of concern to our stakeholders. The assessment was carried out in accordance with the GRI standards, and the outcome helped shape ENOC's sustainability strategy.

It also enabled us to arrive at our key focus areas, and construct the Sustainability Index, which is a set of targets established every year to address these material issues.

Strategic stakeholder dialogue

We also conducted a stakeholder engagement session for focused discussions. This was followed by desk research and a benchmarking exercise against local and international oil companies, and several industry standards. These issues are reviewed every year to make sure that we incorporate any changes or improvements that come of these review sessions.

A timeline of the stakeholder engagement exercise

- 2016**
 - First stakeholder engagement workshop with external stakeholders
 - Internal survey for ENOC employees
 - Materiality workshop with management
- 2017**
 - External stakeholders also invited to Sustainability Performance Report launch event
- 2018**
 - Engagement with external stakeholders of Dragon Oil through site visits in Turkmenistan and conducting employee materiality and feedback
 - Internal survey with Dragon Oil employees
- 2019**
 - CSR external stakeholder engagement to identify focus areas for community development. (Read more)
 - Internal survey with Dragon Oil employees



Dragon Oil's materiality assessment

Dragon Oil was acquired in 2015, and it took two to three years to align its operations with the Group. During this period, materiality assessment was conducted for ENOC, and we assessed that the material topics were sufficiently covered in Dragon Oil's sustainability strategy. In 2019, we engaged with Dragon Oil stakeholders in Turkmenistan to have a better clarity on the material topics related to our upstream operations. We visited the facilities in Turkmenistan to implement our Group-wide sustainability procedures and guidelines, and conducted consultation with employees on materiality.

The focus of those visits was to evaluate the maturity of Energy and Resource Management (E&RM), reviewing environmental issues at Dragon Oil and identify potential opportunities for energy efficiency initiatives and best practices. Dragon Oil plans to make it a regular, annual programme to continuously seek feedback from its stakeholders. We plan to focus on exploring CSR issues and formalise the CSR strategy for Dragon Oil based on feedback from communities, NGOs, and regulators.

Focus for year 2020

- Creation of training modules and capacity building workshops
- Development of various sustainability manuals: Dragon Oil Green Procurement Manual; Sustainability Principles Manual
- Implementation of Sustainability Data Management System
- Conduct Social Return on Investment (SROI) study for Dragon Oil projects

Dragon Oil's materiality assessment exercise

- 2017** Conferences with the Dragon Oil team were held to identify relevant and material stakeholders
- 2018**
 - Stakeholder identification map finalised
 - Site visits and sustainability trainings conducted
 - To confirm alignment with Group Sustainability Index, worker surveys conducted
 - Based on materiality, Sustainability KPIs for Dragon Oil created
- 2019**
 - Institutionalised sustainability team for Dragon Oil and integrated with the GSO team
- 2020**
 - Training modules and capacity building workshops were conducted

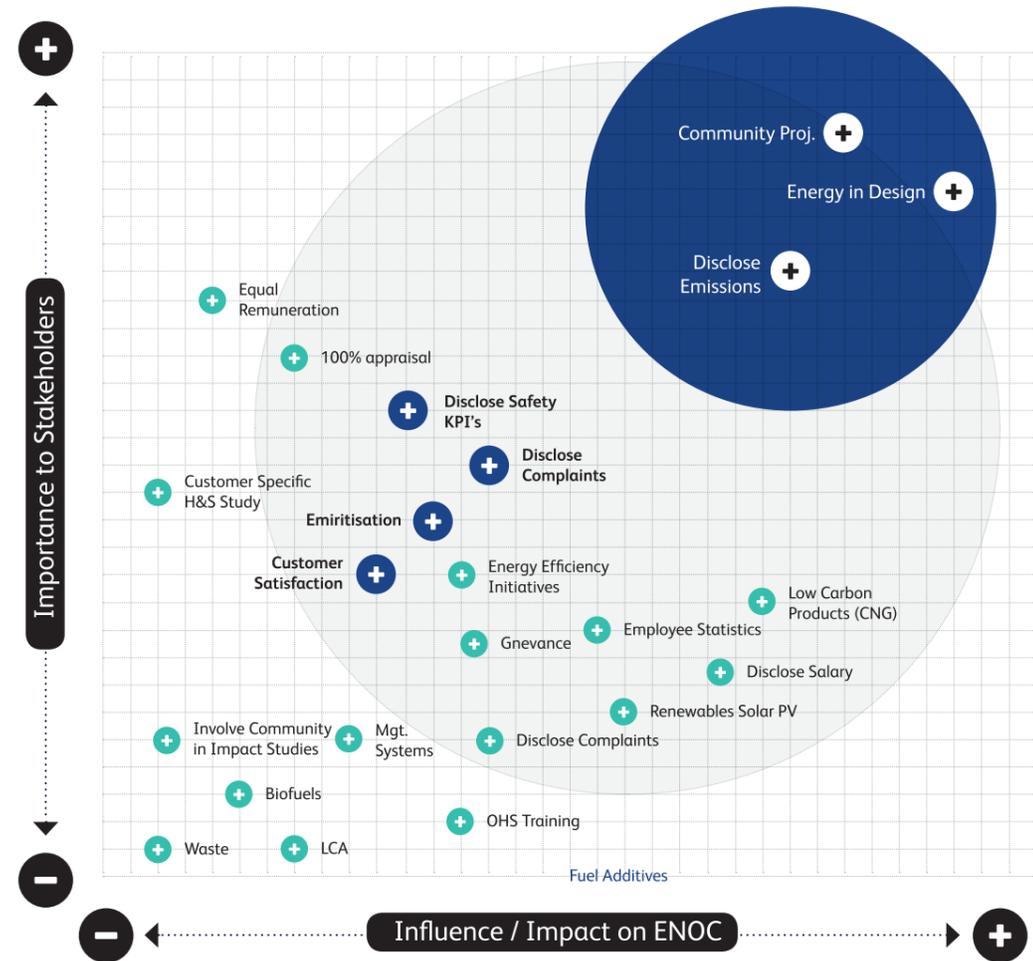


Dragon Oil planting activity in Hazar town, Turkmenistan

Material Issues

Material topics

The results of our materiality exercise are depicted in the matrix below



Dragon Oil's material topics

1. Flaring
2. Community investment
3. Economic performance
4. Energy consumption
5. Promotion of local suppliers
6. Nationalisation
7. OHS management
8. Local community engagement
9. Produced water (volume and disposal)
10. Energy intensity
11. Fossil fuel reserve

R Regulatory Indicators

Indicators which are related to compliance and government mandates

C Critical Indicators

Indicators which are critical to sustain and improve business performance

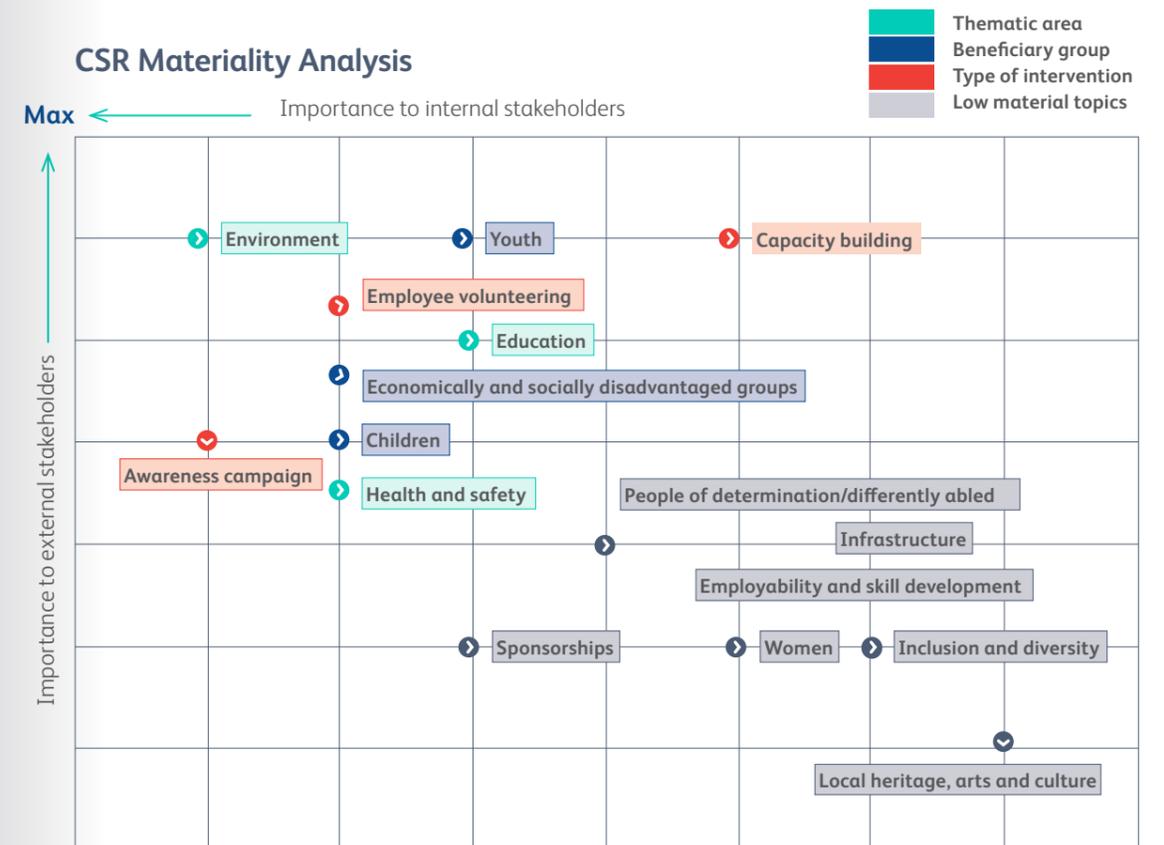
Identification of CSR focus areas

We consulted our internal and external stakeholders to identify our priorities for CSR. In the internal stakeholder consultation, held in August 2019, face-to-face interactions with members of the ENOC leadership and management were conducted to gather insights and aspirations for a 'One CSR' strategy and function across the Group. Presided over by the Group CEO, the consultation was attended by 50 members of ENOC leadership and management across business units and corporate divisions.

We organised external consultation sessions on 'CSR in the UAE' over the span of four days in September 2019 at ENOC headquarters in Dubai. This session hosted more than 127 participants from government institutions, the private sector, civil society organisations, academic institutions along with subject matter experts on CSR.

Stakeholder interactions	Stakeholders consulted
Employee survey	511
Internal stakeholders session	50
External stakeholders session	127
Face-to-face	45
Total	733

Material topics identified for CSR in 2019



Targets and Performance

Setting and surpassing benchmarks

We developed our Sustainability Index to have a clear goal-oriented strategy; and transform the Group into a more performance-driven organisation.

The topics material to value creation were converted into 21 environmental, social and economic KPIs. The Index, as part of our sustainability strategy, is aligned with the developments in the Middle East and the UAE Vision 2021.

The overall target for the Sustainability Index for 2019 was to achieve 90% of all set targets. We managed to achieve an encouraging result of 91.7%. We intend to continually push the boundaries by setting higher benchmarks and excelling in our sustainability performance.

We will also track progress towards our CSR strategic objectives and long-term vision set for CSR. In order to monitor progress on a regular basis 21 KPIs are identified which will be added to the Group's Sustainability Index and business scorecards, starting this year. These will cover upskilling UAE nationals for career progression, capacity building of young women to take up managerial/leadership positions, promoting local SMEs, a sense of national pride and identity among UAE nationals, a sense of belonging to the UAE for expatriates, effectiveness of partnerships, employee volunteering hours contributed, improvement in employee productivity, CSR Maturity Index.



KPIs (*ENOC Group excluding Dragon Oil)	Units	Targets 2019	Performance 2019	Status	Contribution to SDGs
Environmental					
1 Thermal energy consumption per unit	GJ/ton (<)	-1.0%	-2.5%	○	
2 Electrical energy consumption per unit	kWh/ton (<)	-1.0%	2.5%	○	7
3 Energy demand reduction from baseline	% (>)	3.0%	3.2%	○	
4 Renewable energy generation	% (kWh/kWhtotal) (>)	0.1%	0.6%	○	
5 GHG emission reduction per unit	kgCO _{2e} /ton (<)	-1.0%	-3.2%	○	13
6 Air emissions (SOx, NOx, PM, CO)	% of point sources above legal limit	0.0	0.0	○	3 9
7 Water recycled	% Water/ton (<)	7.5%	17.0%	○	6
8 Waste recycled	% Waste recycle (>)	20.0%	34.6%	○	12
9 Flare gas reduction	% Flare reduction (<)	-5.0%	-0.9%	○	13
10 Amount of green procurement	% Green procurement (>)	70.0%	85.6%	○	7 13
Social					
11 Employees who are UAE nationals	Number	>765	817.0	○	
12 Number of employees leaving the company	% turnover (<)	10.0%	8.2%	○	8
13 Training hours per employee	hrs per FTE (>)	8.0	22.3	○	
14 Score from the Customer Satisfaction survey			82.0%	○	9
15 Gender diversity ratio	% Women (>)	20.0%	16.2%	○	5
16 Completion of Code of Business Conduct training	% Completion (>)	100.0%	98.0%	○	9 16
17 LTI Incident Rate (people safety)		0.30	0.10	○	8
18 Process safety incidents (process safety)		0.0	0.0	○	3
19 Volunteering hours per employee	Hours per employee	-		○	17
20 Inclusion (people of determination)	% employees	-		○	10
Economic					
21 Community investment	% investment (>)	0.2%	USD 1.1 million	○	4 10

○ Achieved ○ Not achieved ○ Introduced in the Index ○ Close to set target

Value Creation Model

Delivering responsible growth

Inputs

Natural capital

Specific energy consumption **0.40 GJ/ton**
 Water intensity **0.044 m³/ton**

Human capital

Total employees **12,053**
 Training Hours per Full time employees **22.6**
 Training Hours for Dragon Oil **25.6**
 Hrs/employee

Intellectual capital

Strategic partnership with technology
 Indian Oil Company (IOC) R&D,
 GE Baker Hughes

Manufactured capital

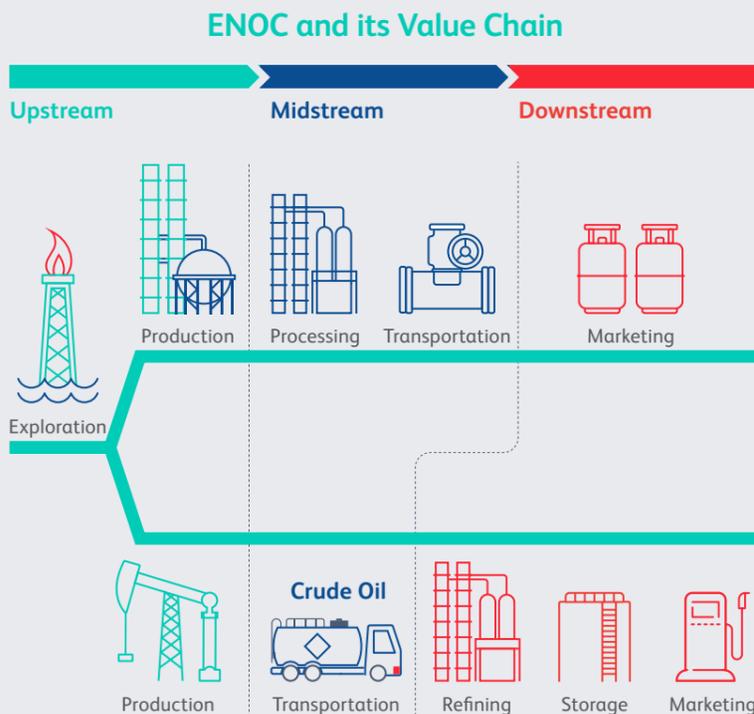
Refinery capacity (barrels per day) **210,000**
 Total 2019 crude oil reserves (billion barrels)
 Turkmenistan [mn bbl (2C)] **354**
 Egypt [mn bbl (2C)] **131**
 Iraq [mn bbl (2P)] **291**

Financial capital

Spend on climate change initiatives* **82**

Social and relationship capital

ENOC spent on indigenous suppliers* **1,561.54**
 Dragon Oil spent on local suppliers* **12.39**
 Community investment* **3.50**
 CSR employee voluntary hours **2099+**



As a fully integrated energy company, we are well positioned to capitalise on the emerging opportunities and navigate through geopolitical and economic headwinds. Our business model is designed to deliver sustained growth, building on the progress already made and embracing the digital revolution to maximise value for our stakeholders.

Output

84,925 GJ Electrical and thermal energy saved in 2019
7.6% Of specific waste reduction (kg of waste/ton of product) between 2014-2019

3,90,084 m³ Water recycled
230,693 tCO₂e Emissions saved since 2014

43 Collaboration with universities
3,616 Millennials: Number of employees <30 years

82% Customer satisfaction index

76,127 bopd Dragon Oil crude throughput
60+ Country presence

52,536,982 tons ENOC production
218 million Barrels sales volume

USD 16.5 billion Revenue

20,000 Beneficiaries

AED 18.4 million Social return on investment (in select CSR projects)

Outcomes

- Mitigating global warming
- Promoting use of eco-friendly fuel
- Resource stewardship

- Safer working environment
- Enhanced employee engagement
- Bringing inclusiveness in education
- Enhanced workforce demographics

- Driving innovation culture
- Concerted collaborations
- Creating digital ecosystem

- World-class infrastructure facilities
- Energy security
- Product stewardship
- Strong supplier relationships

- Sustainable cash flows
- Strong EPS

- Building sustainable livelihoods
- Enhanced quality of life of people
- Effective stakeholder engagement

UN SDGs



Contribution to SDGs, Dubai and UAE Vision

Aligned with national and global priorities

We constantly engage with international associations and entities to advocate and adopt sustainable practices on business, environmental protection and operational safety. Our sustainability strategy is aligned with the national and local imperatives as well as global goals (UN SDGs).

Global level

United Nations Sustainable Development Goals (UN SDGs)

Part of the energy value chain, we view our responsibility and lay special emphasis on contributing to UN SDGs. We have mapped KPIs to contribute to SDG targets.

Our UN SDGs' alignment process

1. High level mapping of ENOC's value chain

We conducted internal focus groups to review our energy value chain, operations and our impact from energy, environment and social angles to identify the critical UN SDGs that are relevant to us.

2. Stakeholder engagement

We further adopted a holistic assessment process to identify critical sustainability aspects by engaging wide spectrum of internal and external stakeholders.

These engagements allowed us to identify critical sustainability indicators contributing to UN SDGs which are now a part of our Sustainability Index. We continually engage with stakeholders externally to assess and enhance our contributions to the UN SDGs locally wherever we operate.

3. Selection of indicators and data collection methodology

The ENOC Sustainability Index has key performance indicators contributing to UN SDGs. Based on our review with stakeholders, when additional UN SDGs are identified, then its corresponding indicators form the part of ENOC Sustainability Index. Our new integrated sustainability data management system ensures accurate and timely data collection.

4. Defining baseline and goals

We defined specific baseline and targets for our performance indicators in Sustainability Index. The baseline year has been set as energy consumed in year 2013, with targeted energy cost reduction of 3% for 2018-2019, 7% for 2020 and 12% for 2021. The baseline and targets for other SDGs like water, gender equality, climate action and partnerships (community investments) are also defined in ENOC Sustainability Index.

5. Integrate SDGs within business

UN SDGs are firmly integrated into our business operations and decisions. This is achieved by integrating ENOC Sustainability Index as a mandatory scorecard for all the corporate departments and business units and we hold all our employees and management responsible to implement this.

6. Announcing commitment to SDGs

We state our commitment through our Sustainability Performance Reports and Annual Reports and disclose our targets and performance.

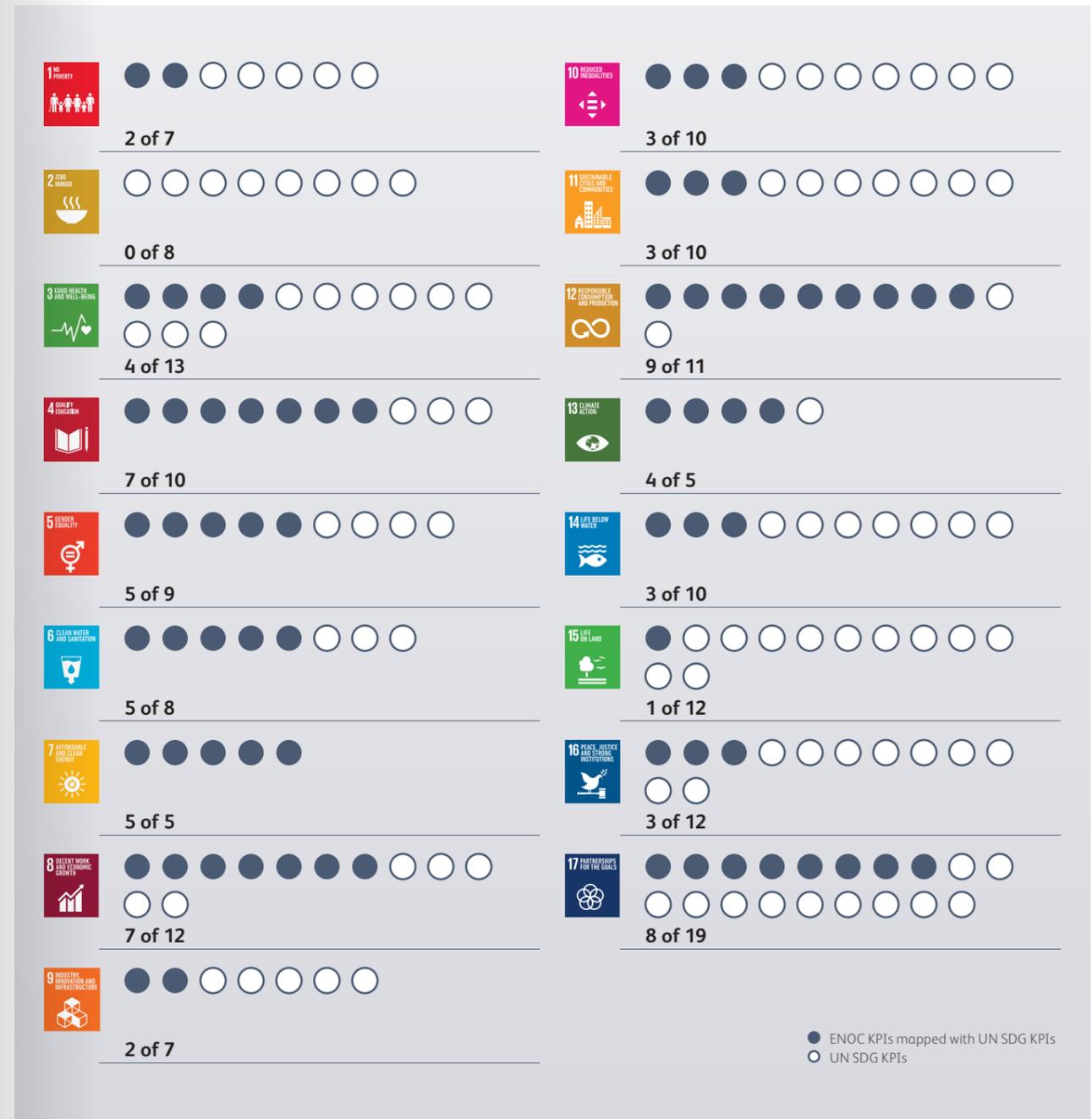
7. Partnerships and engagement

We joined and contributed to several industry initiatives and multi-stakeholder partnerships to promote sustainability. These include, engagement with Energy Institute (UK), Oil Companies International Marine Forum (OCIMF), Emirates Environmental Group (EEG) and Heriot Watt University and others.

8. Reporting on progress

The performance outcome of the Sustainability Index from SDGs perspective is communicated to all the stakeholders through ENOC Sustainability Performance Report.

ENOC KPIs and UN SDG targets mapping



Contribution to SDGs, UAE and Dubai Vision

In the UAE

UAE Vision 2021

Objective

To shift to a diversified and knowledge-based economy by

- Preserving the environment and achieving a perfect balance between economic and social development
- Transitioning to a knowledge-based economy, promoting innovation, research and development
- Instilling an entrepreneurial culture in schools and universities to foster generations endowed with leadership, creativity, responsibility and ambition

Our contribution

- Converting existing building assets into green buildings; and all new assets to built green; including ENOC service stations
- ENOC Energy Scholarship for UAE nationals in the field of energy and resource management

UAE Energy Strategy 2050

Objective

- To increase the contribution of clean energy in the total energy mix from 25% to 50%
- To reduce carbon footprint of power generation by 70%
- To increase consumption efficiency of individuals and corporates by 40%

Our contribution

- Integrating renewable energy within operations – UAE's first powered service solar PV station
- Installed solar PV in business units. All new ENOC service stations built since 2017-18 are solar powered
- Introduced low carbon fuel such as 'Biodiesel 5'

To track the progress of these initiatives and to encourage faster adoption of clean energy, ENOC's Sustainability Index includes KPIs such as 'Renewable energy generation against consumption' and 'Carbon intensity reduction'.

UAE and Dubai Innovation Strategy

Objective

- An innovation-enabling environment
- Innovation Champions
- Innovation priority sectors

Our contribution

- Promoting innovation in ENOC through INNOV8 programme
- Innovation is a priority for improving our services and initiatives (RFID, ENOC Pay etc.)

UAE Centennial 2071

Objective

- Future-focused government
- Excellent education
- A diversified knowledge economy
- A happy and cohesive society

Our contribution

- ENOC Energy Scholarship programme for young UAE nationals to excel in the field of Energy
- Transforming ENOC CSR from transactional to transformational CSR activities to build a cohesive society

The UAE Strategy for the Fourth Industrial Revolution

Objective

- Innovative education
- Artificial intelligence
- Intelligent genomic medicine and
- Robotic healthcare

Our contribution

- Innovative learning experience for ENOC employees blending both in person and online training
- ENOC Pay, a cashless, cardless payment platform for both fuel and non-fuel products at ENOC and EPPCO service stations
- ENOC Energy Scholarship programme for young UAE nationals to excel in the field of Energy

In Dubai

Dubai Plan 2021

Objective

To look at the living experience of Dubai residents and its visitors through their interaction with environmental, economic and social services by:

- Developing "a smart and sustainable city"
- Using resources sustainably in line with international best practices on consumption, efficiency and management while increasing share of renewable energy sources

Our contribution

- Use of smart technologies such as RFID and ENOC Pay to track consumption and aggregate cashless payment options
- Implementing advanced monitoring systems to measure, monitor and analyse energy performance of business units
- Integrating alternative renewable energy solutions like solar PV
- Adopting sustainable initiatives like water recycling at the car wash and vapour recovery systems

Dubai Clean Energy Strategy 2050

Objective

To produce 75% of energy requirements from clean sources by 2050 and to make Dubai a global centre for clean energy and green economy.

Our contribution

- Integrating clean energy sources within our operations
- Implementing solar power generation (stations, terminals, warehouses, etc.)

Expo 2020

Objective

To facilitate a global destination for millions of people to share ideas, showcase innovation, encourage collaboration and celebrate human ingenuity.

Our contribution

- Integrated Energy Partner of Expo 2020
- Showcasing our technological advancements by designing the Service Station of the Future; inspired by the Ghaf Tree – a first of its kind smart, sustainable service station

Contribution to SDGs, UAE and Dubai Vision

Smart Dubai

Objective

To envision Dubai as a city where all its resources are optimised for maximum efficiency, where services are integrated seamlessly into daily life, and where resources, energy and infrastructure are sustainable and resilient, supporting a clean and healthy environment.

Our contribution

- Introduced the first 'smart service station' with smart design and energy efficient technologies
- Ensuring all future service stations are 'smart'

Dubai 10X

Objective

The Dubai 10X initiative mandates the Government of Dubai to be a global leader that is 10 years ahead of all other cities through government innovation and reformulation of traditional work mechanisms.

Our contribution

- Vehicle Identification Pass (ViP) – the RFID based fuel payment system
- Implement ENOC digital transformation initiative (powered by SAP) to achieve operational excellence and an exemplary customer journey

Smart Petrol Station

Introduced the first 'smart petrol station' with smart design and energy efficient technologies

Enhancing Happiness

ENOC's strategic objective is to maximise happiness and value delivered to employees, customers and partners

Dubai Paperless Strategy

Objective

To make sure that no employee or customer of Dubai government will need to print any paper after 2021.

Our contribution

- Implemented annual waste reduction targets (10% year-on-year) for office usage to reduce paper consumption
- DubaiNow app helps in cashless payments in ENOC network

Dubai Happiness Agenda

Objective

Launched the visionary ambition of becoming the happiest country in the world.

Our contribution

- Happiness reflected in ENOC's strategic objective - maximise happiness and value delivered to employees, customers and partners
- Employee engagement and customer satisfaction as part of ENOC scorecard to achieve improvement year-on-year



Dubai Supreme Council of Energy (DSCE)

We aim to contribute to the sustainability vision captured in the Dubai Plan 2021, the Dubai Integrated Energy Strategy 2030 (DIES 2030) and the Dubai Demand Side Management Strategy 2030 (DSM 2030). We are a key member of the DSCE, and play a dual role by actively contributing to the Emirate's sustainability vision as well as sharing technical industry-level expertise in our advisory role.

We are a member of various committees of DSCE including the Advisory Committee, the Integrated Gas Supply Committee, the Demand Side Management (DSM) Executive Committee, the Dubai Carbon Abatement Strategy (CAS) – Technical Committee, the Green Procurement Committee, and the Committee for CNG.

In 2019, CIS continued to work closely with Dubai Supreme Council of Energy to define the scope of petroleum product regulations and has become part of the regulatory committee formed under the Executive Council Resolution no. 16 2019, to establish key regulations to ensure safety and limit illegitimate trade.

ENOC Managing Director - Commercial and International Sales, has been appointed as Vice-chair of the Petroleum Products Trade Regulatory Committee. The taskforce comprises 15 different government entities including ENOC Group. The task force reviews, advises and defines framework for implementation of regulations and legislations that govern petroleum products trade, including gas, diesel, and petrol.

In addition, Emirates Gas, an ENOC subsidiary, has been working closely with the World LPG Association (WLPGA), a leading global association for the gas industry and a key consultant to the UN Economic and Social Council. After a successful bid, Dubai is likely to host the WLPGA Forum at the end of 2021, which for the first time will be extended into a World LPG Week that will not only cover the downstream sector, but also the entire value chain.

Green Building

Ras Al Khaimah Energy Efficiency and Renewable Energy Strategy 2040 (launched in 2018) targets 30% energy savings, 20% water savings and production of renewable energy up to 20% of total energy sources by 2040. Compliance to the Ras Al Khaimah Municipality's New Green Building Regulation - Barjeel will be mandatory from January 2020 for all new construction in the Emirate. Tasjeel RAK Auto Village which was opened this year, complies with Barjeel with facilities like UL certified double wall tanks, double wall fuel piping, advanced vapour recovery system, LED lights, Variable Refrigerant Flow (VRF) technology and provision for solar power in the future.

50,000 m²
Green building space



Opening of UAE's largest Tasjeel Auto Village - inaugurated by HH Sheikh Saud bin Saqr Al Qasimi, Supreme Council Member and Ruler of Ras Al Khaimah in the presence of Brigadier Jamal Al Tair, Director General, General Resources Authority, HE Saeed Mohammed Al Tayer Vice Chariman, and HE Saif Humaid Al Falasi, Group CEO of ENOC

Good governance driving performance

We delivered consistent growth over the years despite volatile and changing oil and gas market dynamics. With a focus on diversification and strategic international investments, we are leveraging our position as a leading energy partner of choice in some of the world's largest and fastest growing economies. Our unwavering focus on corporate governance enables us to nurture enduring relationships, which are instrumental in harnessing the power of One ENOC.

Highlights

USD 16.5 bn
Revenue

218 mn bbl
Sales volume

94.17%
Procurement from local vendors*

* Excluding Dragon Oil

Corporate Governance

Upholding the highest standards

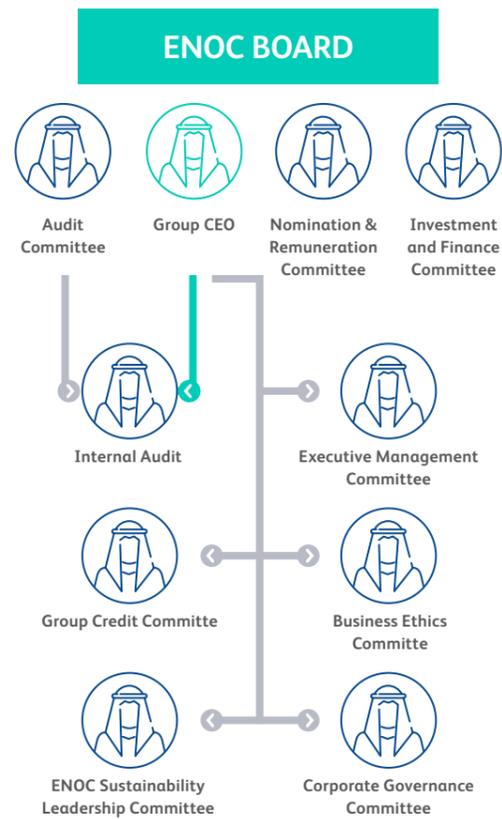
At ENOC, we recognise the critical role governance plays in creating a culture that is focused on long-term value creation. Since inception, we focused on ethical business conduct and transparency as a means to inspire positive change in the industry and in the regions where we operate.

As a responsible corporate citizen, we continuously monitor and assess the wider impact of our operations on the neighbouring communities.

Governance structure

The Board is responsible for setting our strategic direction, assigning top management positions, and monitoring performance. The Board consists of seven experienced business and government leaders of the UAE. The senior management team and external parties, including auditors, assist the Board to provide oversight on ENOC's overall performance objectives, organisational initiatives, annual budgets, financial plans, investments, risk management practices, and corporate governance initiatives. Our governance structure includes three independent committees reporting directly to the Board, as well as five corporate committees that report to the Group CEO.

Governance Committees



ENOC Executive Management



H.E. Saif Humaid Al Falasi
Chief Executive Officer, ENOC Group



Mr. Tayyeb Al Mulla
Managing Director,
Supply, Trading and Processing



Mr. Zaid Alqufaidi
Managing Director,
ENOC Retail



Mr. Yusr Hussain Sultan Al Junaidy
Managing Director,
Horizon Terminals



Mr. Burhan Al Hashemi
Managing Director,
ENOC Commercial &
International Sales



Mr. Mohammad Sharaf
Group Chief Financial Officer



Mr. Hesham Ali Mustafa
Executive Director,
Shared Services Centre, Group HR
and New Business Development

Corporate Governance

Business ethics

Our Code of Business Conduct (COBC) is established to inculcate organisational values and principles within all employees. It is guided by the One ENOC model and encourages transparency, consistency, and impartiality. Regular engagement with employees is done through e-newsletters, emails, posters, e-learning modules, and awareness sessions. Dragon Oil Code of Conduct was launched in 2018 with the view to further integrate its operations into the ENOC Group.

The COBC is supplemented with a set of policies including:

1. ENOC Anti-Fraud Policy and Framework
2. ENOC Conflict of Interest Policy
3. ENOC Whistleblowing Policy
4. ENOC Gifts and Entertainment Policy

Business ethics and compliance

The Business Ethics Committee (BEC) is responsible for maintaining an ethical business environment through the implementation of Business Ethics & Compliance (BE&C) policies and procedures. BEC members are appointed by the Board Audit Committee. In 2019, the BEC approved four new enhancements to the existing policies/procedures and introduced six new initiatives. There were no changes to the BEC composition during the period under review.

- ENOC Group CEO – Chairman
- ENOC Chief Financial Officer – Member
- Director Internal Audit/ Chief Ethics & Compliance Officer – Member
- Director Group HR – Member
- Director Group Legal – Member
- Ethics & Compliance Manager – Secretary

Raising awareness on business ethics

To reinforce ethical practices into the organisational culture, we regularly organise training and awareness sessions across business units. Our business ethics training programme comprises a series of mandatory and optional e-learning modules. The mandatory Conflict of Interest course covers the COBC and the Conflict of Interest policy. It also includes a COBC game with online investigations, and modules on data privacy and security. The optional modules include fraud awareness, data privacy, information management, anti-bribery, anti-corruption and how to conduct an effective investigation.

The e-learning platform ensures greater reach and enables employees to complete trainings at their convenience and availability. This has resulted in higher employee engagement, and significant improvements in business ethics and compliance understanding.

We also introduced the gift and entertainment e-learning module in 2019, and conducted 70 hours of classroom training sessions.

98%
Employees completed business ethics and compliance training

Ethics month

October is dedicated to raising awareness on ethics. The 2019 edition of the event saw the participation of over 250 employees in 22 workshops. The Ethics month covered seven key topics.



Internal Audit Department conducting an awareness session on Conflict of Interest that covers COBC and the conflict of interest policy

Assessing effectiveness of ethics and compliance training

We conducted a review of our corporate culture and set in motion a series of initiatives to promote a culture of integrity. Ignition Diagnostic for Compliance & Ethics assessment was carried out by Gartner - Gulf FZ-LLC subsidiary to assess the effectiveness of the BE&C programme. The assessment was based on a comprehensive survey and the results were benchmarked against 168 local and international organisations. The programme scored higher (4) than the average benchmark (3). One of the areas of improvement was identified as measuring ethical culture.

The following activities took place as part of the campaign:

- Feedback and reflections with ENOC Audit Committee members and Group CEO
- One-on-one meetings with ExCom members
- Four focus group sessions with 55 participants from across business units
- Five live polls sessions with 90 participants
- Knowledge sharing workshops with companies including Mubadala and ADNOC
- Tone at The Top leadership video shared on ENOC Connect

We developed a well-coordinated campaign to strengthen our ethics culture and enhance communication at every level.

- ENOC Leadership messages
- Business Ethics & Compliance briefings to be conducted during business units/ department management meetings
- Effective utilisation of ENOC communication tools (e-connect/emails)



Snapshots of ENOC ethics month sessions

Vigil mechanism for reporting

Providing an accessible and anonymous means of reporting any suspicious activity of unethical conduct is essential to track any divergence. We established an ethics hotline, a multi-lingual platform for reporting genuine concerns, available via phone and online. It is managed by an external service provider to guarantee independence and confidentiality. The external service provider team comprises qualified consultants trained to collect relevant information and to act effectively to deal with sensitive disclosures. This tool is also accessible to suppliers and vendors to report violations of the ENOC Supplier Code of Conduct. In 2019, reported cases totalled 171 across the Group; 144 corrective actions were taken, including termination, blacklisting, warnings, counseling, enhancement of preventative controls/policies/procedures and trainings.

Communicating critical concerns

Both Internal and external stakeholders have independent feedback mechanisms. For employees we have Ethicspoint (Read more) along with Innov8 - our employee suggestions scheme and employee engagement survey. For customers and suppliers, we have the 800ENOC feedback system.



ENOC Ethics Hotline

United Arab Emirates
800 ENOC ETHIC
(8003662 38442)

Singapore
1800 ENOC CBC
(1800 3662 222)

ENOC Ethics Hotline
Online Reporting Tool
www.enoc.ethicspoint.com

ENOC Code of Conduct
(Read more)

Economic Performance

Maintaining robust financials

We have developed a portfolio of assets which consistently generate strong cash flows and profitability. At the heart of our proven performance track record lies our effective asset planning, operational excellence, prudent risk management and ability to identify emerging opportunities.

With a focus on innovation and digitalisation, we are strategically diversifying to further strengthen our business fundamentals.

Strong financial position

ENOC has maintained robust liquidity management across its major business lines, with a healthy debt-to equity ratio and an optimal mix of long-term and short-term debt. The Group's average cost of debt has also remained very competitive. In 2019, the Group funded all major expenditures from internal accruals.

On December 31, 2019, ENOC's cash and bank balances remained sufficient to meet its current and future requirements as well as contractual obligations. During the year, the Group declared a dividend of USD 400 per share, amounting to USD 600 million (unchanged from 2018), and paid out USD 572.8 million (2018: USD 535.3 million).

Driving digitalisation to drive business transformation

With a major transformation underway within the energy industry, we view digitalisation and disruptive diversification as vital components to our long-term business sustainability. Through NEXT, our accelerator programme, we are diversifying into digital ventures, largely influenced by artificial intelligence and machine learning. We are widening our business portfolio into automotive insurance and mobile fuel delivery. We have also developed ENOC Pay, a contactless mobile-based application at our service stations which benefits customers and brings ENOC unique efficiency advantages.

Looking ahead

Based on renewed economic activities and accommodative monetary policies, macroeconomic conditions are expected to stabilise. However, geopolitical tensions are likely to dampen the demand environment. At ENOC, we are closely monitoring production capacities, and assessing inventory levels, logistics readiness and supplier dependencies. Oil prices are expected to witness a slow recovery. At the Group level, we remain focused on the strategic diversification of service lines and international investments, and strengthening our competitive position across geographic markets.

USD 400

Per share

Dividend, FY 2019-20

53,258 bpd

Average gross field oil production from Gulf of Suez from the acquisition date till year-end 2019

Secured finance for future development

We have secured a five-year USD 690 million term loan from a consortium of China's top three banks – Industrial and Commercial Bank of China (ICBC), Agricultural Bank of China, and China Construction Bank (CCB). The loan will finance developmental activities for the our various businesses: exploration and production, supply and operations, terminals, fuel retail, aviation fuel, and commercial and industrial petroleum products.

Continued investment focus

We made a significant addition to our current upstream production capacity of 11 wells in Turkmenistan, with the acquisition of an exploration concession on the Gulf of Suez in Egypt. The average gross field oil production from the acquisition date to year-end was around 53,258 bopd. Our investments in Egypt include a share in the jet fuel hydrant system at Terminal 2 of the Cairo International Airport, a dedicated office for aviation operations and jet fuel marketing, and an agreement with Egypt General Petroleum Corporation (EGPC) to supply jet fuel at all key airports across the country. Through a recent joint venture agreement with Proserv Egypt, ENOC Misr will market and distribute the Group's full range of lubricants to the country's commercial, industrial and marine sectors.

Exploring new avenues

Further expanding our global reach, we signed an agreement with Indian Oil Corporation (IOC), India's largest commercial oil and gas company, to provide aviation fuel to ENOC customers flying to and from 34 of the country's airports. In Greece, the Group has signed a memorandum of understanding (MoU) with the international trading operator, IMS Oil, to exclusively supply lubricants for up to 16 product tankers at IMS Oil's Fujairah and Singapore ports. This expands ENOC's marine lubricants supply network to more than 110 ports in 23 countries worldwide.

Customer Satisfaction

Serving with care, ensuring delight

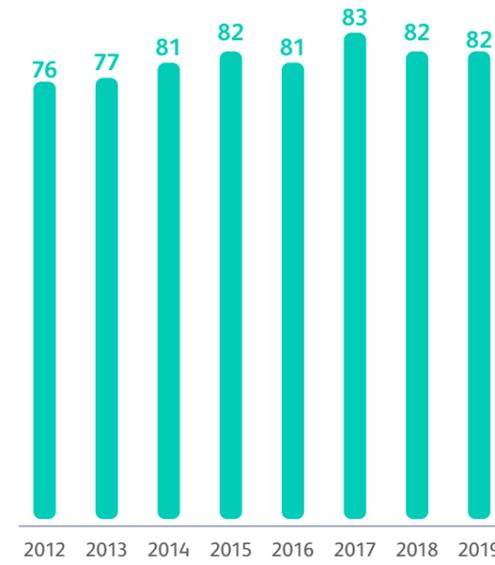
We engage with our customers regularly to stay attuned to their evolving needs. Measuring customer satisfaction is instrumental to our commitment to delivering world-class energy solutions and largely dependent on indicators such as fuel prices, inflation and interest rates in the oil and gas sector.



We measure customer satisfaction through – Customer Satisfaction Index (CSI), Loyalty Index, and Net Promoter Score (NPS) – for each business segment, and the scores are compiled at the Group level. In 2019, we conducted our eighth annual customer satisfaction survey for 11 businesses across the Group to identify strengths of servicing, detect areas of improvement, and recommend opportunities. Our overall CSI remained stable at 82%, with some business achieving high scores – Terminal 83%, and Retail 82%.

Customer Satisfaction Index (CSI)

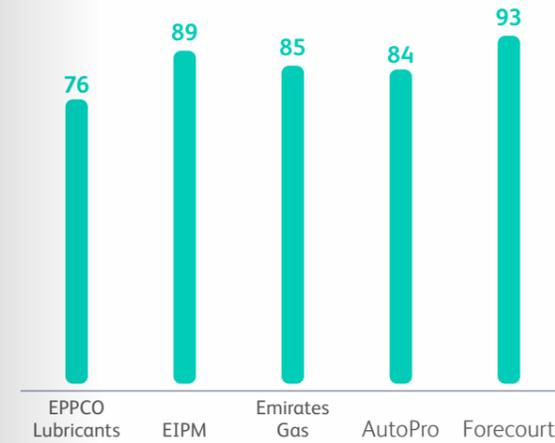
ENOC GROUP CSI (%)



Loyalty Index

Another key indicator for customer satisfaction is loyalty, which we measure on a regular basis at the business unit level. Loyalty scores for ENOC have remained steady at high levels, significantly above that of ADNOC and on par with Emarat.

TOP PERFORMERS IN 2019 (%)



Net Promoter Score

The Net Promoter Score (NPS) enables us to measure the likelihood of our customers recommending ENOC's products and services to others. Overall, we recorded a high NPS across all our business units, with Lubricants, Industrial Products Marketing and Aviation constituting the top scorers in our portfolio. Furthermore, the scores of Emirates Gas, ELOMP, TASJEEL, the forecourt, Prowash, Lubes, and ZOOM increased during the period under review.

Accelerated expansion of retail network

We have always operated in highly competitive markets but have maintained a strong position to grow product volumes, increase services and gain further market share. In 2019, the Group opened three service stations in Sharjah, as part of its plan to expand the retail network by 30 stations in Sharjah over the next two years and to 192 stations across the UAE by the end of 2021.



Partnerships and Collaborations

Engaging to evolve and resolve challenges

We engage with various industry associations and institutes for fostering operational excellence and ethical governance, and adopting world-class HSE standards. Our engagement and advocacy extend beyond the energy sector to other industries such as maritime that play a crucial role in the region's economic development.

Oil Companies International Marine Forum (OCIMF)

We participate in the activities of the OCIMF, which is recognised for its expertise in the safe and responsible transportation and handling of hydrocarbons in ships and terminals. We are a part of the OCIMF's Executive Committee that comprises the top 15 members, along with the Ports and Terminals Committee, the General Purpose Committee, and the Environment Committee.

Every year, we organise a marine conference in partnership with the OCIMF, which brings together industry experts on a platform to discuss opportunities, trends and pressing challenges in the shipping industry. The 12th ENOC Marine Conference organised in September 2019 hosted over 150 industry professionals from around the world. The participants analysed the latest trends, challenges and opportunities arising from automation and digitalisation, and how the maritime industry can learn from other modes of transport.

150

Shipping industry experts participated in the 12th ENOC Marine Conference organised in partnership with OCIMF, in September 2019



12th ENOC Marine conference & OCIMF Middle East Regional Marine Forum (MERMF)

International Petroleum Industry Environmental Conservation Association (IPIECA)

We have been working with IPIECA programmes to reduce pollution from ships, including the MARPOL – The International Convention for Prevention of Marine Pollution from Ships. We also supported and sponsored the Marine Fuels Workshop on the Impact of International Maritime Organisation (IMO) 2020, led by IPIECA.

Energy Institute (EI)

We work with the Energy Institute in fostering operational excellence, ethical governance and adopting world-class HSE standards. We are leading the local chapter of the Energy Institute, and actively advocate health and safety in the oil industry.

Other memberships

Some of the active memberships pursued by Dragon Oil:

- International Association of Oil & Gas Producers (IOGP)
- Oil Spill Response Ltd
- Society of Petroleum Engineers

We are leading the local chapter of the Energy Institute, and we actively advocate health and safety in the oil industry.



Responsible Procurement

Building a sustainable supply chain

We regularly engage with our suppliers, vendors and contractors across the value chain, and expect them to adopt our values and principles.

Our Supplier Code of Conduct focuses on the four pillars to promote safe working environment and fair treatment, maintaining integrity without conflict of interest, protecting information in third party relations, and complying with anti-corruption and anti-trust regulations.

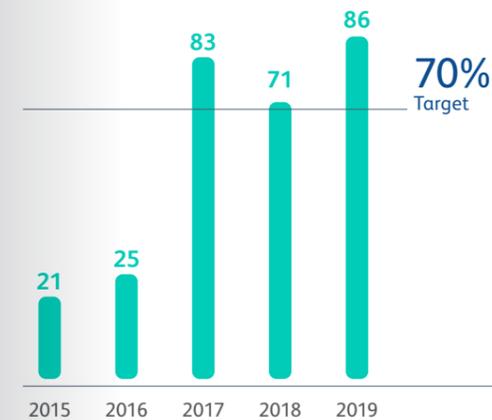
Green procurement

We assess energy efficiency, water-use efficiency, and other environmental aspects of products. A dedicated team has been set up to ensure green procurement practices, and a Green Procurement Officer has been appointed to advise us on responsible procurement.

Through our active engagement with the DSCE, we have set up a Green Procurement Committee that factors in energy efficiency, water-use efficiency, and other environmental aspects into government procurement decisions. Our procurement efforts are aligned with the ASHRAE Standard 90.1-2013, Energy Star rating and LEED (v4) along with ENOC's Purchase and Design Energy Efficiency Standards (GPP Standard). These initiatives are aimed at further greening our procurement practices, as well as generating cost savings, avoiding supply risks and reducing the environmental impact across the supply chain.

In 2019, all tenders floated for purchasing lights, heating ventilation and cooling (HVAC), commercial pumps, electric motors, refrigerator equipment, water fixtures, and electric vehicles included the green procurement assessment. During the period under review, our green procurement accounted for 85.9% of total purchases, surpassing the target of 70%.

GREEN PROCUREMENT SURPASSES TARGET (%)



Local procurement

Local procurement contributes to the development and empowerment of local communities. We support local suppliers and vendors, including small and medium scale enterprises.

In 2019, we spent AED 1,561.54 million on local procurement, which accounted for 94.71% of our total procurement.

SUSTAINED HIGH LOCAL PROCUREMENT



* These figures do not include Dragon Oil figures

Dragon Oil's supply chain management

We developed a supplier code of conduct mandatory for all our suppliers. It covers essential labour and employment rights, occupational health and safety practices, business ethics, social responsibility, and fair trade practices. Suppliers are expected to adhere to this framework and must strictly comply with the laws and regulations of the countries in which they function in.

DRAGON OIL LOCAL PROCUREMENT (%)



Environmental Stewardship

Progressing towards a better future

Managing the environmental impact of our operations is integral to our sustainability strategy. We follow a precautionary approach to minimise our impact on the environment. We set targets through the ENOC Sustainability Index aimed at improving our overall environmental performance, with a clearly defined roadmap to reduce our energy consumption, minimise emissions, reduce freshwater intake, and utilise waste. This has resulted in a reduction of our dependence on natural resources, translating into significant financial savings.

Highlights

AED 108 mn
Cumulative E&RM savings*

230,600
tCO₂e avoided due to E&RM projects#

17%
Reduction in water intensity*

33%
Reduction in energy intensity*

* Since 2014
Since 2013

Overview

Optimising utilisation, maximising efficiency

We take precautionary measures to limit the negative environmental impacts of our operations.

We are focused on improving our environmental performance by reducing our energy consumption, minimising our emissions, reducing our fresh water intake, and putting waste to use.

ENOC's energy and resource management journey started with the development of our E&RM policy and system in 2008. We committed to energy and resource management in alignment with various international standards. Each year, we undertake various E&RM projects that enable us to achieve significant energy savings. Our businesses are ISO 50001 certified.

We recognise the climate-related risks associated with our operations especially with the refining business, which accounts for 87% of the Group's energy consumption. It has a cost to our operations and a cost to the natural environment. We are committed to reducing our carbon footprint and remain fully aligned with the Paris Agreement, the UAE Vision 2021 and the UAE Energy Plan 2050. We have implemented two key policies, Energy & Resource Management (E&RM) Policy that focuses on energy efficiency and savings, and Health, Safety, Environment and Quality (HSEQ) Policy that ensures adherence to global and local standards for environmental protection and employee safety.

The ENOC Sustainability Leadership Committee sets the overall direction and the Group Sustainability Office (GSO) implements the targets with the help of various taskforces and committees.

244
ENOC sites/departments
ISO 14001:2015 certified

Environmental audits and compliance

Internal environmental audits are an important mechanism to ensure continued improvements in our business processes and environmental performance. We conducted 20 such audits during the year – seven integrated HSE audits at DUGAS, HSTPL, EIL, HJATL, HEFT, HEFD and Emirates Gas as per Corporate Group HSE Assurance department guidelines, and 13 IMS audit as per respective ISO standards. These audits were conducted at HTL HO, Emirates Gas and EPPAV DIA, ESTC, Retail Service Stations and ZOOM stores. The average rating received, as feedback on audit quality, was 4.5 out of 5 – which indicates that our audit observations added value to respective business units.

We also released the ENOC EIA Manual, which focuses on comprehensive requirements and procedures to be followed while conducting EIA studies for any project in the UAE for obtaining environmental clearance (EC). It also acts as a comprehensive guide for generic EIA processes followed within ENOC.

20
Internal environmental audits
conducted in 2019 across ENOC

Monitoring energy consumption

Business units are required to measure, monitor and analyze energy and resource utilisation to reduce consumption, as part of the requirements of our E&RM Policy. For the organisation to identify relevant saving opportunities, it is critical to have a detailed understanding of the breakdown of energy consumption by different areas of operations. We have introduced smart monitoring systems at our service stations and energy monitoring systems at the AutoPro and Sharjah Auto Village sites to identify areas of high energy consumption and achieve our annual energy-saving target of 3%. This also supports in meeting the requirements for ISO 50001:2011 certification.

Energy audits

We have initiated energy audits across our business units. Self-audits are conducted with qualified auditors that evaluate the E&RM systems uniformly across business units. We conduct Energy & Resource Management System (E&RMS) self-audit training sessions for our employees and trained 40 employees as assessors for ISO 50001.

ENOC Sustainability Index includes 10 KPIs for monitoring environmental performance

 Thermal energy consumption per unit GJ/ton (<)	 GHG emission reduction per unit kgCO ₂ e/ton (<)
 Electrical energy consumption per unit kWh/ton (<)	 Air emissions (SO _x , NO _x , PM, CO) % of point sources above legal limit
 Energy demand reduction from baseline %	 Water recycled (%) water/ton (<)
 Renewable energy generation % of total	 Waste recycled % (>)
 Flaring reduction % (<)	 Amount of green procurement %

Climate Change

Supporting the UAE in addressing climate change

Climate change is the most impactful challenge facing the world today. The responsibility of reversing this emerging grim reality lies with every individual and entity. As a leading energy player in the UAE, we are committed to minimising our environmental footprint and leveraging ENOC's unique position to support the country's priorities in addressing climate change.

Our Energy & Resource Management (E&RM) policy lies at the heart of our climate change mitigation strategy. It has three elements: reduce our operational GHG emissions, utilise renewable energy and diversify into renewable energy production. ENOC's Climate Change Technical Committee ensures the Group's complete alignment with the national and international requirements and standards with regard to climate change.

15%
Reduction in GHG emissions since 2014 for the Group

Climate change mitigation strategy



1. Approach Reducing operational GHG emissions

Efforts
Energy efficiency measures as per ISO 50001:2011

Achievements
230,600 tCO₂e
Avoided due to E&RM projects since 2013

33%
Reduction in specific carbon emission intensity kgCO₂e/ton since 2014



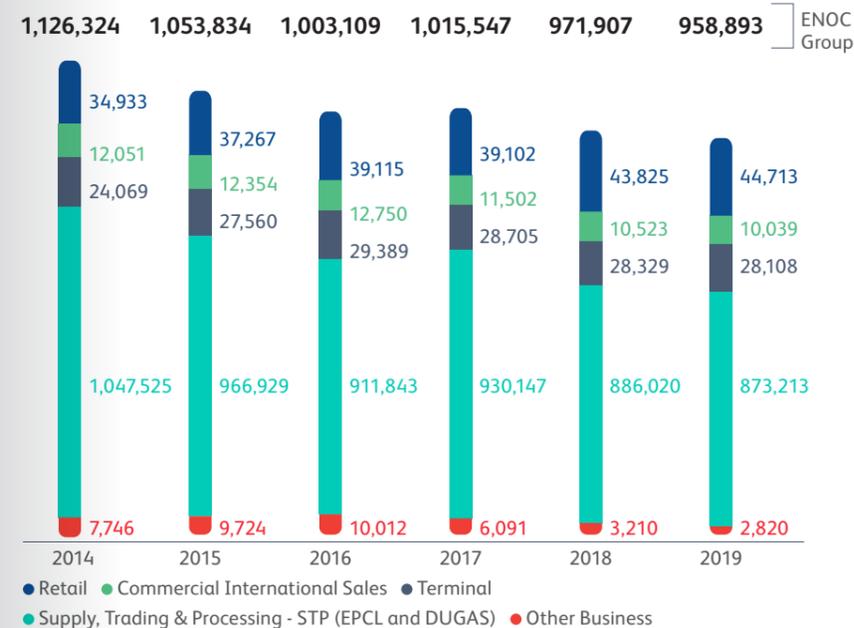
2. Approach Utilising renewable energy within operations

- Efforts**
- Installed solar panels across our fuel service stations, convenience stores and own operations
 - Launch of the Biodiesel5 alternative clean fuel offering
 - On-grid wind turbine with a capacity of 10 kW peak (first of its kind in Dubai) will be installed at the service station of the future, located at the Expo 2020 site

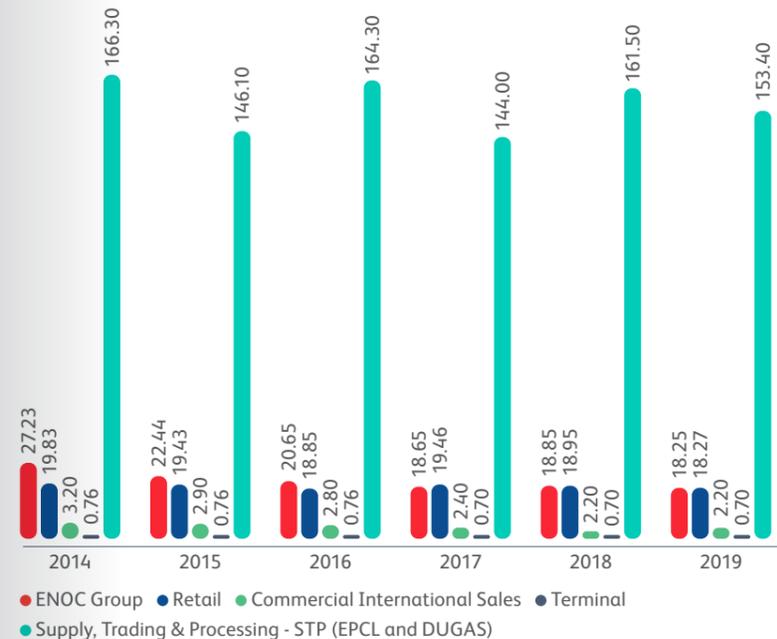
Achievements
9,348 GJ
Energy produced by solar panels

Reducing GHG emissions

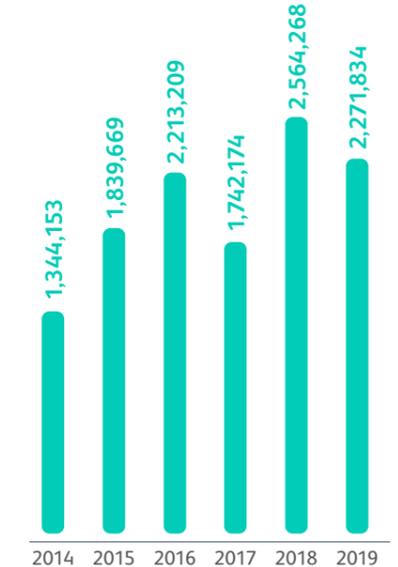
GHG EMISSIONS (ENOC GROUP AND SEGMENTS) (tCO₂e)



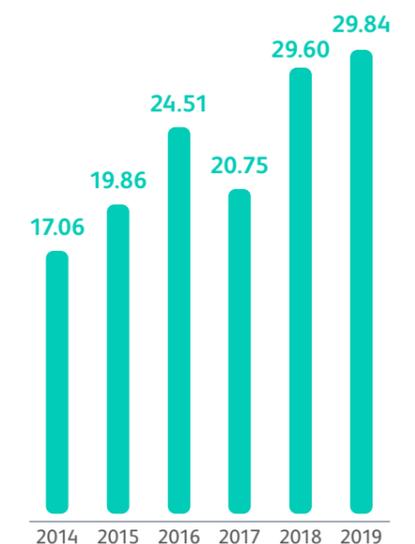
GHG EMISSION INTENSITY (ENOC GROUP AND SEGMENTS) (kg CO₂e/ton production)



GHG EMISSIONS (DRAGON OIL) (tCO₂e)



GHG EMISSION INTENSITY (DRAGON OIL) (kg CO₂e/ton production)



Climate Change

Renewable energy consumption - Solar PV (GJ)	2017	2018	2019
Retail	473	1,155	8,629
Commercial International Sales	13	511	591
Terminals	-	78	126
Supply Trading and Processing (STP)	-	-	-
Corporate Real Estate	-	-	2
Dragon Oil (Exploration & Production of oil and gas)	-	-	-
ENOC Group total	-	-	9,348

9,348 GJ

Renewable energy consumption of ENOC Group

Solar emerging as key energy source

We are focusing on utilising renewable energy sources that will help reduce our dependence on fossil fuel generated electricity and minimise environmental impact. ENOC's Dubai Lubricants Processing Plant-Jebel Ali (DLPP) team contributed to this goal by installing a solar photovoltaic (PV) power generation system on its site.

DLPP was consuming electricity from the grid, mainly for air-conditioning in the office space and to run operations of blending systems, pumps, air compressor and quality control laboratory at the plant. The high energy consumption and dependency on grid electricity prompted the need to explore other alternatives.

153,432 kWh
Solar power produced in 2019

The 108 MW solar PV system was installed at the site, while retaining the existing connection to the grid. It can generate enough electricity to meet the energy needs of the facility, including running all plant operations. Additionally, as the solar PV system is connected to the grid through bi-directional meters, there is no risk of a shortfall in power supply for plant operations during cloudy days.

The system has been in operation for more than a year, and DLPP has been able to achieve significant outcomes that include:

- Up to 99% of the whole year's energy demand and 90% during peak summer months of electricity consumed will be generated from solar PV
- Strengthened energy independence using renewable energy



Reducing carbon emissions while achieving Zero Flaring offshore

In order to reduce flaring at the offshore oil exploration site and the associated carbon emissions, we conducted a series of improvements and installations. These helped meet our aim.

Dragon Oil utilised diesel generators (DGs) for its offshore platform utilized (LAM 28) operations, which posed challenges for the heating process. Also, significant overheads were being incurred in the form of anti-wax chemicals and direct heating systems to avoid waxing of crude oil. To replace diesel generators, we looked at the large quantity of gas being flared onsite as fuel.

Gas engine generators that use low-pressure flare gas (which was being wasted earlier) were installed. A waste heat recovery system was also included

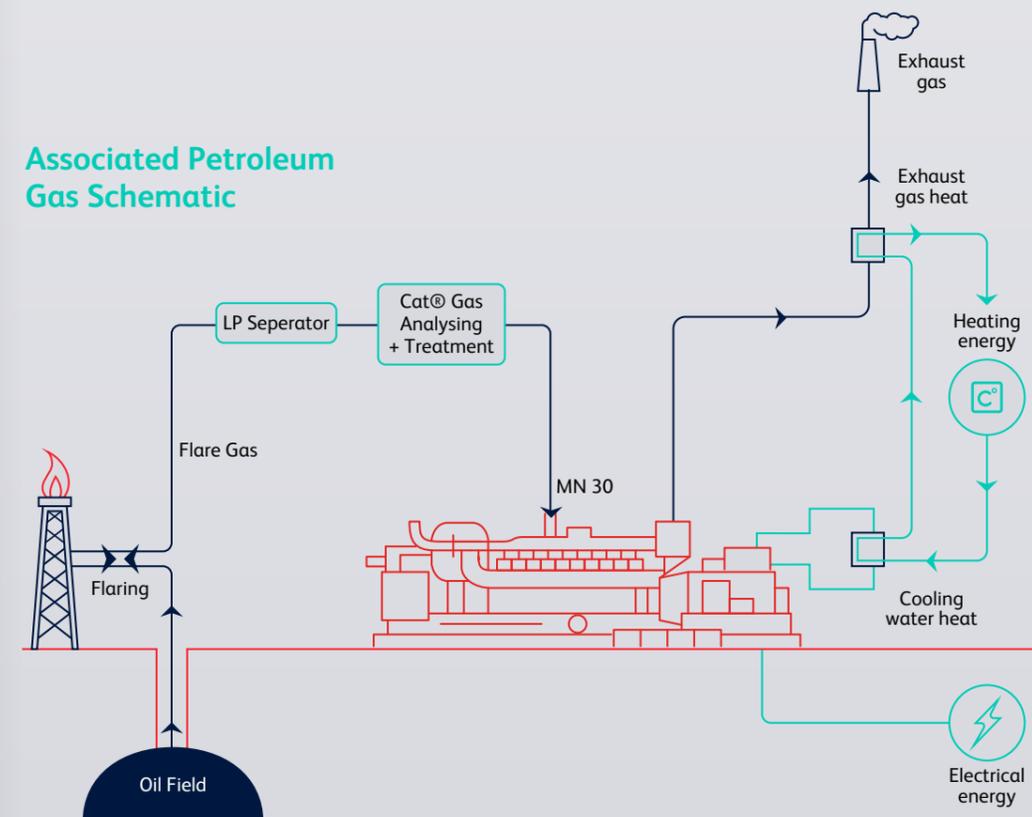
to improve thermal efficiency of the gas engines. Two gas generators with a heat recovery system were introduced, which collectively led to an energy saving of about 1500 kW daily for crude oil heating. The introduction of the waste to heat recovery system for direct heat transfer to crude oil was the first of its kind in the industry.

The Dragon Oil team undertook several steps before the implementation of the new generators to ensure compatibility and optimal performance of the system.

13,900 tCO₂e
Emissions avoided annually

5.2 mn litres
Diesel saved annually

Associated Petroleum Gas Schematic



Energy and Resource Management

Improving efficiency, increasing savings

ENOC's energy and resource management journey started with the development of our E&RM policy and system in 2008. With this system, we have committed to energy and resource management in alignment with various international standards. Each year, we undertake various E&RM projects which enable us to achieve significant energy savings. Our businesses are ISO 50001 certified.

As a large consumer of energy, we recognise the climate-related risks associated with our business activities, especially with the refining business, which accounts for 87% of the Group's energy consumption. It has a cost to our operations and a cost to the natural environment. We are committed to reducing our carbon footprint and remain fully aligned with the Paris Agreement, the UAE Vision 2021 and the UAE Energy Plan 2050.



Monitoring energy consumption

Business units are required to measure, monitor and analyse energy and resource utilisation to reduce consumption, as part of the requirements of our E&RM policy. For the organisation to identify relevant saving opportunities, it is critical to have a detailed understanding of the breakdown of energy consumption by different areas of operations. We have introduced smart monitoring systems at our retail sites and energy monitoring systems at the AutoPro and Sharjah Auto Village sites to identify areas of high energy consumption and achieve our annual energy-saving target of 3%. This also supports the sites in meeting the requirements for ISO 50001:2011 certification.

Energy audits

We have initiated energy audits across our business units. Self-audits are conducted with qualified auditors that evaluate the E&RM systems uniformly across business units. We conduct Energy & Resource Management System (E&RMS) self-audit training sessions for our employees – 40 employees were trained as assessors for ISO 50001.

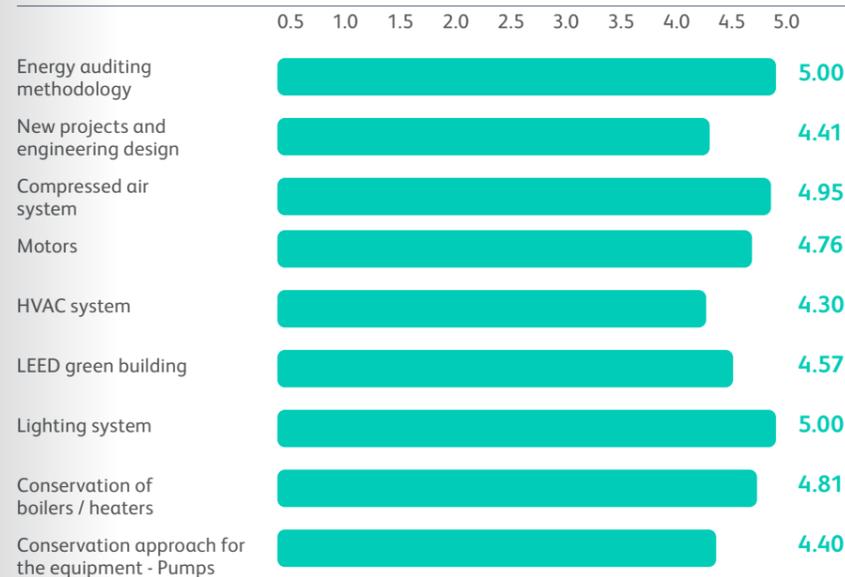
Training our Energy Champions

In 2019, 11 specific trainings were conducted across varied topics covering 70 employees drawn from various business units. The feedback received from our employees on these sessions was overwhelmingly positive, with an average rating of 4.56 on a scale of 1 to 5, with 5 being 'excellent'.



ENOC energy award 2019

ENERGY TRAINING FEEDBACK



Energy and Resource Management

(All figures in GJ)

ENOC Group energy consumption

	2014	2015	2016	2017	2018	2019
Total direct energy consumption – non-renewable energy	23,958,153	24,514,591	22,213,044	23,033,981	20,590,071	20,214,471
Total indirect energy consumption – grid electricity	457,062	500,704	547,083	540,911	473,339	699,925
Total renewable energy consumption – solar PV	-	-	-	485	1,744	9,348
Total energy consumption	24,415,215	25,015,294	22,760,127	23,575,377	21,065,153	20,923,515
Total energy consumption (Dragon Oil)	2,173,728	2,315,996	2,101,460	1,965,085	2,158,388	1,991,842

Direct energy consumption – non-renewable energy sources

	2014	2015	2016	2017	2018	2019
Retail	1,313	4,449	6,211	8,100	6,747	7,043
Commercial International Sales (CIS)	55,701	59,167	63,163	69,431	75,438	70,195
Terminals	163,107	160,787	160,736	145,832	151,999	170,076
Supply Trading and Processing (STP)	23,738,031	24,265,535	21,954,957	22,781,737	20,355,886	19,967,157
Cylingas	-	24,652	27,977	28,880	-	-
Dragon Oil	2,141,800	2,282,873	2,069,409	1,924,380	2,115,347	1,951,876

Indirect energy consumption – grid electricity

	2014	2015	2016	2017	2018	2019
Retail	2,41,164	2,55,781	2,67,733	2,66,737	3,00,082	3,06,075
Commercial International Sales (CIS)	54,756	55,075	55,764	43,893	34,027	34,464
Terminals	58,524	96,550	1,07,993	1,10,871	1,05,162	95,270
Supply Trading and Processing (STP)	48,990	38,664	60,682	92,110	11,843	2,44,595
Corporate Real Estate	49,691	50,149	50,472	23,556	22,226	19,521
Cylingas*	3,936	4,485	4,440	3,745	-	-
Dragon Oil	31,928	33,123	32,052	40,705	43,041	39,966

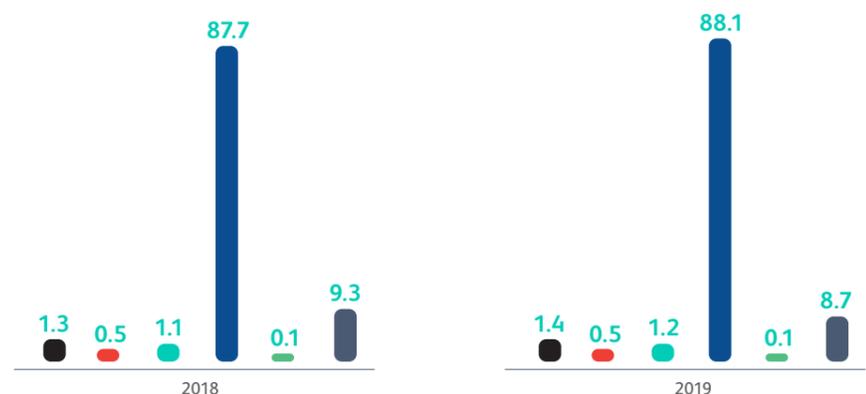
*Divested

ENOC's energy consumption

BUSINESS WISE

Total energy consumption

(%)

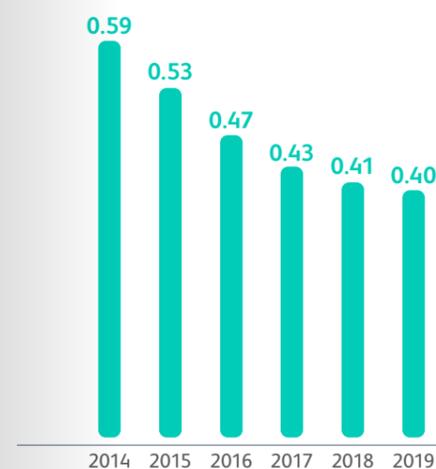


33%
Reduction in Group energy intensity since 2014

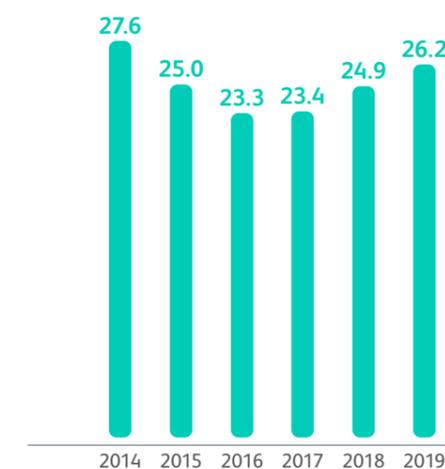
- Retail
- Commercial & International Sales
- Terminals
- Supply Trading and Processing (STP) (processing plants)
- Corporate Real Estate
- Dragon Oil (exploration and production of oil and gas)

Energy intensity

ENOC GROUP SPECIFIC ENERGY CONSUMPTION (in GJ/ton)



DRAGON OIL ENERGY INTENSITY (in GJ/bopd)



Superior Energy Performance (SEP) Scheme

Our business units have reached varied levels of maturity in energy efficiency. We introduced the SEP scheme in 2017, to push businesses to achieve their maximum potential. This scheme is aligned with the US Department of Energy Advanced Manufacturing Programme and it provides guidance, tools and protocols to drive sustained energy savings in alignment with the ISO 50001: 2011 energy management system. The SEP encourages business units to continuously enhance their overall operational efficiency, by benchmarking with the best practices, and increasing training hours per employee, their metering level, green procurement percentage per year. We also encourage our employees to be innovative and submit ideas that contribute to improving efficiency and increasing savings.

SEP Scheme enablers and results criteria

Type	Criteria	Weightage (%)
Enablers	Benchmarks	10
	Metering	5
	Investments in projects	10
	Training	10
	Green procurement	5
	Employee suggestions	5
	Research & Development	5
Results	Energy savings (as % of baseline)	30
	Renewable energy (as % of total energy use)	10
	Number of new innovative projects	10
Total		100

The SEP scheme awards each business unit on their scoring of the 7 enablers and 3 results criteria and awarded a certification level starting from:



Energy and Resource Management

Scheme cycle results

The scheme started with the development of the submission process and checklists for submissions. These were communicated to the business units while soliciting submissions. Clarifications (where required) were sought and received on the submissions. We received six submissions from businesses that had achieved either ISO 50001 or a score of 2.5 or more in E&RM System audits. The submissions were then screened, which resulted in the elimination of one for not meeting the minimum requirements of ISO 50001. The rest were evaluated objectively and scored.

In 2019, SEP showed a significant annual improvement in overall scores.

DLPP achieved the highest score and received the Silver certification with a three-star rating. DLPP initiated and implemented a solar PV project, which meets more than 100% of its electricity needs and made it one of the few lubricant plants in the region to be fully solar powered.

Emirates Gas was awarded the certification with one star and the remaining three business units (Retail, CRE, and ELOMP) were awarded the Bronze certification with a two-star rating.



ENOC retail station powered by solar PV

ENOC Energy Award

We conducted the 7th edition of the annual ENOC Energy Award in 2019.

In this edition, we focused on youth empowerment and development. The awards showcased youth from different organisations and competitions, presenting their innovative and futuristic visions and ambitions. A team from Solar Decathlon presented the design of a house of the future which is sustainable from all aspects. Also, students from the Sustainability Spring School organised by the British University in Dubai and sponsored by ENOC provided their perspectives on what a future service station would look like.



Senior Director of EMGAS, Nader Al Fardan receiving the energy award 2019 for EMGAS performance



EMGAS Cylinder filling operation

Green building design for our refinery expansion

Within our STP business; ENOC Processing Company (EPCL) has integrated green building design features across all current and future developments – meeting the highest environmental standards, and incorporating resource-efficient practices at every stage of design.

Energy consumption in refinery facilities remains a major cost factor and an important opportunity for cost optimisation within our midstream operations. Electric motors account for the largest electricity consumption ranging from 60-80% of total electrical energy usage. Utilities such as heating ventilation and cooling (HVAC) as well as lighting account for the rest. EPCL Green Field Project Refinery Expansion – Tankage Facility has implemented green building design features during the design stage. We identified a number of energy efficiency opportunities, which were then implemented onsite.

Measures implemented

- Premium efficiency category electric motors selected with a host of energy efficiency measures for pumps and motors
- Better thermal insulation and thermal bridging of buildings
- High efficiency HVAC systems
- Selection of air conditioning units with a high energy efficiency ratio (EER)
- Installation of LEDs lights across the site
- Installation and use of passive infrared sensors (PIR), occupancy motion sensors for internal lighting devices
- Daylight and time clock sensors to control lighting operation during night hours
- Optimised natural daylighting
- Renewable energy
 - Installed 270 kWp of solar PV with capacity to generate about 380 MWh annually
 - Solar power for street lights of 17,812 kWh

2,695,000 kWh
Annual energy savings

1,401 tCO₂e
Carbon emissions avoided annually



TCFD Alignment

Assessing climate change impact with TCFD

We have embarked on a journey of assessing climate change-related risks and opportunities in line with TCFD recommendations. This is an important step in moving forward together to improve transparency and build better understanding of potential climate-related impact. We plan to present a scenario-based assessment in our 2020 reporting.

Task Force on Climate Related Financial Disclosures (TCFD) was established by the Financial Stability Board with the aim of guiding organisations on how to conduct business and contributed to the transition towards a low carbon global economy.

We believe the alignment with TCFD recommendations will enhance our climate-related disclosures and improve the management and reporting of climate-related risks.

Core elements of ENOC's climate change efforts

Governance	Strategy	Risk Management	Metrics & Targets
<ul style="list-style-type: none"> Oversight and Governance: <ol style="list-style-type: none"> Government (Ministry) level governance Board of Directors Committee Corporate governance function Sustainability : Leadership Committee Five committees & taskforces: E&RM, Environment Technical, Carbon abatement/Climate change, Reporting taskforce and CSR Technical Committee 	<ul style="list-style-type: none"> Analysis and description of all business segments of ENOC covering strategic advantages and competitive strength Aligning with UAE and UN SDG's priorities Structured materiality assessment process in accordance with the GRI Standards 	<p>Risk management framework</p> <ul style="list-style-type: none"> ERM policy, ERM manual and guidelines Business Continuity Management committee Risk heat map Risk mitigation strategies 	<p>Sustainability Index scorecard</p> <ul style="list-style-type: none"> Embedding the Sustainability Index within ENOC's scorecard, and implementing it with specific targets for the 21 KPIs Overall achievement target for the Sustainability Index for 2019 was to achieve 91.7% for all set targets

Energy Transition

Enabling shift to a low carbon world

We are contributing to a low carbon pathway for the energy sector. Energy efficiency measures are consistently implemented to limit our carbon footprint. We also encourage customers to make informed and responsible choices.

We launched Biodiesel5 as a green product. Our service stations are being equipped with Electric Vehicles (EV) charging stations. We started installing EV charging stations in 2016 and currently have 11 service stations equipped with EV chargers in Dubai and plan to expand to Sharjah and other Emirates in the near future. In addition, we provide CNG supply service based on customer requirements through Emirates Gas to medium- and large-scale businesses.

Promoting green diesel fuel

Under the directive of H.H. Sheikh Mohammed bin Rashid Al Maktoum and the DSCE's Green Mobility initiative, we are promoting biodiesel fuel.

Biodiesel is processed from used cooking oil and refined through transesterification, a chemical process which involves the separation of glycerin from the cooking oil, which then produces methyl-esters or Biodiesel 5. To simplify the procurement of the raw material, EIPM has entered into a partnership with local UAE organisations to procure biodiesel and blend the product with Gasoil-10PPM to create the blend of Biodiesel 5 at ENOC's Jebel Ali Terminal.

In 2019, we achieved a key milestone when we entered into a collaboration to fuel Dubai Municipality's truck fleet with Biodiesel 5.

BIODIESEL 5 VOLUMES SUPPLIED (mn litres)



5.9 million litres
Total volume of Biodiesel 5 supplied from 2017-19

32%
CAGR for Biodiesel 5

Emissions

Leveraging technology to check air emissions

Air emissions are unavoidable in the exploration and refining processes, and handling operations of our business.

We closely monitor our emission levels and work towards keeping those within permissible limits. The best available technologies are deployed and process modifications are carried out to minimise the negative impact of air emissions.

Emissions of nitrogen and sulphur oxides

In our refinery operations, fuel combustion takes place in furnaces, diesel generator sets, flare exhausts and boilers. Nitrogen oxides (NOx) and sulphur oxides (SOx) are emitted during this combustion process. In order to control this, we have implemented sulphur hydro-treaters at our facility. These sulphur hydro-treaters reduce the sulphur content in diesel oil to meet the product specifications of ultra low sulphur diesel (ULSD) for use in our refinery operations.



Nitrogen oxides emitted (ton)

	2014	2015	2016	2017	2018	2019
Dragon Oil	2,406	3,124	3,476	3,324	4,292	4,112
ENOC	1,193	1,329	1,367	1,585	1,484	1,196

Sulphur oxides emitted (ton)

	2014	2015	2016	2017	2018	2019
Dragon Oil	633	758	751	893	986	900
ENOC	29	74	66	55	57	31

Emissions of volatile organic compounds (VOCs)

Due to the volatility of petroleum products and the nature of our operations, a number of VOCs are released during refining and handling processes.

		Fugitive emissions – vapour pressure adjusted [t NMVOC]						Total fugitive emissions – vapour pressure adjusted [t NMVOC]
		2014	2015	2016	2017	2018	2019	
ENOC Corporate	ENOC	2,542.03	2,746.06	2,854.75	3,042.36	3,638.60	3,503.35	18327.14
	Dragon Oil	0.00	0.00	0.00	0.00	0.00	0.02	0.02

Vapour recovery systems (VRC) installed at retail outlets

VRC captures displaced vapour during product transfer and vehicle fuelling and converts them into re-saleable fuel. VRCs are installed at 16 service stations, resulting in 512,000 litres of annual fuel recovery and AED 1.3 million savings from resale of recovered fuel.

This accounts for an annual reduction of 2,190 tCO₂e carbon emissions and improves the quality of air by controlling VOC emissions that are harmful to our health, are carcinogenic and contribute to the depletion of the ozone.

2,190 tCO₂e

Reduction of carbon emissions annually



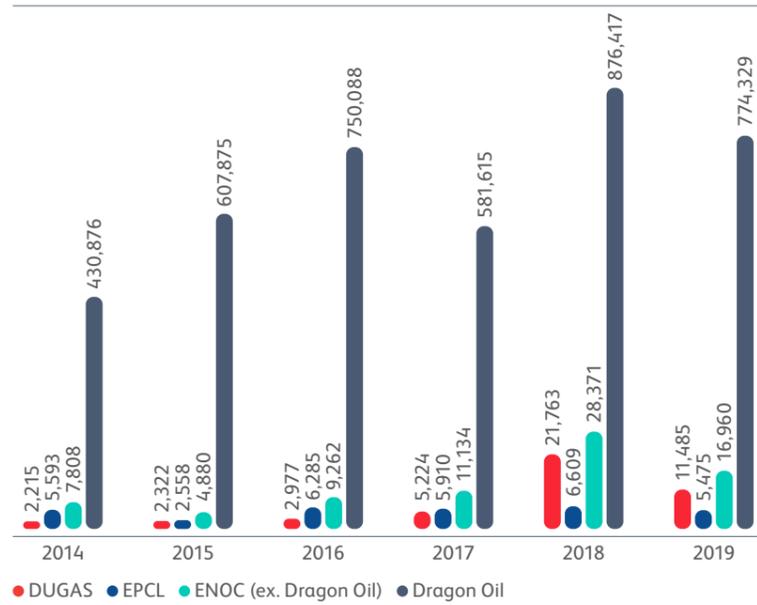
ENOC compact retail station in Dubai

Emissions

Flaring

Flaring refers to the combustion of associated gas generated during various petrochemical processes. It releases flammable gases. Flaring constitutes a part of the operational and maintenance requirements of three of our business segments: EPCL, DUGAS, and Dragon Oil. We have online flare monitoring systems installed to measure and monitor our flaring in all these businesses.

FLARING
(ton)



ENOCBlue, a diesel exhaust fluid (DEF) that reduces harmful emissions

We have successfully launched ENOCBlue, a non-toxic, colourless and odourless diesel exhaust fluid, which reduces harmful nitrogen oxides by 90%.

In order to reduce nitrogen oxide emissions due to use of diesel engines, a mandate was set up by the Emirates Authority for Standardisation & Metrology Authority (ESMA) for all diesel engines to use additives.

ENOCBlue breaks down toxic nitrogen oxides (NOx) in the fuel exhaust into nitrogen (N₂) and water vapour (H₂O) which are naturally occurring gases and are harmless to the environment. The exhaust fluid is injected into the exhaust system for diesel engines with Selective Catalytic Reduction (SCR) system to reduce harmful emissions by 90%.



Reducing emissions from product transportation

Aligned with the UAE's Vision 2030, EIPM developed an emission-reduction strategy through its containerised tankers that reduces emissions, transportation costs, and facilitates the development of low sulphur fuel, enabling fleet optimisation through the RFID technology.

The containerised fuel storage tanks are designed specifically to meet the large-scale refueling requirements in the construction, mining and transportation sectors. With a capacity to carry up to 41,000 litres of all fuel types including Diesel 10ppm, Biodiesel 5, Gasoline Special 95, and Gasoline Super 98, the containerised tanks can be installed at customer premises, which reduces transportation costs, and requires minimum installation.

ENOC's containerised tanks are designed with an above-the-ground tank, enabling easy access for inspection, maintenance and cleaning. They come in two capacities of 25,000 litres and 41,000 litres.

The upgraded self-bunded containerised fuel tanks come with an array of innovative features, which create a safer work environment and are built with the tanks held inside to protect against fuel leaks and spillages for the safety of operators and the surrounding environment.



ENOC containerized fuel storage tanks

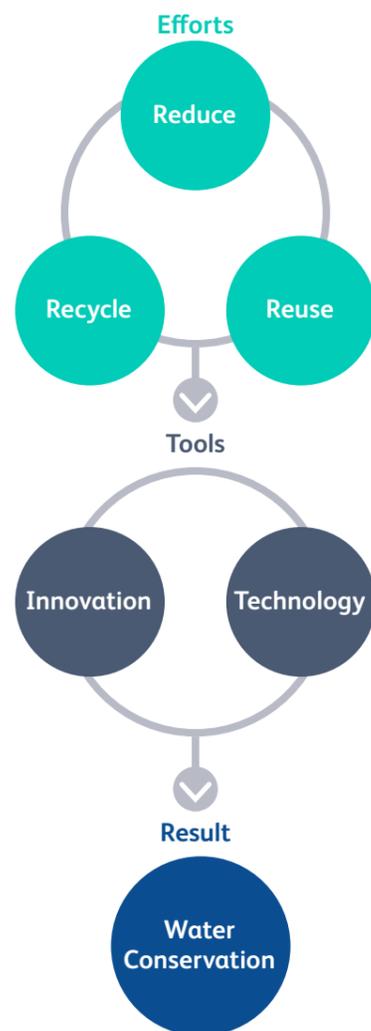
Water Management

Reducing freshwater intake

Freshwater is a shared natural resource that is depleting at a fast pace globally. The UAE is one of the top water-scarce countries in the world and has one of the world's highest per capita water consumption. As a responsible business, we focus on consuming water efficiently and reducing our freshwater intake.

We aim to reduce our water footprint within our operations, and increase water reuse and recycling in line with UAE Water Security Strategy 2036 for reducing total demand for water resources by 21% and Dubai's target to achieve 30% water savings by 2030. We are implementing water conservation initiatives across our value chain using innovative techniques.

Water saving strategy



Reduce water intake

In 2019, the Group's water consumption was 2.29 million m³ (excluding Dragon Oil) with EPCL, Retail, and DUGAS accounting for about 48%, 36%, and 11%, respectively. EPCL houses our refinery processes which are inherently water intensive. We are thus focused on reducing our water usage across the organisation.

Reuse wastewater

Our retail operations remains the main contributor to our wastewater generation, accounting for 78.9% of the Group's wastewater generation in 2019. We have identified this as one of the main priority areas for water reuse and recycling efforts. The results have been quite encouraging so far, with Retail reporting a slight decrease in wastewater despite an increase in service stations. The installation of wastewater recycling facilities at service stations and the adoption of the 'No-Wet' car wash system contributed to this reduction. We are looking for car wash systems that can help improve our performance further.

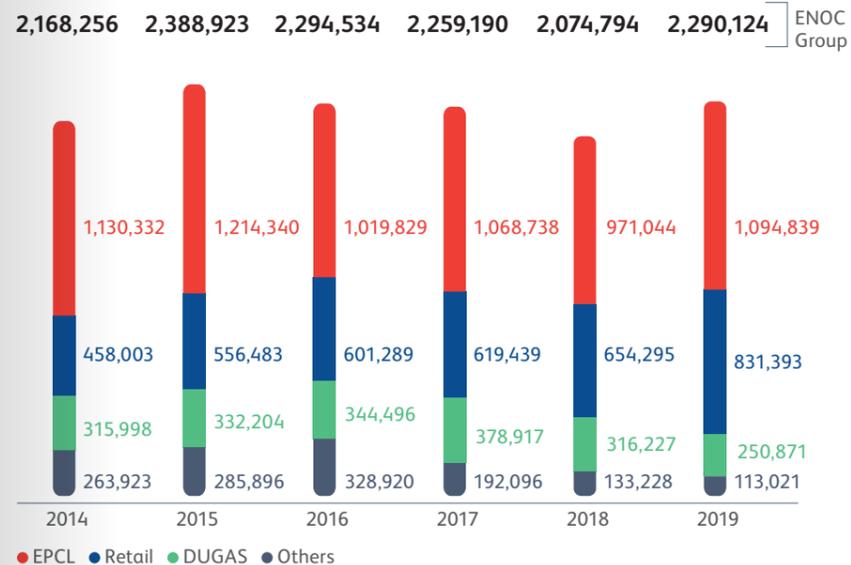
Wastewater is a by-product in many processes across our operations, and we have invested heavily in the responsible management of this wastewater. If we cannot avoid producing wastewater, we aim to recycle as much wastewater as possible. At Dragon Oil, water is produced during the production of oil. This water is sent to a chemical plant for further treatment and utilisation in their internal processes.

Recycle water

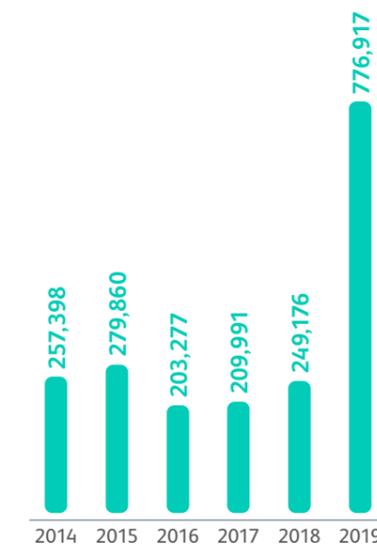
Our priority is to use less water in our processes and reduce the amount of wastewater we generate. One of the measures that we have taken to mitigate this is to recycle wastewater and use it in our processes wherever we can do this safely. Examples of our water recycling initiatives include the use of recycled water in our car washing facilities and for irrigation at DUGAS and EPCL. As we have been increasing our efforts on recycling water, we have started measuring our progress as well. In 2018, we saw the amount of recycled water at our STP operations almost doubling. The amount of recycled water went up from about 17,257 m³ in 2014 to 282,878 m³ in 2019 at our retail operations. Currently, we have a recycling rate of 17.07% for the Group, which is a major improvement compared to the 2014 baseline, when we only recycled 2% of water.

We are exploring more ways of recycling water. For example, EPCL is generating treated water at a rate of 400 m³ per day, which is of irrigation quality. However, most of this water is currently being disposed of to the sea. GSO has already proposed an alternative technology along with Studies on Return on Investment (SROI) to EPCL for the utilisation of this treated water.

WATER CONSUMPTION (m³)

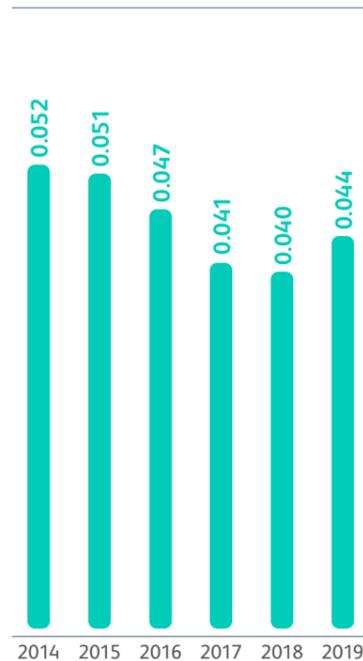


WATER CONSUMPTION FOR DRAGON OIL (m³)

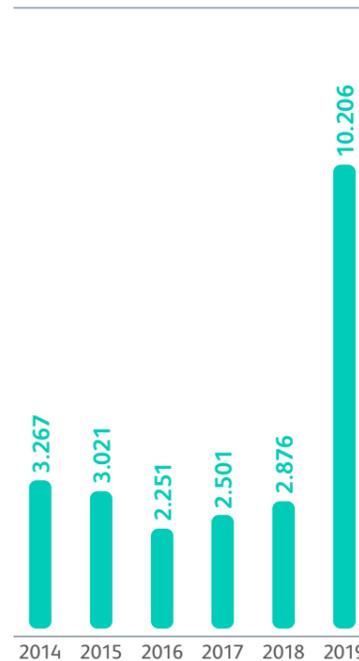


Water Management

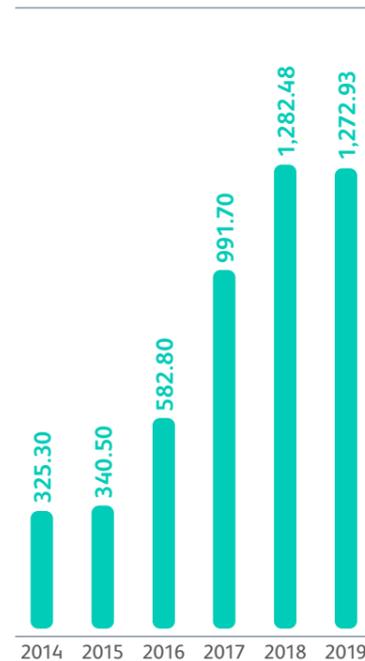
ENOC GROUP WATER INTENSITY
(m³/ton)



DRAGON OIL WATER INTENSITY
(m³/ton)

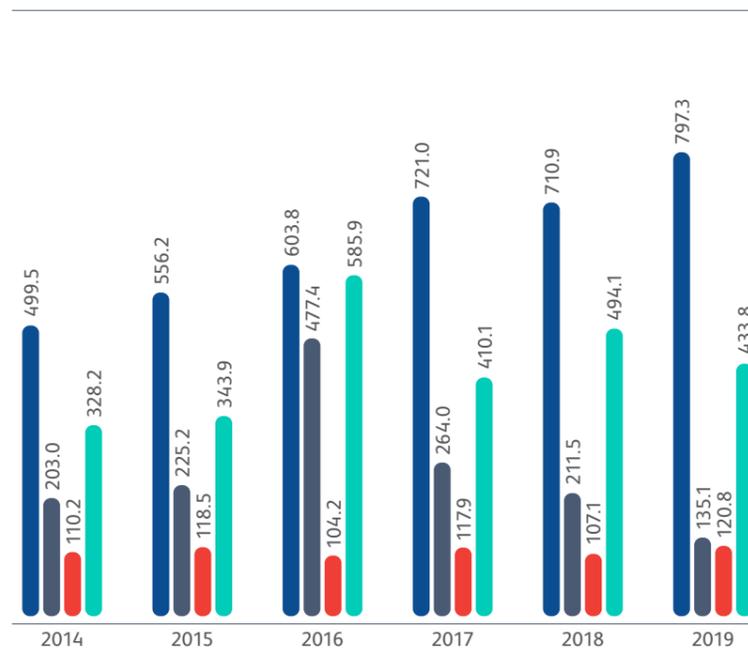


DRAGON OIL PRODUCED WATER*
('000 m³)



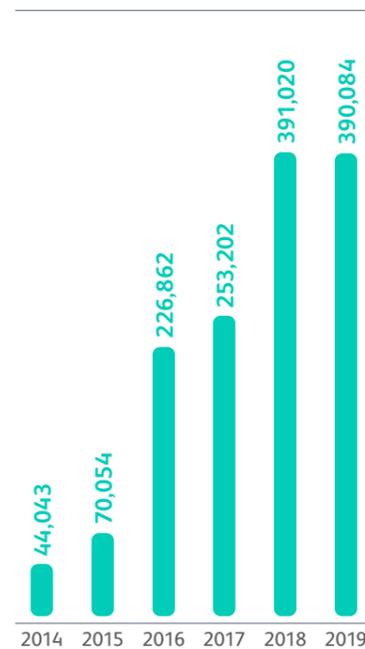
* Dragon Oil produced water is the water produced while exploration of oil.

WASTEWATER GENERATED
('000 m³)



● Retail ● Others ● EPCL ● Dragon Oil

RECYCLED WATER
(m³)



Water efficiency drive

DUGAS carried out a series of surveys and testing procedures to determine the levels of water consumption across divisions within the Group. It was found that leakage and inefficient usage led to high water consumption.

To appropriately monitor and record water leakage, DUGAS installed flow meters in all its major branch pipelines which helped understand the difference between intake and consumption. This also helped identify and plug the source of leakage in the water piping system.

To improve water efficiency, DUGAS carried out a series of water efficiency measures. Passive Infrared (PIR) sensors were installed across all urinals, introducing high pressure pumps and installing reduced flow rate fixtures. To improve awareness on water saving – training campaigns were conducted for employees. As a result, DUGAS was able to realise annual savings of about AED 783,000 annually.

110,600 m³

Water savings annually by reducing wastage and improving efficiency



Increasing efficiency of gas turbines with water savings and emission avoidance

DUGAS is almost entirely reliant on power generation through its own John Brown captive power plant gas turbine commissioned in 1980. Over the past decade, the system has been increasingly affected by rising ambient temperatures, especially during summer months.

These increased temperatures resulted in the lube oil cooling system to become less effective, reducing operational performance. In order to control the temperature impact, a dedicated chiller was installed which improved the lube oil cooling system, thus improving the power generation during peak summer months.

A bypass valve has been installed so that water flow is not obstructed in case of any chiller system failure. Two air coolers are installed as 'main' and 'standby' to provide additional cooling for the lube oil system.

Benefits

- A reduction in water consumption, which was being sprayed on air coolers
- Increased efficiency of the gas turbine resulting in lower specific energy consumption and reduced emissions

129,700 GJ

Natural gas savings annually

14,629 m³

Water savings annually

7,250 tCO₂e/year

Carbon emissions avoided

Waste Minimisation

Reducing, reusing and recycling

Our commitment to operating in an environmentally responsible manner is anchored in our HSE Policy and sustainability KPIs, and is in line with the UAE Vision 2021.

ENOC's facilities are designed, operated and managed with the goal of protecting the environment and avoiding environmental incidents. We first aim to avoid waste generation, and then to reuse or recycle wherever possible.

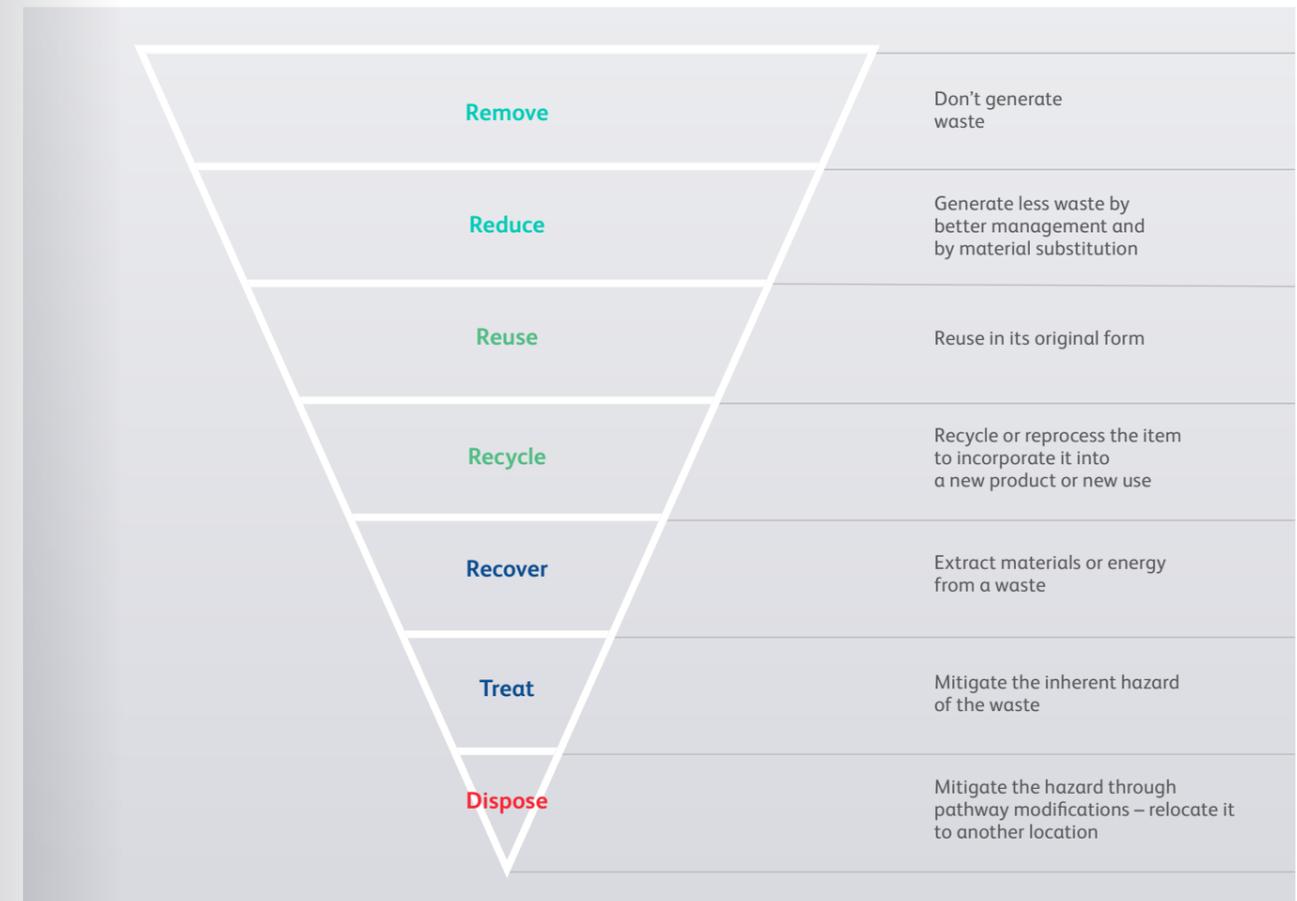
Our lifecycle approach towards waste management facilitates optimisation of costs and resources, and results in environmental and social benefits.

We manage our waste by complying with local regulations and utilising approved waste collection and treatment contractors for handling. Our waste streams include solid and liquid waste of both hazardous and non-hazardous nature. Each waste stream generated across the Group is managed according to category (recyclables, non-recyclables, hazardous and non-hazardous). We provide training on waste management to our business units. We aim to manage our waste generation effectively by using only what we need through operational efficiencies; however, there will always be some level of discarded materials due to the nature of our operations.

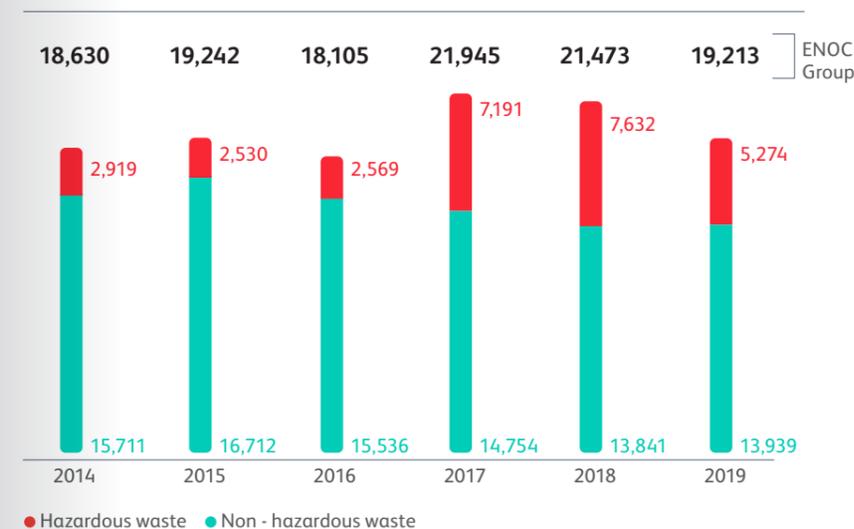
Dragon Oil has its own landfill waste disposal facilities, which were developed in 2013. The safe disposal of the waste generated by Dragon Oil is of utmost importance and is managed by a dedicated team. We are continuously exploring ways to further reduce waste generation and improve disposal methods through assessments, internal audits and awareness programmes. We follow the model of waste hierarchy, where all the processes are evaluated based on their tangibility and feasibility of implementation, including the resource consumption involved, giving an insight into the most favourable and least favourable actions. Reducing waste generation from the source (prevention) is the most preferred option, followed by reuse, recycle, recover, treat and disposal options. With our awareness drives, we strive to identify opportunities to reduce waste generation and improve recycling practices through reviews across various levels within the organisation.

We carried out an audit at our EPPCO aviation Al-Minhad facility, where we assessed the waste streams generated from normal operations and maintenance activities. During this assessment, we ensured that the management of these waste streams complies with regulatory requirements at the UAE (Federal) and Dubai Municipality levels. We found a lot of encouraging operational controls in place, but also identified ample opportunities for improvement in segregation, handling, storage, transportation and disposal.

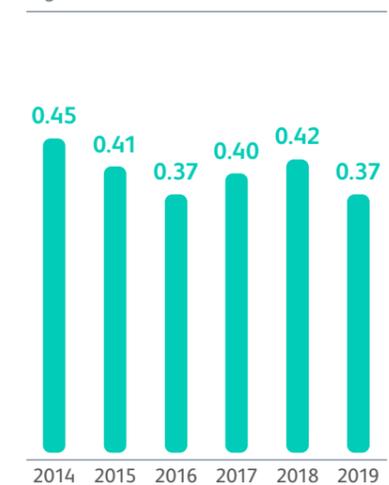
Waste management



WASTE GENERATED – ENOC GROUP (ton)



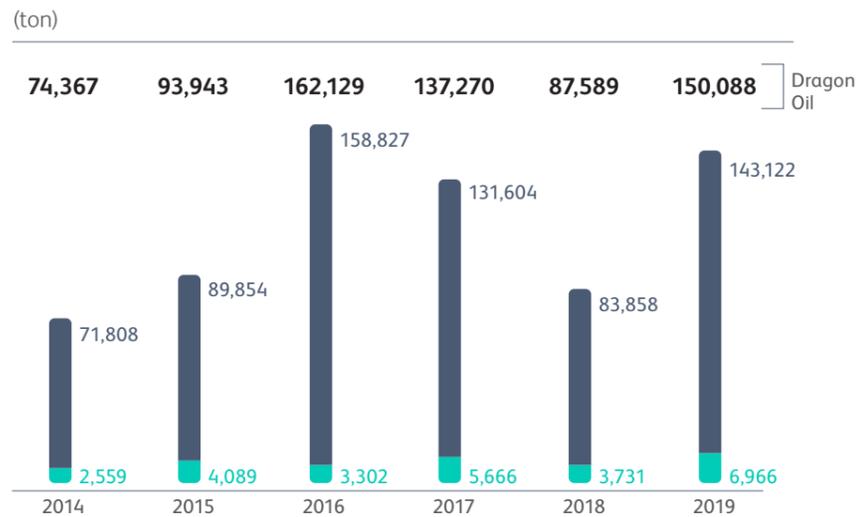
ENOC GROUP WASTE INTENSITY (kg/ton)



● Hazardous waste ● Non-hazardous waste

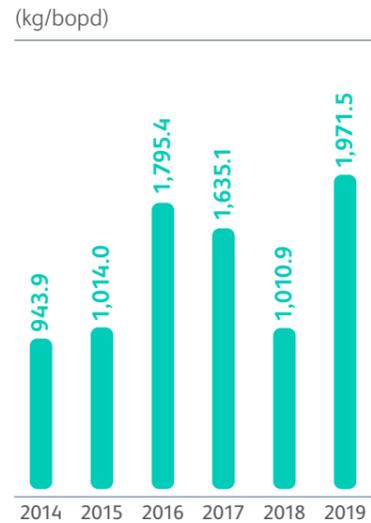
Waste Minimisation

WASTE GENERATED – DRAGON OIL (ton)



● Hazardous waste ● Non - hazardous waste

DRAGON OIL WASTE INTENSITY (kg/bopd)



Maximising diversion of waste from landfill

To maximise the diversion of waste from landfill by capturing actual weighing methodology with the help of an approved vendor.

Initiatives undertaken

- Historical data
- Several meetings and follow-ups with the vendor by introducing in-built weighing system
- Effective monitoring and analysis
- Waste audit with the support of GSO

Key outcomes

In 2019, a total 9,067 tons of non-hazardous waste were generated from our Retail operations. Currently, 6-8% of waste is diverted from landfills, as officially reported by Zenath.

SOLID WASTE RECYCLED (ton)



SOLID WASTE GENERATED AND RECYCLED (ton)



● Total solid waste generated ● Total solid waste recycled ● Recycled waste % of actual

Key outcomes

- Reducing the generation of waste at the source
- Fulfilling our environmental responsibility
- Generate economic returns

100%

Recycling of waste: Tires, batteries, cartons, used oil, cotton rags

Spill prevention

ENOC has oil spill prevention mechanism in place to prevent operational spills. Dragon Oil also has its own oil spill response equipment for shallow waters and open sea. The mechanism is based on risk identification and implementation of programmes for improving our facilities and pipelines to mitigate the risk of spills. Oil Spill Risk Assessment is a fundamental element of the contingency planning process which is used to design and build a response capability throughout the organisation. We identify potential oil spill scenarios and the resultant risk. The response capability is then outlined commensurate to the risk. This information culminates in the Risk Register and Risk Assessment Matrix (RAM).

The oil spill risk assessment methodology consists of five key steps and meets the IMO guidance as issued in the Manual on Oil Spill Risk Evaluation and Assessment of Response Preparedness (2010 edition).

The five steps include:

- Oil spill scenarios
- Likelihood and consequence assessment
- Oil spill scenario impacts
- Response
- Risk assessment matrix

Managing the ecological balance

In our exploration business, we continuously introduce innovative technology and equipment to increase production and keep operations safe while mitigating the ecological impact. We strictly follow the laws of Turkmenistan and adhere to the 'Tehran convention for the Protection of the Marine Environment of the Caspian Sea' on Zero Discharge policy.

We conduct independent monitoring of the Cheleken contract area environment on a regular basis by engaging Environmental Solution International (ESI), an independent ecology expert. Despite the significant increase in production in Dzheitune and Dzhygalybeg fields, the laboratory examination result and ecological monitoring carried out by the CasPEcoControl State Service of the Ministry of Nature Protection of Turkmenistan and ESI confirmed that the "environment there is in good state ecologically". Moreover, examination data indicated that "ecological conditions in the field being developed by the company has improved for several factors within the last few years". Apart from exploration, we conduct environmental risk and impact assessments on a regular basis for all our remaining operations.



Health and Safety

Promoting a safety conscious culture



We relentlessly strive to build a safe workplace for our people, contract workmen and suppliers. Our management focuses on promoting a culture that makes everyone at ENOC responsible for safety. We have implemented systems and controls to monitor our safety performance, take pre-emptive actions and set targets for further improvements.

Highlights

128,894 hours
HSE Training

1,262
Safety visits conducted by
Senior Management

96%
Closure of corrective actions

0.1
Lost Time Injury Frequency Rate (LTIFR)

Cultivating a Safety Culture

Enhancing workplace safety quotient

We have established a safety management system and closely monitor our performance through well-defined KPIs.

We use both leading and lagging indicators. Lagging indicators measure the actual performance while leading indicators guide us toward the areas that require improvement for creating a healthy and safe work environment.

The KPIs are set by the Environment, Health and Safety (HSE) Assurance Directorate and approved by the Group CEO, Executive Directors as well as the HSE Steering Committee and the HSE KPI Committee. The Environmental, Health, Safety and Quality (HSEQ) Policy 2018 sets the Group's strategic objectives on the preservation of the environment, people health as well as safety and quality. It enables the identification, mitigation, and management of risks throughout the organisation by controlling the design, construction, operation and maintenance of assets, supported by appropriate emergency response systems and facilities. One of the key aspects of the policy is the ownership and accountability of the system embedded within all levels of ENOC's management, employees and contractors.



0.1

Our all-time low LTIFR shows our commitment towards the health and safety of our people

Leading indicators

KPI*	Definition	Target 2019	Performance 2019
HSE training	Training on HSE aspects	101,134 hours	128,894 hours
Business units leading indicators for managers	The number of site safety visits conducted by senior management	966	1,262
	Number of safety observations	2,444	4,033
	Closure of corrective actions	90%	96%

* Includes Dragon Oil

Lagging indicators

KPI*	Definition	Target 2019	Performance 2019
Fatalities	Total number of work-related fatalities, including Company employees and contractors	Zero	Zero
LTIFR	Number of lost time injuries per million man-hours [#]	0.30	0.10
Process safety incidents	Total number of Tier-1 process Safety Incidents [@]	0	0
Hipo Near Miss	An event that has the potential, in slightly different circumstances, to result in consequences that would have led to a major incident such as fire, toxic release, casualties	-	1
Motor vehicle accident frequency rate (MVAFR)	The number of catastrophic or major or serious motor vehicle accidents involving rollover or major damage making it immobile, causing fatality or personal injuries beyond first aid per million kms driven	0.10	0.00

* Excluding Dragon Oil

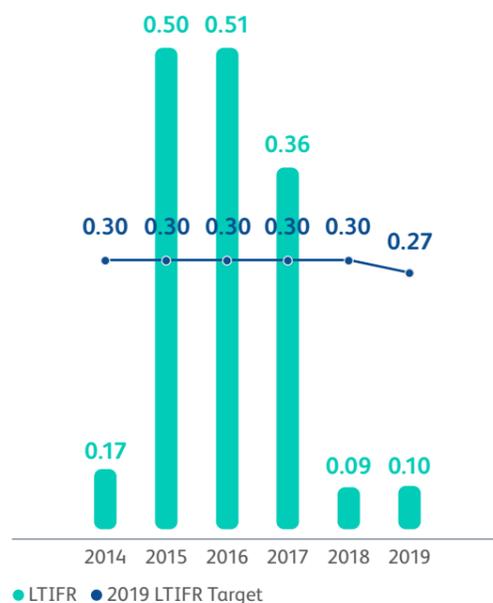
[#] Fatalities plus lost day work cases plus permanent or partial disability incidents

[@] (Fatalities, LTIs, Fire/ Explosion leading to damages over \$100,000 or release of LPG/NG >500 kg; Gasoline >1000 kg in one hour) per 1 million man-hours.

Cultivating a Safety Culture

We are consistently reducing our Lost Time Injury Frequency Rate (LTIFR) with a focus on our health and safety trainings.

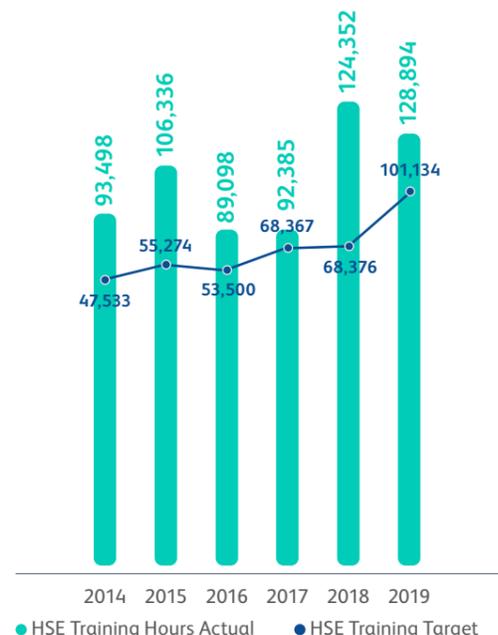
LOST TIME INJURY FREQUENCY RATE (LTIFR)



Health, Safety and Environment (HSE) training

HSE training is mandatory for all ENOC employees, comprising eight hours of training for office employees and three days of training for field staff, also including permanent contractors. In 2019, we conducted 128,894 hours of safety training.

TRAININGS CONDUCTED (hours)



Five Star Occupational Health and Safety (H&S) Audit conducted by the British Safety Council

ENOC subsidiary, Emirates Gas, successfully completed a Five Star Occupational Health and Safety (H&S) Audit conducted by the British Safety Council in 2019. The comprehensive audit measured more than 60 key H&S best-practice indicators. The audit results reflect Emirates Gas standing as a best practice leader within the gas sector. ENOC head office in Dubai also received Five Star rating in 2019.



Process safety at DUGAS plants

We monitor critical equipment regularly through our HSE/Process Safety Critical Equipment (HSECEs) system. Any impairments are highlighted and managed through a controlled process, called 'HSECEs Impairment Management'. The process reflects a collective approach to fast-track identification and implementation of mitigation measures to ensure process safety.

- Mitigation measures are monitored periodically till HSECEs is reinstated
- HSECEs Impairment details are recorded
- HSECEs is reinstated and its functional performance is assured
- Temporary MOC is closed

In 2019, one of the hydrocarbon gas detectors in storage bullet area failed on test. Immediately, a temporary MOC was raised, field visit was carried out, a risk assessment was conducted, and temporary mitigation measures were put in place. Control room panel operators (all shifts) were briefed on the impairment and the measures. The equipment was repaired, tested, and reinstated on priority, and the temporary MOC was closed after field verification by HSE.

HSECEs Impairment Management process

- Impairment is identified
- Temporary Management of Change (MOC) is raised
- Temporary mitigation measures are identified, and risk level is assessed
- Appropriate departments implement the temporary mitigation measures on priority
- MOC is signed off after technical review and approval



Emergency Preparedness at ENOC

Prepared for managing challenges

Planning for interruptions, emergencies, and disasters is a crucial aspect of running our business. At ENOC, we have put in place Emergency Response Plans (ERPs) to respond to any incident with the potential to significantly threaten or adversely impact our business and cover our resources, subsidiaries, employees, operations, finances as well as reputation.

The ERPs have been prepared as per the National Fire Protection Association – NFPA 1600 standard. The plans include details on who to contact, how to act in an emergency, how to mitigate risks and what resources to use to minimise loss. The plans also specify duties and responsibilities of our staff members in an emergency situation, and contact details of key local emergency teams (police, fire and rescue).

Understanding potential risks

Understanding our organisation's vulnerabilities is the first step towards planning. We have thus reviewed potentially dangerous scenarios in a risk assessment and created our Pre-incident plans (PIPs) based on the most credible scenarios, identifying potential hazards and analysing outcomes.

Key elements of our Emergency Response Centre



Emergency response training

Our employees require continuous training to stay up to date on the latest emergency protocols in our business. We invest in hands-on training with internal and external faculty. Emergency preparedness exercise, corporate safety awareness programmes, orientation exercises, emergency responder training or emergency communication exercises help to test our team's knowledge of the emergency response plan.

Trainings conducted during 2019 for emergency response

In-house

- Radio procedure and communication
- Basic firefighter course and fire extinguisher training
- Vehicle specification operation
- Safety in oil and gas industry
- Chemical suit drill
- Ventilation fan for fire operation
- Hoses and branches
- Classification of fire
- Pump operation, hydraulic power unit operation and air compressor operation
- Introduction to pre-incident plans

External

- Intensive basic fire fighter training programme at International Fire Training Centre in Newcastle - UK
- Pump operation training in Austria



Dedicated ENOC Emergency Response Centre

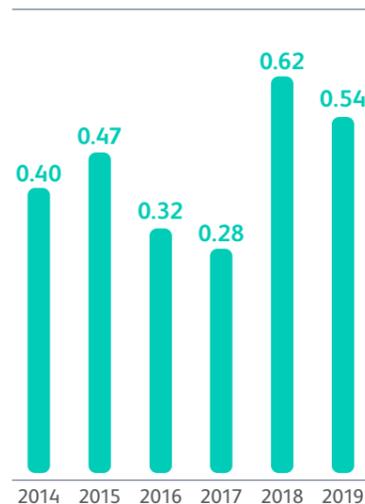
We are developing a dedicated ENOC Emergency Response Centre (EERC) at our DUGAS facility to continue providing the best possible service to our business units from a location fit for response across our facilities. This state-of-the-art centre will house 55 firefighters, two fire engines and a command, and will be staffed 24/7 when it becomes operational in 2020.

Safe Exploration

Striving for zero fatality

Dragon Oil has established improved and advanced safety standards and measures to reduce the risk factor and strive for zero fatality. Subsequently, we launched various safety campaigns within the organisation, safety leadership training for our line management and inculcated behaviour-based safety programmes for our workmen, and we are revamping our risk management system.

DRAGON OIL – LTIFR TRENDS



Targeting zero incidents

In November 2019, Dragon Oil celebrated the HSE Day in Hazar. The theme of the event was 'targeting zero incidents'. It was one of the most significant events with an active participation of over 350 employees and contractors from DOTL.

Embedding safety culture through Leadership for Safety workshop

Dragon Oil launched its first workshop on Leadership for Safety. The programme is designed to encourage the site-level management team to exhibit visible leadership commitment towards a safe workplace. The workshop aimed to help managers and supervisors identify, assess and apply the critical safety leadership behaviors they need to have for a positive impact on the safety performance of their site.



Dr.Waddah Ghanem Senior Director of Sustainability, Quality and Excellence giving a speech in the Middle East HSE and sustainability week

Behavioural Accident Prevention Process (BAPP)

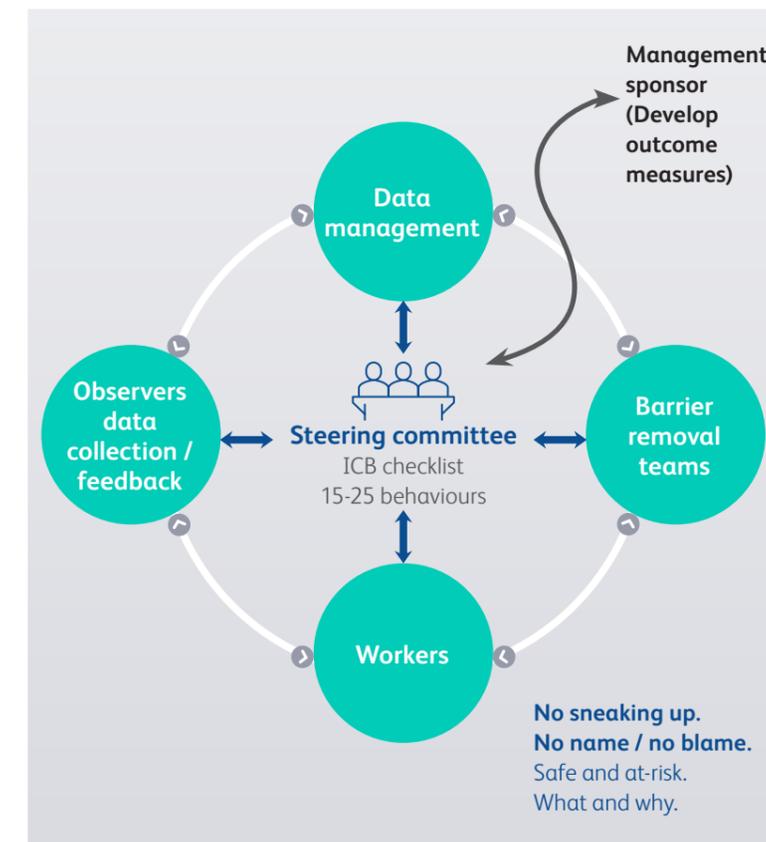
Dragon Oil introduced a new safety programme BAPP or – BOAS – Be observant, be aware, be safe, by consultant DEKRA with a focus on enhancing its safety performance. BAPP is a behavioural approach - flexible, systematic, and comprehensive, a method for improving workplace safety. It focuses on exposure to injuries and is proven to produce sustainable results and meaningful employee engagement. The 'no name no blame' process is designed to engage our frontline employees in their area of expertise and is centred around four key principles:

- Safety outcome has a context
- Exposure, not injury, is the best indicator of performance
- Frontline employees are critical partners in safety
- Continuous improvement relies on accurate data and sustainable safety performance

Health, Safety and Environment Training

At Dragon Oil, HSE training is provided for critical competencies, including oil spill response and management, emergency response, offshore marine safety, fire-fighting certification, confined space entry, and crane operator recertification.

BAPP® Technology process flowchart



Health awareness campaigns in 2019 across businesses

Campaigns	Participants
Ergonomics	160
Ramadan weight loss	157
Cervical cancer	31
1 st EAP harassment at workplace	81
2 nd EAP psychological preparedness	64
Heat stress	139
Blood donation	226
3 rd EAP how to deal with difficult boss	71
Stress relief (EA management)	15
Stress and bullying	104
Lifestyle campaign	77
Breast cancer awareness	118
Flu vaccine campaign	321
AURA magnetic resonance campaign	75
Lipid campaign	52

Our People

Nurturing change leaders



We endeavour to create a work environment that promotes excellence and innovation while being responsive to the needs of our people. We hone their skills and capabilities through targeted training programmes and cross-functional experiences to prepare them to take on newer challenges and responsibilities.

One of the key drivers of ENOC's sustained growth is the energy and passion of our people. We have one of the most diverse and talented workforces in the world, and we continue to attract and retain the best minds. We treat each member of the ENOC family with respect and strive to create an enabling and rewarding workplace.

Highlights

12,053

Employees in ENOC Group

882

UAE nationals

22.6 hours

Training per employee for ENOC and 25.5 hours per employee for Dragon Oil

People Strategy

Attracting and retaining the best minds

We believe an organisation's growth is closely linked to that of its employees. A steadily growing talent pool has enabled us to expand into newer verticals. We recognise their achievements and help deepen their sense of pride and belonging as members of the ENOC Group. We are a 12,053 strong organisation and our people strategy fosters talent and promotes the 'One ENOC' culture that helps the Group navigate the energy sector's dynamic and changing landscape.

Introduced in 2017, our talent management strategy has helped us assess employee satisfaction levels and correct on our HR strategies. One indication of our success has been the falling attrition rate, which is among the lowest in the region. In 2019, it was 6.93% overall, and 3.43%, excluding blue collar jobs. Our attempts to promote local talent and create a healthy work culture are encouraging more and more Emiratis to join us.

3.43%
Attrition rate,
the lowest in the region

1,488

New Joiners
(1,337 for ENOC and
151 for Dragon Oil)



Approach

We are an equal opportunity employer, ensuring that all our employees are treated with respect with opportunities for growth.

"In all of ENOC's operations, ensuring employees are supported is a top priority – as they are the lifeline of the Group. We take pride in being part of an organisation that responds to employees' needs, offering training programmes and platforms that encourage innovative thinking"

– Hesham Ali Mustafa, Executive Director, Shared Services Centre, Group HR and New Business Development, ENOC Group.

Goal

A positive working environment encourages productivity and engagement and aligns with the Dubai Plan 2021 to have a 'City of Happy, Creative and Empowered People'.

Recognition of our efforts

Among the top five companies in the UAE Energy sector to have been awarded by the Ministry of Human Resources and Emiratisation for efforts towards nationalisation.



Diversity and Inclusion

Bridging the gap, promoting parity

ENOC is an equal opportunity employer and does not discriminate on the basis of gender, age, nationality, among others. We believe a diverse and inclusive workforce leads to skills, talent, more experience and thus more productivity. Despite the skewed gender ratio in the energy sector worldwide, we have been constantly striving to increase women's participation in the workforce, and have set new benchmarks for the sector in the region.

Women account for 14.4% of our total workforce and their numbers are going up each year. Their representation in our corporate offices is significant, accounting for 50% of the Internal Audit and Business Ethics team, 56.5% of Group Communications Team, 38% in of Group Human Resource department, 33% of Group Strategy and Finance team, and 23% of the Management department, including Group HSE, Legal, Management, and Regulatory Affairs, and the Group CEO Office. More than 40% of our current Emirati workforce is female.

We offer a flexible work environment that boosts collaboration and productivity. Our salary structure is geared towards job and skill set and does not discriminate on the basis of gender. Assessed against the 'pay for job' framework, the pay structure shows no systemic difference in compensation for male and female employees. We offer benefits and other retirement plans to employees as per ENOC Group Human Resources Policy Manual released in September 2018.

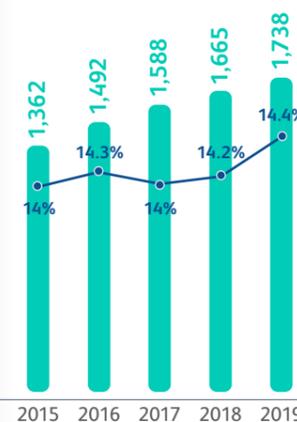


Women in energy

ENOC's Women Committee undertakes several initiatives to empower women employees and develop them as future leaders by promoting their representation in leadership and decision-making roles. One such initiative is the 'Women in Energy Award' that celebrates the achievements of women in the UAE's energy sector. The award is given out to women who have shown exceptional capabilities and leadership and helped in transforming the face of the industry. The award was launched in 2017 and is given out in several categories such as Best Woman Leader, Best Woman Leader in the Renewable Energy Sector, Best Woman Technocrat, Best Young Woman Leader and Best Woman Entrepreneur. The Committee also hopes to involve itself in female talent development and mentorship programmes that would enhance the contributions and experiences of women across the ENOC Group.

40%
Women in Emirati workforce

STEADILY RISING FEMALE PARTICIPATION IN ENOC WORKFORCE*



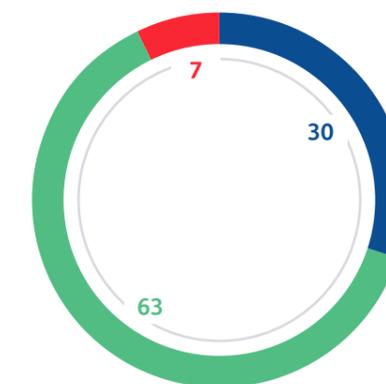
*Includes Dragon Oil employees

Maturity meets agility

We believe the drive and energy of young professionals are pivotal for shaping the organisation's future. We ensure enough opportunities and provide requisite skill training and exposure to enable them to take on newer responsibilities. We value experience equally and rely on the guidance and vision of senior professionals. The workforce at ENOC includes diverse age groups and combines maturity with agility to create a dynamic group of committed people who can respond to the constantly emerging needs of the sector and that of a growing organisation.

63%
Of our workforce is of the age group 30-50 years

DIVERSITY BY AGE* (%)



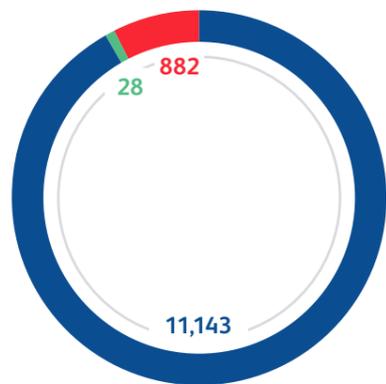
*Includes Dragon Oil employees

Diversity and Inclusion

Confluence of nationalities and cultures

A Group with operations spanning the West, the Middle East and now the Far East as well, ENOC diverse employees are from across 60+ countries. A multiplicity of efficiencies and experiences cutting across geographies and cultures enriches the organisation, adds to the spirit of collaboration, and enhances productivity and customer base across different regions. This cultural diversity is reflected across different levels of the organisation, including the top management, which is a mix of UAE nationals and professionals of other nationalities. The executive and senior management of ENOC is made up of 55 UAE (42%) nationals, 2 GCC (Gulf Cooperation Council) nationals and 74 non-GCC nationals.

DIVERSITY BY REGION*



- Non-GCC [8,768 for ENOC+ 2,375 for Dragon Oil]
- GCC [16+12]
- UAE [817+65]

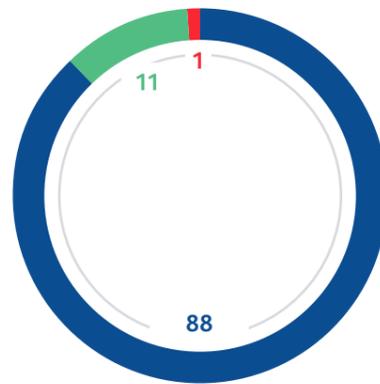
*Includes Dragon Oil employees

Shared responsibility, shared leadership

Instead of a top-down structure, where a small number of people control work processes, we follow the lean management model that promotes continuous improvement of the taskforce, respect among individuals and a spirit of collaboration. We strive to create a broad-based work structure where technical staff and management coordinate and work together to fulfil the demands of an operation. A majority of the employees (88%) is involved in planning and execution of tasks with the support of the middle management (11%). The top management (1%) provides strategic leadership.

DIVERSITY BY JOB FUNCTION

(%)



- Staff (professional, operational, administrative)
- Middle management
- Executive and senior management

Encouraging women's leadership

Iman Al Qasim, a UAE national, heads as the new Group HR Director. Al Qasim's appointment is a reflection of the Group's continued efforts towards human capital development and encouragement to women to take up more leadership roles.

Al Qasim has 16+ years of experience in organisational development, talent management and acquisition, and has worked with a number of multinational organisations across sectors.

Prior to joining ENOC, Iman was Executive Director of Human Capital at Mubadala Investment Company, where she was responsible for Talent Acquisition, Talent Management and Learning, Human Capital Information Systems, Organisational Development and Performance, Rewards and Policy. She was also Deputy Vice President at Dolphin Energy and HR Director with General Motors Middle East.



Iman Alqasim, Director of Group Human Resources

Group CEO with the women who received the ENOC women in energy awards

Women in Energy Award, 2019

In January 2019, ENOC Group's inaugural Women in Energy Awards honoured eight women for their achievements within Dubai's energy sector. The biennial awards, which were previously announced on Emirati Women's Day in August 2017, received several strong entries from nine government entities across three major categories. The winners were drawn from various organisations in the energy and power sectors, such as Dubai Electricity and Water Authority (DEWA), Dubai Municipality, Dubai Supply Authority (DUSUP), Dubai Petroleum, ENOC Group, Emirates Global Aluminum (EGA), Roads and Transportation Authority (RTA), Regulatory and Supervisory Bureau for Electricity and Water and Dubai Supreme Council of Energy.

Shamma Al Falasi receiving the ENOC women in energy award

Diversity and Inclusion

Driving Emiratisation at ENOC

Emiratisation has been a key component of our strategic objectives, aligned with the Dubai Plan 2021. We offer exciting incentives and undertake focused campaigns to attract UAE nationals to join our workforce. We provide requisite training and facilitate career growth opportunities to instill a sense of pride to associate with the nation's leading energy company. To develop and upskill Emiratis in the energy sector, we sent five UAE nationals to our Singapore office in 2019 to gain international exposure and first-hand trading experience on a three-to-five-year programme.

Our Emirati headcount is 41.9% for 2019, a significant increase from 33% in 2016. More than 40% of our current Emirati workforce is female. By the end of 2020, we are targeting an increase of our Emirati headcount on our journey towards achieving 50% Emiratisation across the Group by end-2021.

50%
Emiratisation target by 2021

Our capability-building programmes are powered by several partnerships with academic institutions, including Heriot-Watt University and Higher Colleges of Technology (HCT). Through the GSO, we sponsor four young Emirati graduates to pursue their Master's degree in an energy-related field with Heriot-Watt.

We also take in and train high school graduates in a Technical Training Programme delivered jointly with HCT. Graduates of the Technical Training programme join our core oil and gas operations in the refinery, terminals and other operations facilities at an entry level. We also have a Summer Training Programme (STP) for local students who are currently in high school, or in first or second year of university. The objective of this programme is to create opportunities for young nationals to gain work experience early on and to introduce them to ENOC and increase placement prospects.

ENOC's National Development Programme

We remain committed to long-term investment in education and capability building of the Emiratis and this forms a key component of our UAE National Development Programme (NDP). The first-of-its-kind comprehensive NDP was launched in 2010. It holistically deals with areas related to employee attraction, development, and retention, while building strategic alliances with external agencies that support our Emiratisation agenda.

Ten young UAE Nationals from ENOC's Technical Training Program (TTP) completed the training course and covered rigorous coaching on structural firefighting, oil & gas firefighting and HAZMAT (hazardous material) handling. A graduation ceremony was held at the International Fire Training Centre in London and was attended by Nabeel Abdul Kareem, Director, Group EHS Services.

The course in London – comprising lectures, seminars, assessments and group exercises - prepared the employees to take up a role as full-time career firefighters at ENOC Fire Emergency Response Centre (EFERC) in Jebel Ali.

ENOC is the first energy company in the UAE to offer its employees an opportunity to participate in this technical training programme; a move that reiterates the Group's commitment towards elevating HSE standards and investing in human capital development.

His Excellency Saif Humaid Al Falasi, Group CEO of ENOC, said: "ENOC remains committed to its mandate of developing its human capital and fostering strong partnerships with institutions specialising in training and development to further enhance our employees' skill sets. By raising benchmarks continually, especially within our Group's environment, health and safety practices, we are leading the way for the energy sector to stay aligned with the global industry's stringent safety policies".

UAE nationals from ENOC's technical training program



Apart from this, there are several programmes targeted at the career growth and training of employees through various modules.

ENOC Singapore Secondment Programme (ENOC SSP) – This was developed with the objective of building a pool of experienced nationals in a long-term career path in International Supply & Trading. In 2019, five UAE nationals were seconded to ENOC Singapore.

ENOC Energy Scholarship – The ENOC Energy Scholarship, introduced in 2017, is aimed at supporting UAE nationals within the Group to achieve their career goals through higher education in Energy Management. 4 UAE nationals were awarded with ENOC Energy Scholarship - 3 were from ENOC and 1 was external graduate

5
UAE nationals qualified for ENOC Singapore Secondment Programme in 2019

ENOC's Emirati women complete training at Al Maktoum College

In April 2019, ENOC Group's second batch of three female Emirati employees completed the four-week academic winter programme at the Al Maktoum College of Higher Education in Dundee, Scotland. The batch took part in seminars, guest lectures, discussions and debates. The programme also included off-site trips to expand the horizon of learning. The first batch joined the Al Maktoum College's academic exchange programme in 2018.



2019 batch of women completing the training at Al Maktoum College

Employee Engagement

Facilitating a conducive workplace

We have been regularly assessing employee engagement since 2016 through a survey conducted by a reputed international analytics and advisory firm. The biennial assessment was aimed at measuring satisfaction levels and identifying areas of improvement. However, realising the criticality of employee engagement to an organisation's success, we have been carrying out the survey annually from 2018. We have also launched an online version to ensure access with convenience.

68%
Employee engagement

The 2019 survey, conducted across the Group, including our operations in Saudi Arabia, Morocco, Djibouti and Singapore, received a 76% response rate. The respondents expressed their confidence in the Group and its leadership by assigning a score of 4.48 in overall satisfaction, which was unchanged from 2018. The engagement score increased from 67% in 2018 to 68% in 2019.

ENOC OVERALL ENGAGEMENT LEVEL



Assessing a changing culture

In 2019, a new set of questions were introduced in the employee engagement survey in order to assess:

- whether there was free flow of information, and whether communication within the groups and throughout the hierarchy was strong
- whether a culture of performance was being ingrained in the organisation
- whether people were satisfied with how the organisation was responding to changing business needs
- whether they would want to be part of a digital future

A set of questions was addressed to assess change management, and whether employees believed in 'One ENOC'. The score for 'advocacy' for the year dipped from 4.43 in 2018 to 4.41 in 2019. However, the score for loyalty increased from 4.52 in 2018 to 4.53, indicating employees' growing identification with the ENOC brand. The score for identifying with the unified brand of ENOC was a strong 4.52. Many also wanted to be part of the digital future in the Group.

4.52
Employee score for 'One ENOC'

Employee engagement analysis

Improving employee engagement is a gradual process that requires constant recalibration of HR strategies and long-term organisational changes. The survey in 2019 made apparent the need to focus on effective communication among departments and build a meritocratic culture that would recognise, acknowledge and reward achievements.

There was a noteworthy decline in the engagement experience in the age group of 30-35 years. Also, the overall satisfaction among female employees at 4.17 was significantly lower than that for males at 4.54, although their needs were similar. This showed that more attention needed to be paid to enhancing opportunities and experiences for women in ENOC. Also, although the high performers in the system felt valued, there was more scope for training them to take on more responsible roles.

The survey findings also indicated sufficient confidence in ENOC's leadership and agility in the face of the challenges that lie ahead; that customer needs are given due attention; that we provide our employees with the tools they need to succeed in their roles; and that we provide a work environment where people can freely share their views and opinions.

These are solid achievements to build upon, and we expect to hold more employee-led discussions to identify areas of improvement. Based on the survey results, we have developed employee engagement action plans for each department under each business and these form a part of the 2020 HR scorecard.

4.53
Employee loyalty score



Employee Engagement

Mean score for ENOC



Note: Overall satisfaction, loyalty and advocacy have not been included as these are outcome variables
Drivers of Engagement is run by Logistic regression method where Engagement is an independent variable and all cultural drivers are dependent variables

Next-gen and NEXT

ENOC's HR strategy is calibrated to keep the Group ahead of the curve in terms of the skills and competencies. A key focus during 2019 was to create an engaging employee experience so that employees are happy, creative, innovative and motivated to perform.

We are aware of the Group's value proposition as we onboard new tech-savvy generation of talent into the organisation. Our core businesses are embracing digitisation to enhance their operations. At the same time, we are creating new business digital ventures through our NEXT digital accelerator programme. We recognise that new business models need new skillsets, so we are focusing on a different set of talent for our start-up digital ventures, aware that the culture, vision and ambition of the Group are important to attract talent. The entrepreneurial talent expects a working environment different from the traditional energy sector. NEXT offers them a strong, ambitious brand backed by the strength and stability of the wider Group, combined with the appetite for disruption and innovation of a start-up venture.

New competency frameworks

In 2019, we embarked on a journey to revamp our competency frameworks across the Group. The new model offers a consistent mechanism to assess our people across the Group and ensure it is prepared to deliver its future strategy. The competency framework is designed to map employee career development paths, provide a coaching and mentoring platform, and prepare employees where applicable for leadership roles and succession planning.

Moving forward, we will continue to focus on integrating the pillars of our HR strategy – Employee Experience, Organisational Capabilities, Innovation & Technology, Emiratisation – to drive positive business performance in partnership with our key stakeholders.

Training and Development

Enhancing resilience to future challenges

We focus on training and developing our employees and are preparing them to utilise their learning to enhance their skill sets and improve their performance.

255,841
Total training hours

ENOC TRAINING HOURS PER EMPLOYEE



Objectives

- Provide learning across the organisation based on development requirements
- Deliver learning interventions that develop the competencies required by individuals, and teams in ENOC
- Ensure learning is effective and efficient, engaging, and relevant through use of the 70-20-10 learning methodology
- Ensure learning is adaptive through use of technology and internal learning capabilities

E&RM training

Providing training and awareness to our employees on E&RM is a vital step to meet our targets. We follow a two-pronged approach: technical training on energy management for personnel engaged in operations, and training on communication on energy conservation for general employees. Many E&RM initiatives require specialised knowledge and expertise, such as talking to suppliers and vendors about sustainable sourcing, services, green procurement or using energy efficient equipment. The GSO provides in-house trainings to suit specific requirements covering waste management, waste water treatment, air emission control, environment management system (ISO 14001), green buildings and LEED rating, CSR and beyond, green procurement.

Intensive training for ENOC employees at the International Fire Training Centre, London

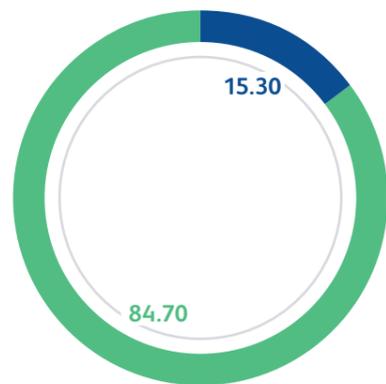
A group of ENOC employees completed a four-week intensive training programme at the prestigious International Fire Training Centre in London in September 2019. Ten young UAE nationals from ENOC's Technical Training Programme (TTP) completed the training course and covered rigorous coaching on structural firefighting, oil and gas firefighting and HAZMAT (hazardous material) handling. The course in London – comprising lectures, seminars, assessments and group exercises – prepared the employees to take up a role as full-time career firefighters at ENOC Fire Emergency Response Centre (EFERC) in Jebel Ali.

Training and Development

ENOC 2019 TRAINING EXPENSE SUMMARY

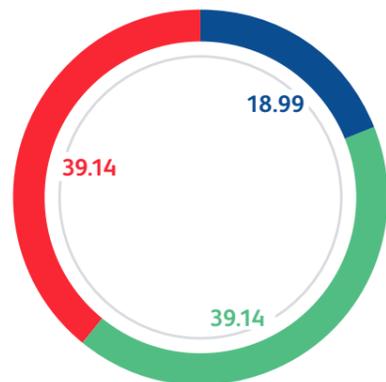
AED 2.6 mn
Spent on training in 2019

TRAINING TYPE (%)



● Behavioral ● Functional

TRAINING LOCATION (%)



● External-overseas ● External-local ● External-inhouse

826
Total participants

107
Total trainings

Integrated training

To ensure E&RM training and capacity building is unified across ENOC's entire energy value chain, Dragon Oil has collaborated with the GSO to upskill its employees. Dragon Oil is supported by ENOC's key training capabilities in energy, environment and sustainability. Dragon Oil's training framework defines the processes associated with managing its training requirements across all business units. The framework ensures all employees achieve an equal level of training, strengthening competency in current roles and ensuring progression of employees in all major disciplines. The framework aims to improve competencies of employees on four pillars – Dragon Oil core values, professional competencies, management competencies, and operational competencies.

Leadership Circle Profile 360

The effort to develop a leadership framework in ENOC started in 2017, with the Leadership Culture Survey. The Group developed the leadership index from the Leadership Circle Profile 360 instrument in 2018. Directly aligned to the Leadership Culture Survey, the Leadership Circle Profile 360 instrument helps map leadership abilities across the Group level. Initiated for the middle management and up, the instrument provides in-depth feedback for individual leadership development, indicating the coaching and training requirements for personnel.

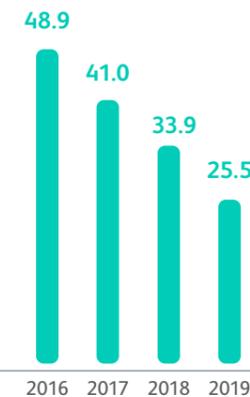
ENOC provides one-on-one coaching for participants and coaching and mentoring programmes for managers in order to build a work environment that supports leadership, stimulates engagement and unlocks potential.

Training at Dragon Oil

At Dragon Oil, employees are expected to take ownership of their roles and responsibilities. Hence, we believe in implementing a lean management system, which is preceded by a top-down hierarchy. We promote an environment of openness and transparency, which enables new ideas to thrive and flourish, thereby promoting learning and development.

62,658 hours
Training provided to Dragon Oil employees in 2019

DRAGON OIL TRAINING HOURS/EMPLOYEE (%)



New ways to learn

With the launch of LinkedIn E-learning in 2018, ENOC provided its people the key to self-enhancement while at the same time promoting a culture of knowledge-sharing within the organisation and the larger community. We are excited to provide our employees access to one of the world's most premium platforms that will enrich their lives on a personal and professional level. LinkedIn Learning's library provides remarkable content on a variety of topics. LinkedIn helps each and every individual in ENOC by offering a personalised approach to learning, developing skills and passions in any area of choice, so that they can fast-track their careers and personal goals.

Targeted training and capacity building

To stay abreast of evolving HR best practices, most of our HR employees engage with the Society for Human Resource (SHRM) programme, the US equivalent to the UK's Chartered Institute of Personnel and Development (CIPD). We also have a specialised sales programme for employees within our Commercial and International Sales segment, for which we flew in a training specialist from Canada to share the latest practices in sales and marketing. Employees from all our business units attend specific technical training and conferences. Our capability-building programmes are powered by several partnerships with academic institutions, including the Heriot-Watt University, which trains sponsored candidates in energy-related fields.

Dragon Oil Educational Assistance Programme

Under a unique initiative to keep its employees abreast of all contemporary technologies and trends, Dragon Oil awards 12 scholarships each year to its employees who wish to study abroad. These scholarship are given out to employees who have proven their technical expertise in the field and are considered assets for the organisation. In 2019, the scholarships were given in the following disciplines: Construction and Design of Oil and Gas Wells; Development and Operation of Oil and Gas Fields; Master of Science of Technologies of Oil, Gas and Solid Fuel Processing and Refining; Safety of Technological Processes and Operations; MSc. Petroleum Engineering, Mechanical Engineering, and Electrical Engineering.



Employee Well-being

Making employee happiness a priority

Employee experience is a key pillar of our people strategy. We focus on creating a workplace that celebrates creativity, innovation, promotion of excellence and self-improvement. Our strong value proposition for employees and their families is reflected in our high retention rate, which also speaks volumes about our people initiatives that are geared towards creating a happier and more engaged workforce.



Under the 'Your happiness is our priority' initiative, we have enhanced our medical insurance coverage for ENOC employees and their eligible family members. Other measures include flexible working hours for parental purposes, the introduction of hospitalisation leave, and provisions for educational and relocation assistance. All these improvements have contributed to creating a superior employee experience which will create more incentives for our people and drive performance.

High employee retention

Our focused HR initiatives, targeted towards the well-being of our employees, are delivering rich dividends. We have one of the region's lowest attrition rate, which was 6.93% in 2019, and just 3.43% excluding jobs with a high turnover in the industry, such as 'blue collar' positions.

Parental Leave

As per ENOC Group Human Resources Policy, for Male employees, the period of paternity leave with full pay is 3 consecutive calendar days. For the female employee, the period of maternity leave with full pay shall be 90 days.

ATTRITION RATE AT ENOC (%)



Happiness and wellness

ENOC Government & International Affairs Department draws up an annual schedule of activities that celebrates the common culture of bond promoted by the Group and extends the ENOC's aspirations to enhance employee happiness. ENOC invests significantly in its employees and conducts a range of CSR activities. These initiatives include ENOC Multicultural Day, which aims to celebrate cultural diversity among ENOC employees and imbibe a spirit of tolerance and universal acceptance, and 'A Day in Their Shoes', to commemorate the International Labour Day.

These year-round activities inculcate team spirit and a common sense of purpose, and promote an atmosphere of mutual trust. Thousands of employees across the Group and their families participate in the ENOC Olympics, Family Day, Golf Championship, paintball tournaments, women's events, and learning events for employees' children, which all have been well-received and appreciated by our people.

6.93%

Region's lowest attrition rate in 2019

Awards and recognition

The ENOC Elite Award assesses employees on five criteria: performance and achievement, initiative, cooperation, involvement and responsibility, and supervisory capabilities. Submissions are evaluated by an independent and external assessment panel. Employees are expected to demonstrate their ability to overcome challenges, contribute to improving productivity and quality, propensity to innovate to generate value and revenue for the Group, reduce costs, and increase customer satisfaction.

The ENOC Energy Award is given to employees for their outstanding achievements in the field of energy and resource conservation across business units and encourage individual efforts at optimisation of energy and resource utilisation. ENOC also honours employees at the Business Ethics and Compliance (BE&C) Recognition Ceremony, which acknowledges their efforts to uphold ethical practices at work.

ENOC sends employees to Umrah

A group of 60 ENOC employees returned from 'Umrah' in November 2019, as part of the 'ENOC Umraht Al Khair' initiative. As an our expression of gratitude to our long-serving employees who have never been able to perform 'Umrah', offering them an opportunity to visit the Holy Cities of Makkah and Madinah. Fully funded by ENOC, the initiative was in line with the Year of Tolerance, which encourages the spirit of inclusion and acceptance while devoting efforts to build a tolerant society. The employees from non-supervisory and operational roles were selected on the basis of their performance and years of service at ENOC for the eight-day trip.

2019 New HR Policy

The new HR Policy implemented this year offers the following employee benefits:

- Part-time employment will now be offered to UAE nationals
- Escort leave is increased from 30 to 60 days a year
- Education assistance increased to cover four children (UAE) and three children (expatriate)
- Extended benefits on medical insurance, relocation assistance and visa expenses



ENOC employees who went to Umrah as part of the "ENOC Umraht Al Khair" initiative

Our Communities

Investing in a shared future



With ENOC's evolution from a profit-focused Group to a sustainable business entity, our CSR focus has shifted from philanthropic activities to community investments. As one of the biggest CSR contributors in the region, we are ensuring that our community investments are impact-driven. We are developing frameworks and tools to measure the social return on investment from projects that we get involved in. SROI studies enable us to identify and direct our focus and efforts to the relevant areas that require attention.

Highlights

USD 1.135 mn
CSR spend of ENOC

20,000
Total beneficiaries

19
CSR partnerships

56,642 hours
CSR trainings

* Excluding Dragon Oil

Community Commitment

Fostering change, deepening trust

We are on a mission to effect positive change across our community ecosystem, with a focus on health and safety, education and environment. Our CSR programmes are designed to undertake focused interventions to address the persistent environmental and social challenges that impede inclusive

and sustainable progress. We work diligently with the government, as well as our partners and communities towards building an inclusive and cohesive society, which in turn enhances our brand equity and enables us to attract and retain talent with a sense of purpose.

5 mn

Lives to be positively impacted and influenced by 2030: our goal for CSR initiatives

USD 1.13 mn

Overall CSR spend by ENOC in 2019



ENOC employees as volunteers in the "Back to school" initiative in partnership with Dubai cares

Approach

We believe in 'transformational' CSR that will leave a lasting positive impact on the environment and society we work in. Aligned with the UAE's national development goals and UN SDGs, we focus on health and safety, education and environment. This year, we interacted widely with our internal and external stakeholders to build the momentum towards a 'One ENOC, One CSR' strategy. We also initiated development of a CSR framework and measurement tool to assess the impact we are making.

Vision

Converge to inspire and empower the lives we touch, every day, towards building an inclusive and cohesive society.

Goal

A unified goal to positively impact and influence 5 million lives by 2030.

AED 2.12 mn
CSR spend on education in 2019

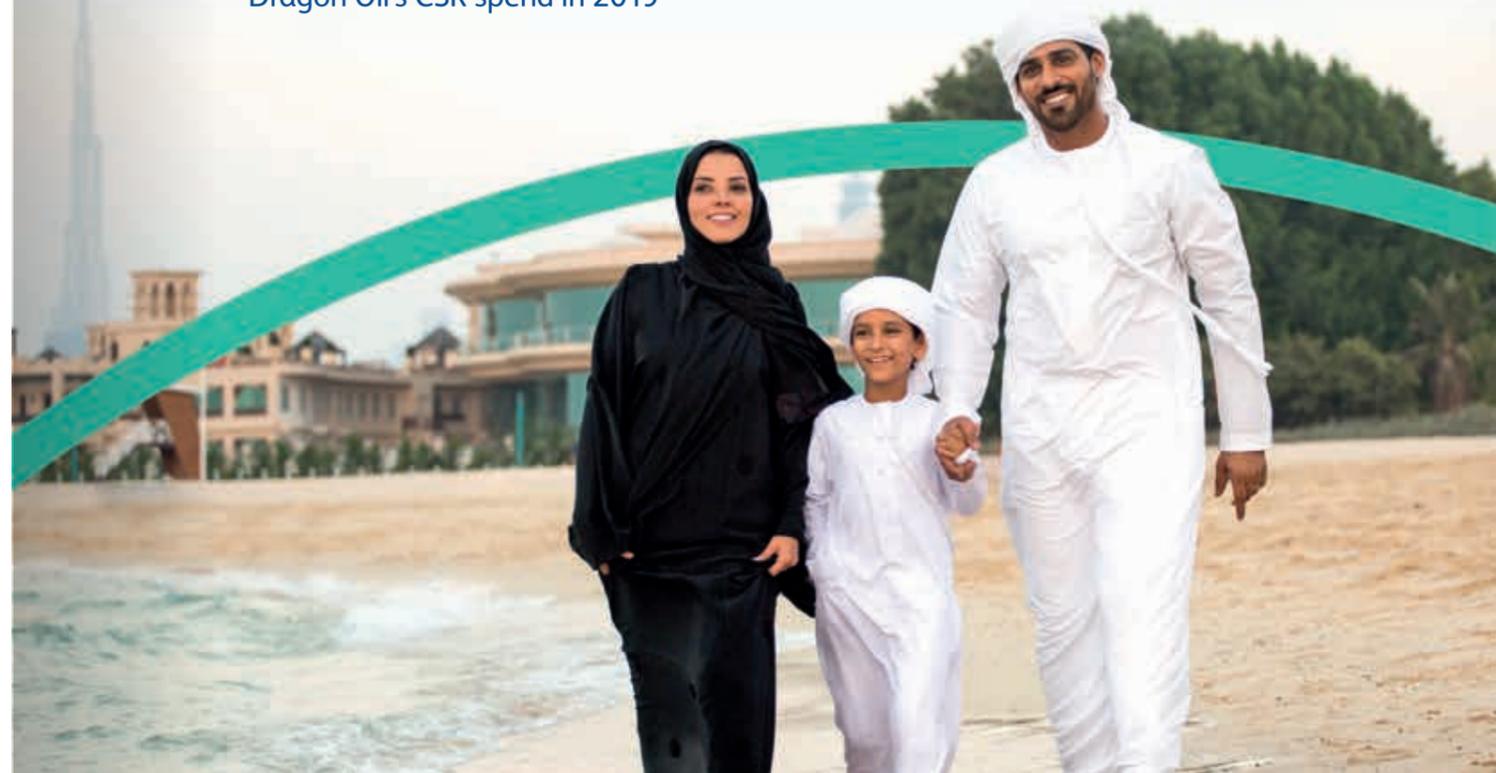
USD 1.27 mn
Dragon Oil's CSR spend in 2019

Recognition of our efforts

- Golden Peacock Global Award for Sustainability (GPGAS) for 2017-19
- Arabia CSR Award in the Energy Sector – 2015-19
- Group CEO was awarded CSR Personality Award for 2017 by Arabia CSR
- Sustainability Purchasing Leadership Council (SPLC) Award for Green Procurement
- Dr. Waddah Ghanem, Senior Director – Sustainability, Operational & Business Excellence won Sustainability Leader award during the IEMA Sustainability Impact Awards 2019 ceremony held in London in September 2019
- Group CEO was also awarded CEO of the year in the 2019 Energy Awards and was the first CEO to receive this award and also the first to be awarded in this category.



Group CEO awarded CEO of the year in 2019 energy awards



Community Commitment

Contributing to global and national goals

Our CSR programme is aligned with the national development priorities of the UAE and the UN SDGs, and is driven towards shaping a sustainable future in the UAE, Turkmenistan and beyond. Today, with ENOC's CSR programme taking a more strategic and systematic approach, the Group has showcased its commitment to driving positive outcomes for profit, people and the planet.

Achievements 2019

15+
CSR initiatives launched

1,000+
School students across various programmes were educated

700+
Internal and external stakeholders involved to develop CSR strategy

5
Studies conducted on Social Return on Investment (SROI) studies to measure impact on community

Developed ENOC's CSR competency framework

Our CSR programme has been consciously designed to reach our employees, and their families, as well as single mothers, disadvantaged households, elderly people, people with determination. They are geared towards protecting air, water and land resources – to shape a truly cohesive and inclusive society. Employee volunteerism and community and environment-focused activities and campaigns have all contributed to ENOC's vision of maximising happiness for all its stakeholders.

Since 2017, our CSR programme and the resulting social impact has garnered much appreciation from our internal and external stakeholders including ENOC employees and their families, the community, businesses, contractors and suppliers.

Even while ENOC's CSR programme picks up in terms of its scale and rigour, the primary themes of health and safety, environment and education still remain relevant within the local, national, and global context. Despite making strides in the quality, efficacy and efficiency of our CSR programme, the bigger question that remains is how the impact created through the individual processes, projects, campaigns, sponsorships and partnerships, can be sustained with added incremental value in the future.

ENOC is committed to working with the Government, our partners and our communities to lead and help address the priority development needs and challenges that the country, the environment and the people face. Our collective efforts will surely contribute to achieving SDG targets in the UAE, Turkmenistan and other countries where we operate and in promoting our culture of inclusiveness. We will continue to power the economies of Dubai and the UAE by supplying energy and contributing to the Government's vision for sustainable long-term development.

CSR governance

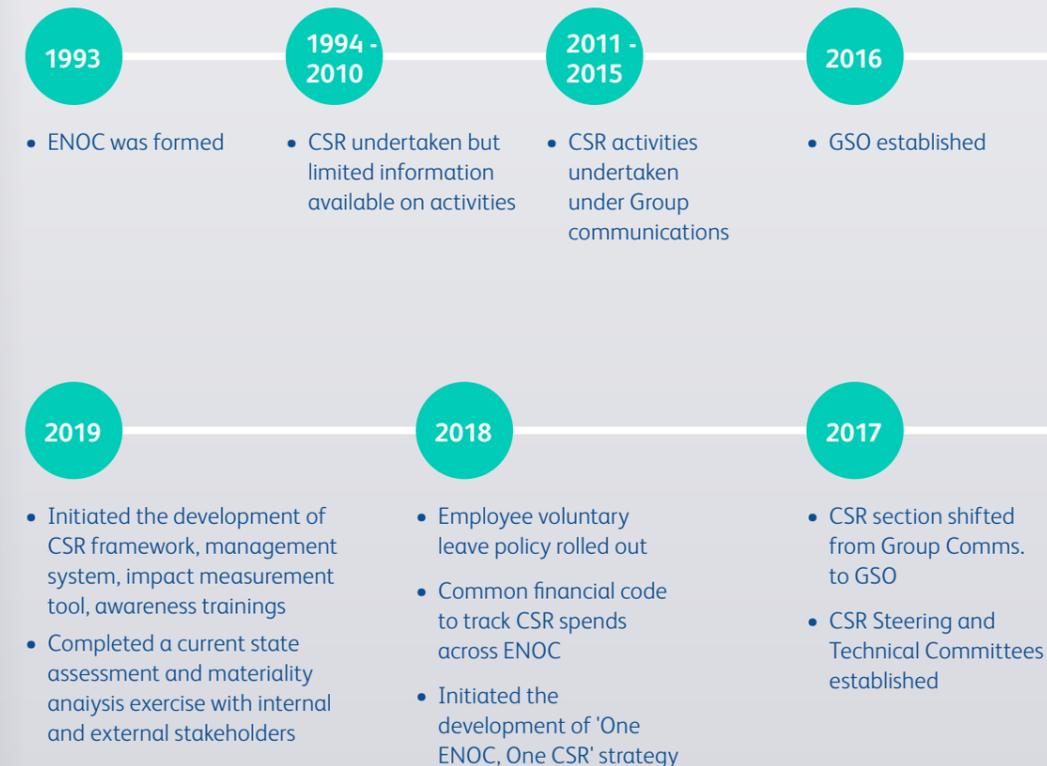
The ENOC governance structure includes five corporate committees that report to the Group CEO. Among them is the Sustainability Leadership Committee (SLC), chaired by the Group CEO, that helps develop ENOC's sustainability and CSR vision and objectives. The Group CEO and executive committee members direct the CSR agenda through the ENOC SLC, which was set up in 2016 and reports directly to ENOC's Board.

The CSR efforts of ENOC are operated and managed through the GSO. Besides planning, implementing, monitoring and reporting on CSR initiatives, the GSO ensures strong CSR governance mechanisms across the Group. Together with the GSO, the SLC, CSR Steering Committee and CSR Technical Committee provide guidance and support to ENOC's efforts at creating sustainable social impact.



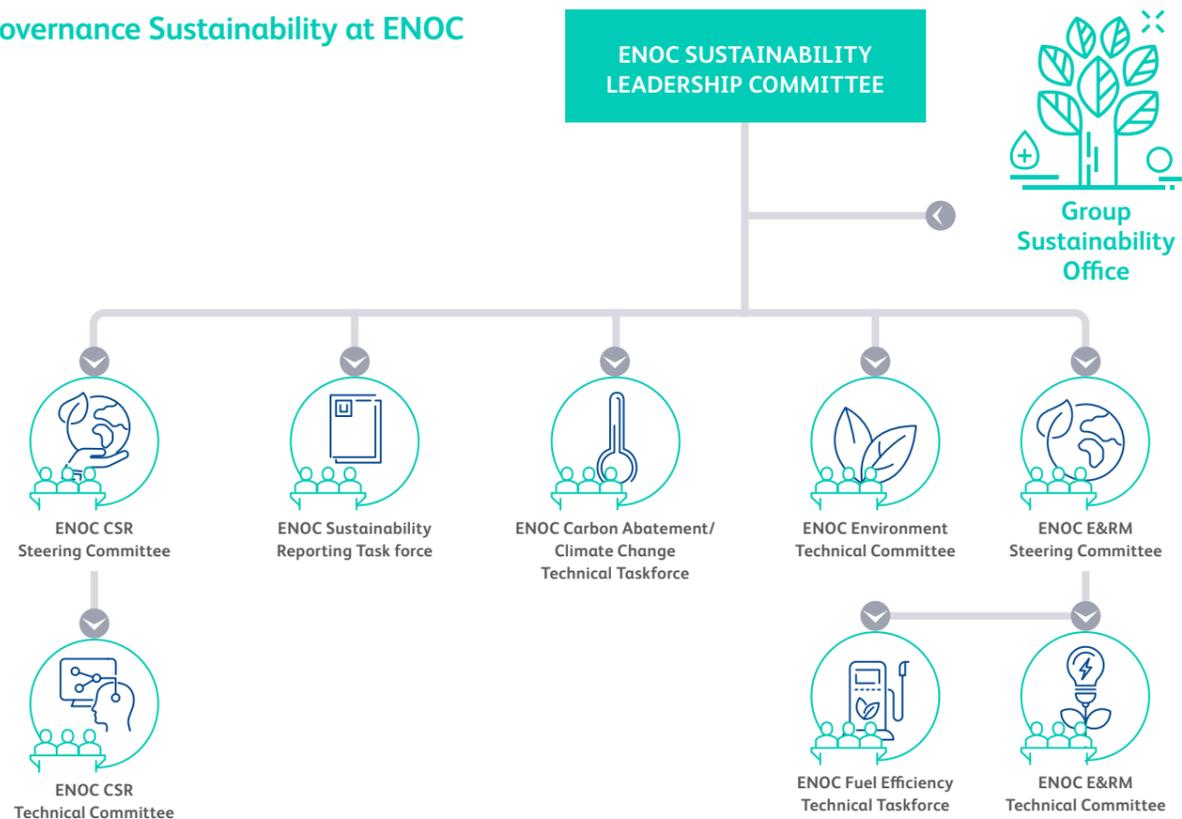
ENOC team visiting Dragon Oil in Turkmenistan

ENOC's journey in CSR



Community Commitment

CSR Governance Sustainability at ENOC



The GSO is a centralised function responsible for guiding CSR at the Group-level, leading implementation efforts and setting up processes and systems. A three-tier CSR governance structure is in place, presided by the Chief Sustainability Officer (CSO). Under the guidance of the CSO, the CSR Manager, is responsible for the development and execution of all CSR strategies and programme across ENOC and works as the main resource person within the Group for all CSR-related information. The CSR Executive supports the CSR Manager and engages with external and internal stakeholders to execute the CSR activities.

The CSR Steering Committee and Technical Committee are responsible for executing the CSR strategy and defining targets to develop long-term plans. The CSR Steering Committee has an advisory role under the direct supervision of the Group CEO. Each works under a charter that defines the composition, guides the functioning and ensures representation of different business segments/departments, and varying levels of management and leadership. The members of these committees are appointed by the business segment heads and the committees are expected to meet at least once in four months to improve awareness and ensure consistency in driving CSR strategies across ENOC.

Group Sustainability Office Structure



Sustainability committees at ENOC



Sustainability Leadership Committee (SLC)

- provides recommendations to the Board regarding ENOC's CSR initiatives
- governs and approves sustainability/CSR policies frameworks
- guides the development and implementation of CSR initiatives
- monitors Group sustainability and CSR performance
- serves as an umbrella for eight sub-committees as part of ENOC's sustainability efforts

Committee membership is

- chaired by the Group CEO and reports directly to ENOC's Board
- includes heads of each of the Group's business segments



CSR Steering Committee (SC)

- drives the "One ENOC One CSR" strategy
- guides development of the CSR strategy and framework
- defines targets for the Technical Committee to develop long-term plans to ensure CSR activities/projects are aligned with the national priorities and international standards
- supports key CSR initiatives having high impact and allocates budgets for programmes and activities

Committee membership is

- chaired by the Executive Director –Shared Services Centre, Group HR and New Business Development
- members are appointed by the Chairperson and agreed/proposed by the respective line managers



CSR Technical Committee (TC)

- assists the Steering Committee in developing CSR strategies and KPIs
- advises on setting CSR goals and targets, and review performance against these
- reviews impact of the Group's CSR policies and practices on its stakeholders
- reviews the Group's CSR reporting standards and certifications
- supports the GSO to bring CSR plans into action

Committee membership is

- chaired by the Chief Sustainability Officer – Group Sustainability
- members are appointed by the Chairperson and agreed/proposed by the respective line managers

Three-tier

CSR governance structure

GSO

Guides CSR at the Group-level



ENOC employees as volunteers in the "Back to school" initiative in partnership with Dubai cares

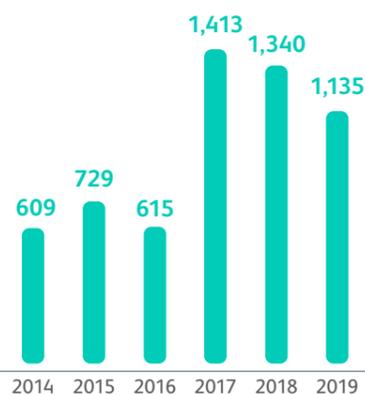
Community Commitment

Implementing CSR initiatives

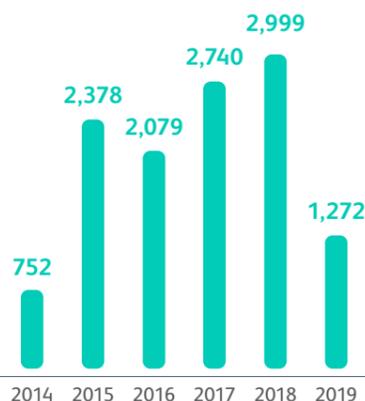
The GSO drives the Group's sustainability endeavours, ensuring alignment of ENOC's sustainability objectives with those of its individual business units and providing tailored services and technical expertise to the Group and all business segments in the field of sustainability. The business units, as part of the ENOC conglomerate, take up different CSR initiatives under the guidance and supervision of the GSO. As a Group therefore, this business unit-level implementation ensures that our CSR outreach extends to a range of beneficiaries across different touch points, allowing for flexible implementation and providing on-ground solutions across a range of social and environmental issues.

Overall CSR spend of ENOC

ENOC COMMUNITY INVESTMENTS – (EXCLUDING DRAGON OIL)
(USD'000)



DRAGON OIL
(USD'000)



CSR implementation structure



CSR SPEND BY THEMATIC AREAS

AED million



Partnership with Emirates Environmental Group

This year we educated 1,000 students across the UAE in partnership with the Emirates Environmental Group (EEG).

The partnership goes back to 2016, when we sought to sponsor and help in executing several EEG projects. Among them were Interschool Environmental Public Speaking Competition, Intercollege Environmental Public Speaking Competition and conducting the 'Elements Define Us' workshops for students.

Through these activities we reached out to over 900 students from 87 schools and 51 universities across the UAE, GCC and MENA region.

The students were provided a unique platform to share and showcase their research skills and innovation in response to environmental challenges. Through this platform, we effectively delivered on the SDG 4 'Quality Education', providing equal access to affordable vocational training and eliminating gender and wealth disparities with the aim of providing children universal access to quality education.

900+ Students
87 Schools
51 Universities



Students planting trees in EEG campaign



2019 EEG Talks, an Inter-school Environmental public speaking competition with ENOC as the Strategic Educational partner

One ENOC, One CSR Strategy

Charting a holistic development trajectory

The year 2019 was a standout year in our CSR journey. Our move towards a 'One ENOC, One CSR' strategy marks the second phase of our CSR trajectory. This integrated strategy is our response to the changing face of the oil and gas sector and our own evolving role in it. We understand that in order to succeed in a business environment characterised by persistent challenges like climate change and depletion of natural resources, the need for sustainable development is more pronounced than ever.

Laying the foundation of 'One ENOC, One CSR' strategy

Since our inception in 1993, we have been at the forefront of community development, environmental protection, educational improvement, and promotion of inclusiveness, sports and healthcare among communities and our own employees. We implemented best-in-class practices and technologies in the field of health and safety when we were just a few years into our operations, becoming the first corporate to do so in the region.

It was the UAE government's call to the corporate sector, at the turn of the millennium, asking for help in tackling the increasing environmental and social challenges, that drove home the close relationship between corporate governance and social responsibility. ENOC took up the challenge, learning on the way and adopting world-class standards and practices in the areas of health and safety, business ethics and environment. Our commitment strengthened ENOC's brand and image within Dubai.

For the next two decades, we continued to invest in community-based initiatives under the Group Communications Office, such as blood donation drives, breast cancer awareness campaigns, anti-tobacco campaigns, donations during the holy month of Ramadan as well as environmental campaigns such as Clean-up the UAE and gas safety awareness as part of our CSR programme. We closely aligned with the Government's agenda expressed in UAE Vision 2021, by launching our Graduate Development Programme (GDP).

Consistent efforts at Emiratisation within ENOC and the development of UAE youth's technical, behavioural and managerial competencies through the GDP have increased ENOC's appeal among jobseekers and established its image as a socially conscious and committed organisation.

A more proactive CSR approach developed in 2014-2015. Our engagements with civil society organisations and not-for-profits such as UN World Food Programme and the Emirates Environmental Group (EEG), led to focused social value creation. We established an industry standard for CSR within Dubai and the UAE.

The proactive approach can be linked to the evolution of the 'One ENOC' strategic objective by which we sought to connect our diverse businesses through shared values and ethics down the entire operational value chain. The 'One ENOC' culture of 2016 integrated sustainability practices into the everyday operations across the Group.

A Sustainability Governance Structure was put in place in 2016, with the establishment of the Group Sustainability Office (GSO). In 2017, a specialised CSR function was fully consolidated under the GSO. The shift added impetus to ENOC's unique brand of CSR – one that focuses

on creating sustainable and integrated value for our stakeholders. Incentives were created to encourage volunteerism among employees. In 2018, we revamped the existing CSR Steering Committee and created a new CSR Technical Committee. The initiative to develop a 'One ENOC, One CSR' strategy also began this year.

Paradigm shift from transactional to transformational CSR



- Limited ambition to become a market leader in CSR or CSR champion
- Reactiveness to needs of local stakeholders
- Avoidance of possible risks to business operations

- CSR as an expression of identity; used to reinforce business strategy
- Focus on impact
- Consistent brand building as a CSR champion

We also understand the need to create integrated value for different stakeholders, and the need for a common, integrated CSR objective for it. With the crystallisation of the 'One ENOC' approach, we moved forward to provide strategic direction to our CSR activities across the Group, creating shared value for our business, our stakeholders and our communities at every point of contact in the UAE and beyond.

Stakeholder engagement in 2019

As part of our holistic approach to CSR, we have undertaken a series of strategic steps to lay the foundation for our transformational CSR. Throughout 2019, we consulted internal and external stakeholders to involve our key stakeholders and partners in every step of this transformational journey. An employee survey gauged the current perceptions and understanding of CSR of employees and gathered

their inputs. The GSO also undertook face-to-face interactions with 45 ENOC officials in leadership roles from different business segments and corporate departments. Additionally, an internal stakeholder consultation was held that witnessed the attendance of 50 members of ENOC leadership and management. There was also a four-day interaction on 'CSR in the UAE' with external stakeholders drawn from private sector organisations, government entities, academic institutions and NGOs.

The outcome of these engagements was a comprehensive materiality analysis and assessment of our impact. Among our key achievements of this year was a unified CSR framework and management system to ensure consistency in the Group's CSR implementation and capacity-building exercises to implement CSR projects effectively, monitor the impact of CSR projects and evaluate the Social Return on Investment (SROI).

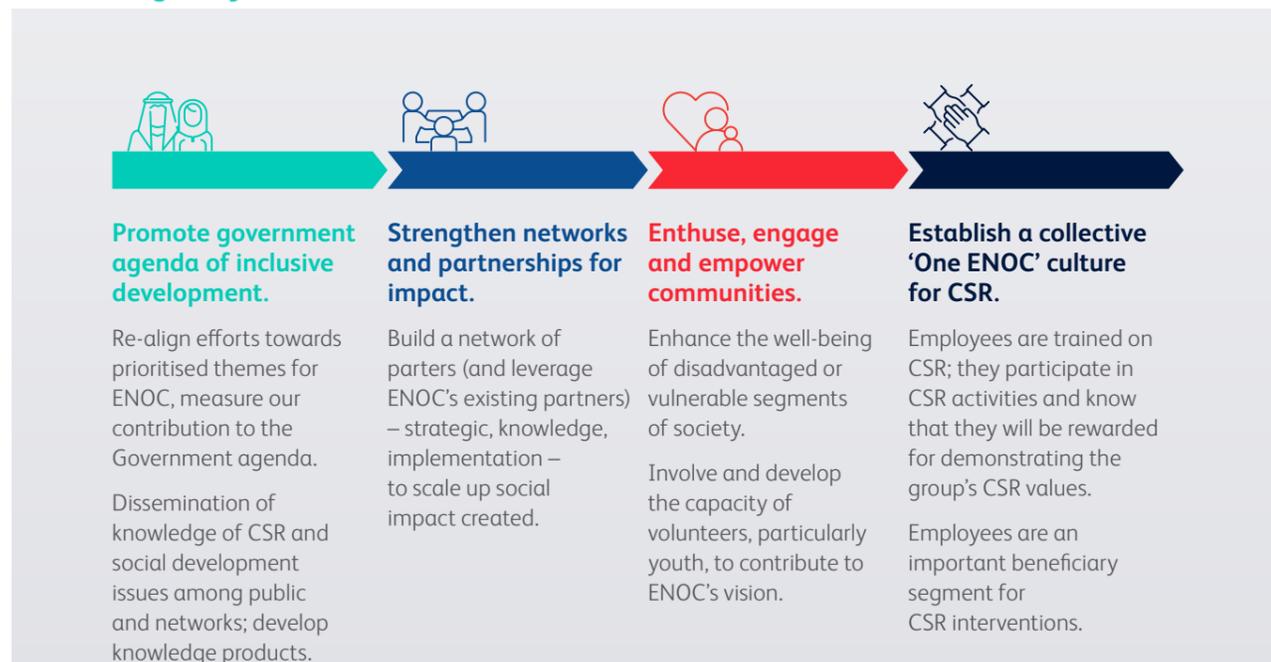
One ENOC, One CSR Strategy

Objectives and focus areas

Our stakeholder engagement proved to be an enriching experience. We identified four strategic objectives under the 'One ENOC, One CSR' strategy 2025 as well as key focus areas for ENOC's CSR based on the material issues identified. Each strategic objective is linked to specific approach for our CSR activities and programmes. They target the key focus areas that will fulfil the long-term CSR vision of the Group.

As part of the CSR framework and management system, we have developed KPIs for our CSR. Our progress towards achieving the strategic objectives and long-term vision for CSR will now be annually monitored and measured against the KPIs under the Group's Sustainability Index as well as the individual scorecards of different departments and business units.

Our strategic objectives



ENOC employees with Senior citizens at the "visit to the senior emirati's happiness centre" initiative

Prioritised CSR thematic areas



Environment

Mapped against UAE National Agenda 2021 indicators on sustainable environment and infrastructure – water scarcity, waste management, share of clean energy contribution.

ENOC invests in and promotes community practices related to climate action, life on land, life below water, responsible consumption and production, affordable and clean energy. ENOC's CSR supports the UAE National Agenda 2021 which focuses on improving the quality of air, preserving water resources, increasing the contribution of clean energy and implementing green growth plans.



ENOC employees planting Ghaf trees with the senior citizens as part of the initiative



Education

Mapped against UAE National Agenda 2021 indicators on competitive knowledge economy – instill entrepreneurial culture in schools and universities, increase UAE nationals' participation in the workforce, knowledge workers and industry readiness.

Access to inclusive education (literacy to tertiary education levels) that can help communities improve their quality of life and develop innovative solutions to critical problems. This includes capacity building and skill development/up-skilling/re-skilling of its stakeholders and communities within which it operates.

It also includes the capacity building of the Group's employees and programmes targeted at providing equal employment opportunities, Emiratisation, women empowerment, scholarships, trainings and leadership programmes, improving workforce diversity and inclusion, innovative mechanisms related to learning and development for employees and/or their families.



Health & Safety

Mapped against UAE National Agenda 2021 indicators on world-class healthcare – preventive medicine, reduce cancer and lifestyle diseases (obesity, diabetes, cardiovascular diseases).

This thematic area seeks to ensure healthy lives and promote well-being for all. ENOC's focus on health and well-being supports the UAE National Agenda 2021 which emphasises the importance of preventive medicine and seeks to reduce lifestyle related diseases to ensure a longer, healthy life for citizens. It also includes the aspect of a safe and healthy workplace environment, including work-life balance, employee well-being, healthy lifestyles and happiness.



ENOC Team at Al Jalila Cultural Centre for Children

Prioritised beneficiary groups

Youth

The United Nations (UN) defines 'youth', as those persons between the ages of 15 and 24 years, without prejudice to other definitions by member states. While the UAE does not specify an age definition for youth, the Federal Youth Authority indicates that youth may be persons from 15 to 35 years; ENOC follows this intent and defines youth as those persons between the ages of 15 and 35. ENOC promotes the UAE's vision of empowering youth and promoting them as a powerful tool for achieving the SDGs.

Children

The UAE follows the UN definition of children as any human being under 18 years old. The UAE has issued a law (Federal Law no. 3 of 2016) which sets out the objectives that the UAE authorities hope to achieve for every child, such as their right for a safe life, development, freedom, and not to be exposed to any kind of abuse or negligence.

Disadvantaged groups

This aspect comprises the upliftment and/or mainstreaming of all vulnerable groups including persons with disabilities (people of determination), older persons, indigenous peoples, refugees, internally displaced persons and migrants. It also includes socially/economically disadvantaged groups, and reduced inequalities based on gender, age, class, ethnicity, religion and opportunity.

Prioritised modes for CSR intervention

Awareness campaign

Awareness creation, advocacy or fundraising around a specific social or environmental goal. May appeal to the public at large or targeted partner / customer groups.

Employee volunteering

Comprises or includes the aspect of ENOC employee volunteering where volunteering means sharing their skills, resources or time.

Additional CSR interventions

Charitable giving/donations: One-time monetary or in-kind contributions given for a social cause, addressing immediate needs, without any exchange of tangible benefit to ENOC.

Strategic philanthropy: Philanthropic activities around a specific issue or cause that may, in turn, support ENOC's own business objectives in terms of reputation building, attracting/retaining employees.

Observances: Remembrance, awareness and celebration days or events around certain designated days/week around a social or environmental issue, determined by an international (primarily UN) calendar or government.

Shared value: Where ENOC's contribution, financial or in-kind, creates business direct benefits (operational efficiencies/increased revenues/tangible business benefits) along with social value.

Capacity-building: Knowledge transfer on social themes or issues to specific stakeholder groups or the public.

Volunteering: Includes the aspect of community volunteering where volunteering means sharing

skills, resources or time. As per Law no. 5 of 2018, regulating volunteer work in Dubai, a volunteer is any person who, willingly and under no duress or coercion, dedicates himself to performing volunteer work without pay, which can entail work that is aimed at achieving public benefit and carried out in accordance with the governing framework of a volunteering agreement under which a volunteer contributes, by his own choice and outside of his family circle, his time, effort, or skills with no intent to derive any material gain for himself.



Group CEO with children at Al Jalila Cultural Centre for Children

CSR Activities

Touching lives, bringing meaningful change

Our alignment with the 2030 Agenda for Sustainable Development and its pledge to 'leave no one behind', together with the Dubai Government's vision for sustainable and inclusive development, has further energized our mission to take everyone along.

Extending across the community, workplace, marketplace and the environment, the four pillars on which our CSR work rest, we are energising the youth, making constructive improvements in education, reaching out to vulnerable communities and sections of society, and impacting on the way people live and use natural resources

Through sponsorships, long-term partnerships, awareness campaigns and philanthropic giving, we are helping children, the elderly, front-line healthcare workers, single mothers and other groups within society who require our support. Beyond our employees and their families, we have supported the cause of health and safety, be it road safety or LPG cylinder safety.

ENOC Team at Al Jalila Cultural Centre for Children



CSR Activities



Empowering through education

Capacity development of children

Our partnership with Al Jalila Cultural Centre for Children (AJCCC) aims to improve the quality of life of 135 underprivileged children over a period of three years by providing them opportunities to hone their creativity and talent in art, music and crafts. In 2017 these trainings were delivered to orphans of the Family Village. From 2018, we began supporting children from National Charity Schools and children of determination to deepen their sense of belonging to the nation and society. To enrich our partnership with AJCCC and contribute to the capacity development of these children, GSO delivered trainings on Energy and Sustainability focused on the issues of climate change, renewable energy and future energy needs and concerns. We have also partnered with artists and teachers of AJCCC to help them measure the impact on children so that we can optimise our resources for the children.

135

Children cared for under our partnership with AJCCC

Sustainability Spring School

We sponsored the Sustainability Spring School (SSS) of the British University in Dubai (BUiD). International universities and 60+ students engaged in week-long workshops that also included site visits to DEWA Sustainable Building in Al Quoz, Sustainable City, Zayed Desert Learning Centre and the UAE University. The participants were divided into teams for the design competition on ENOC's Future Petrol Station. The competition sought to tap innovative ideas from the youth on ways to further enhance customer experience, reduce our energy consumption and environmental footprint. The teams were evaluated by a judging panel from ENOC and BUiD.

Back to school

Supported by ENOC's partnership with Dubai Cares, the 'Volunteer Emirates – Back to School' Initiative brought together over 300 energetic volunteers at the Dubai Police Club. These included employees from ENOC, Dubai Police and volunteers from various segments of our community, including children, youth and people of determination. All the volunteers worked tirelessly to assemble 10,000 school kits in the span of a few hours, to support orphans and children whose caregivers and families are unable to afford school supplies. This initiative, in 2017 and 2019, has collectively reached out to more than 20,000 students belonging to National Charity schools in Dubai, Sharjah and Ajman.

20,000

Students reached by our partnership with Dubai Cares

Organising a deep dive

ENOC is the main sponsor of the Dubai Aquarium Underwater Zoo (DAUZ) UAE Night Creatures and the Rock Pool Exhibit, which houses indigenous species. The aquarium is a major draw among children, educating 2,245,555 members of the community.



ENOC employees as volunteers in the "Back to school" initiative in partnership with Dubai cares



Empowering people of determination

Strengthening our partnership with Dubai Autism Centre

In our efforts to support the Dubai Plan 2021 of an 'inclusive and cohesive' society, we partnered with the Dubai Autism Centre to support two facilities within the Centre – the Occupational Therapy Wing and Dark Sensory Room. With six fully equipped rooms, with built-in assistive technology devices like tubular vibrators for tactile simulation, adapted switches for independent play, and interactive board screens for visual interactions, the Occupational Therapy Wing has enhanced the learning facilities for children with autism. The Dark Sensory Room combines a range of sensory stimuli to help students develop and engage their senses through various sensory soft play equipment and aromas.

Ten volunteers from ENOC accompanied 18 children from DAC for a visit to the Dubai Aquarium, where they learnt about various marine species. To formalise our partnership with DAC, a special signing ceremony was held on 17th October 2019 in the presence of our Group CEO, His Excellency Saif Humaid Al Falasi, and Mohammed Al Emadi, Director General of DAC.

Gifting a smart centre

Through an 'Adopt a Class' pledge in March 2019, sponsored 12 children at Al Noor Training Centre for Children with Special Needs to provide them access to various trainings and educational courses. Our efforts were concentrated on providing trainings on assistive technology and fully equipping a class with virtual reality technology to enhance the quality of education and the children's sensory abilities/skills. The wi-fi enabled smart centre can now unlock a world of opportunities for these children.



Dragon Oil employees at environmental cleaning campaign



Focus on the environment

Earth Hour 2019

We undertook a month-long campaign for Earth Hour 2019, including an awareness drive and employee engagement events. We commemorated Earth Day by switching off lights from 8.30 pm-9.30 pm at our head offices and operations, which contributed to total savings of 267 MW in Dubai, and reduced CO₂ emission by 114 tons. The campaign culminated in the Earth Hour activity organised by the Dubai Electricity and Water Authority (DEWA) at Bay Square.

114 tons

Saving on CO₂ emission

For a better Earth

We partnered with Al Noor Training Centre for Children with Special Needs to plant Ghaf trees (symbol of tolerance) and more than 375 kinds of vegetables ranging from lettuce, parsley, egg plants and tomato. More than 50 volunteers from ENOC accompanied children of determination from the centre in the planting activity to add more greenery to their surroundings and ultimately reduce CO₂ emissions.

375

Kinds of vegetables planted

What's on my tray?

We collaborated with Emirates Environmental Group (EEG) to conduct a workshop that helped us understand and measure the carbon footprint of the food we consume. It also gave us insights and influenced our food choices for a healthier lifestyle and reduced carbon footprint.

Celebrating World Environment Day 2019

The theme of the World Environment Day 2019 was 'Beat Air Pollution'. An internal announcement was released to mark the international drive with an interactive quiz that challenged employees to know more about ENOC's projects/initiatives to combat air pollution and enhance their knowledge on the subject.

CSR Activities



Community care

Stimulating social entrepreneurship

This year, we partnered with Pearl Initiative, which has been working to improve corporate governance and build a more open, stable and prosperous business environment in the Gulf region. Through this partnership, we aim to stimulate social entrepreneurship and create positive social impact in our different markets and areas of operations. We also commit to promoting and advocating a corporate culture of transparency and accountability, in line with the UN SDGs.

A thought for the elderly

We appreciate senior Emiratis and recognise their contribution to nation-building. This year, 20 employees from ENOC visited 40+ senior Emiratis at the Senior Emiratis' Happiness Centre in Al Mamzar. We provided bathroom handrails and hand grip tools at the Centre and also planted Ghaf trees in the open area of the Centre. A vegetable garden was created alongside to make the Centre self-reliant in food. Through traditional decorations and classic furniture we managed to create a homely environment for the veterans.

Year of Tolerance

We marked 2019, the Year of Tolerance, which encourages the spirit of inclusion and acceptance, by undertaking several activities for our employees and the larger community. We hosted a trip to the iconic Sheikh Zayed Mosque in Abu Dhabi on December 30, 2019. More than 35 employees from various positions within the Group joined the trip to learn about how the mosque's unique architecture serves as a bridge between the past and the present. To commemorate the year, we also organised an Umrah trip to reward our long-serving employees.

Initiatives undertaken for Ramadan in the Year of Tolerance

- A partnership with Al Ihsan Charity to distribute more than 500,000 Iftar meals to drivers prior to Maghrib prayers
- Collaboration with Bait Al Khair for the collection of donations made at ENOC service stations and Tasjeel outlets
- ENOC's Ramadan Truck travelled across several locations, including mosques, labour camps, special needs centres in Dubai, carrying 6,000 Iftar and Suhoor meals; subsequently they carried grocery items from ZOOM, distributed to the less fortunate
- EMGAS partnership with Beit Al Khair Society to distribute free LPG refill vouchers to underprivileged families in Dubai

Health is wealth

We host an Annual Blood Donation campaign in support of the Dubai Blood Bank. Additionally, we have also collaborated with the Dubai Health Authority's Blood Donation Centre (DBDC) for blood donation drive at our offices and some refineries. We organise free health checkups for all our distributors in collaboration with Zulekha hospitals.

Safe use of LPG cylinders

We place tremendous importance on LPG Composite Cylinder safety trainings for our employees, distributors and customers. The trainings include the safe handling and storage of LPG cylinders, adhering to the highest standards of safety required when using LPG at residential or commercial sites. Similar trainings have also been carried out for the Al Khail Gated Community members and civil defence staff.

CSR activities outside UAE

Given that our operations are spread across 60+ countries, our CSR initiatives also involve international communities outside UAE, particularly ENOC's upstream subsidiary, Dragon Oil, and terminal business units. Dragon Oil Turkmenistan has been playing a stellar role in the development of Hazar, Turkmenistan by providing necessary support across three primary aspects – education, healthcare and environment. Dragon Oil has invested approximately AED 183.62 million (USD 50 million) between 2001-2019, through strategic community investments and charitable support to vulnerable community members. Dragon Oil's efforts over the years have been focused on SDGs 3, 4, 5, 6, 7, 8, 10, 12 and 15. In the UAE, Dragon Oil has also extended sponsorship support to the Fazza championship for people of determination.

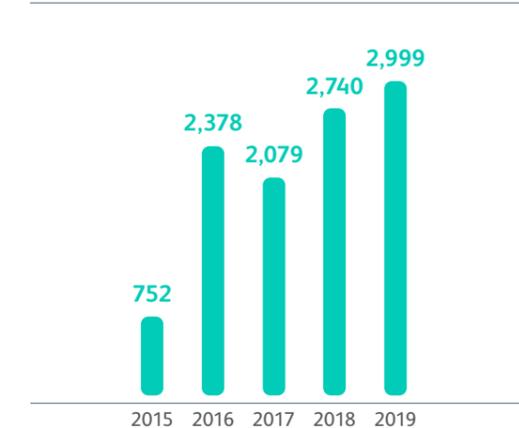
CSR at Dragon Oil

Dragon Oil has always put CSR on the top of its agenda, and this was translated through the setting up of the CSR Committee from Turkmenistan headed by its CEO with the CHRO as Deputy Chairman. Most of our employees live in and around Hazar, close to our operations. Hazar, being a small city, requires the support of large companies like us to bolster socio-economic development. We continuously engage with the local communities, who participate in and benefit from our CSR activities that focus on health and education related interventions such as the construction of a water purification plant, increased access to healthcare and kindergarten school facilities for their children. Our employees and adjoining communities view Dragon Oil as an important partner in their socio-economic development.



Dragon Oil as patron of Kindergarten in Hazar Town

COMMUNITY INVESTMENTS, DRAGON OIL (USD'000)



Dragon Oil has actively contributed in the building of the Hazar Hospital and the renovation of the Hazar polyclinic as well as numerous schools and kindergartens over the years. The company has also empowered a variety of sports federations and national sports teams to compete at home and abroad, as Dragon Oil is an official partner for the fifth Asian Indoor and Martial Arts Games.

Environmental campaigns

Through numerous environment-related campaigns and observances, including tree-plantation drives, International Earth Day and a Carbon Monoxide Awareness Campaign, Dragon Oil along with its employees and contractors, has shown its commitment towards preserving the ecological balance and fighting climate change. The company's officials conduct daily meetings with Hazar's Balkan Water Service to develop the local water supply and sewage system. Efforts to develop Turkmenistan's climate have also been made through talks with Turkmenistan's State Committee for Environmental Protection and Land Resources. In addition, our employees became members of the National Nature Protection Society of Turkmenistan and facilitated tree plantation in our area of operations as well as across the town of Hazar.

Investing in Turkmenistan's development

Dragon Oil has consciously undertaken programmes and activities that support Turkmenistan's national development priorities as laid out in the Golden Century of the Turkmen Nation, the government's economic strategy for 2000–2100, which includes a number of socio-economic programmes aimed at raising living standards.

CSR Activities

Skill development and learning

Dragon Oil has reached out to several hundreds of children annually and provided quality and a safe learning environment through infrastructure development, support to kindergarten schools in Hazar, and support to the Youth Creativity Centre for extra-curricular and skill development activities such as painting, fashion designing, and much more. The Group has also renovated the Music School of Hazar and provided support to the Balkanabat Orphanage.

Dragon Oil invests in the future of Turkmenistan's youth population through sponsorships and scholarships. The Hazar Youth Scholarship Programme began in 2015 as a collaboration between Dragon Oil and the Ministry of Education in Turkmenistan. The scholarship recognises 5-10 top-performing students each year and provides them financial support to study at Tomsk Polytechnic University in Russia.



Participants of Dragon Oil Hazar youth scholarship programme

Dragon Oil sponsored students studying at Tomsk Polytechnic University in Russia



Healthcare for everyone

Upholding the Government of Turkmenistan's development priorities, Dragon Oil supported the construction of the Hazar hospital and polyclinic in 2013, upgrading the diagnosis and treatment facilities. The construction of the multi-story polyclinic with 118 rooms and specialist doctors has allowed for the treatment of up to 100 patients per day. Dragon Oil makes a voluntary contribution for each of its employees into the state health scheme besides providing its own on-site medical facilities for any medical emergency faced by its employees as well as other citizens of Hazar. The company has also partnered with the Emergency Ambulance Centres to assist in emergency situations in Ashgabat and Balkanabat, and supplied medical equipment to hospitals and provided prosthetic devices to socially disadvantaged patients of the Turkmenistan State Traumatology Centre in Ashgabat.



ENOC employees donating blood as part of the blood donation drive initiative

Increasing water security

Dragon Oil has constructed a fully equipped desalination plant to increase water security and meet the potable water needs of the citizens of Hazar. This plant has made it possible to use the water from the Caspian Sea for household use, for use in public areas in the town and to meet the water requirements during natural disasters. There are plans to increase the plant capacity from 1,500 m³ to 6,000 m³. In addition, Dragon Oil plans to fabricate and install two new water storage tanks having a total capacity of 3,000 m³, as well as a new water pumping station to benefit the community.

Promoting sporting excellence

Aware of the importance of sports and athletics to health and wellness, Dragon Oil sponsors various sports federations, tournaments and championships. The sponsorships include support to the basketball team and girls' volleyball team, and to international sporting events such as the Asian Games, All-Turkmenistan DOTL Cup, Martial Arts and Weightlifting World Championship. The annual Dragon Oil Cup Tournament, initiated in 2010, is co-organised by Dragon Oil and the Hazar Urban Sports Committee.

100
Patients treated each day in the polyclinic Dragon Oil helped set up in Hazar



Dragon Oil sponsoring the international Asian games

CSR Activities

TOTAL NUMBER OF AWARENESS CAMPAIGNS



Looking ahead

In the years ahead, Dragon Oil seeks to extend its CSR programme to other regions where it operates, including Iraq and Egypt. In Iraq, Dragon Oil sees significant opportunities to develop the country's substantial hydrocarbon resources as well as to refurbish the sanitary facilities at a few secondary schools for girls in Basra City. In Egypt, where Dragon Oil recently took over the BP's Asset in the Gulf of Suez, it is looking to broaden the CSR programme run by Gulf of Suez Petroleum Company (GUPCO).

Dragon Oil sponsored Youth creativity centre in Hazar Town



Employee Volunteering

Mobilising workforce for social cause

We have not only made financial investments, but have also mobilised our workforce by implementing the official ENOC Volunteer Leave Policy, which enables our employees to participate in volunteering activities. Through our volunteering initiatives, we seek to reach a wide cross-section of beneficiary groups, targeting children, low-income families, people of determination, senior citizens and marginalised communities.

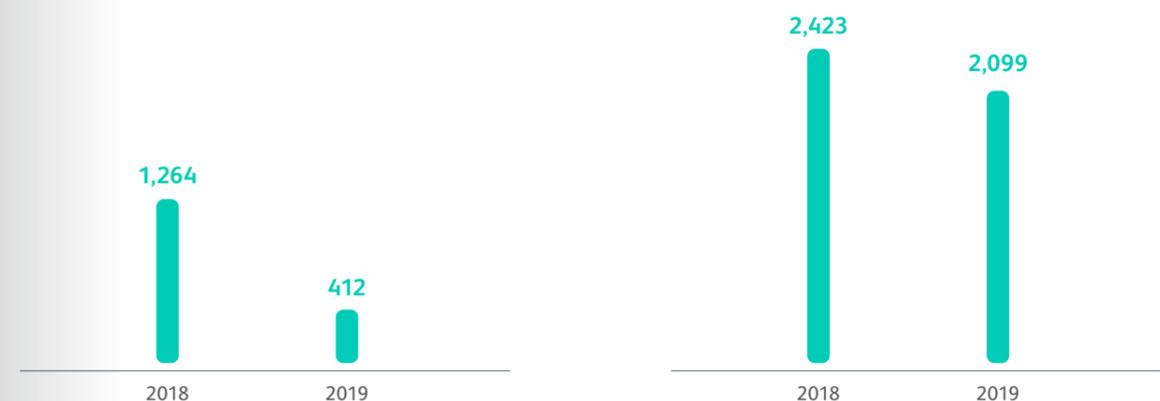
We provide a diverse set of opportunities to our employee volunteers who are able to choose to contribute to a cause with which they most closely associate themselves. Development and implementation of impactful CSR flagship programmes will help us to better engage our employees and enable ENOC to lead by example as a socially responsible entity.

In 2019, we witnessed the participation of 412 employee volunteers contributing 2,099+ community service hours. As part of the gradual shift in our CSR culture, we have taken efforts to fuel employee responsibility and contribute towards the Group becoming a truly socially responsible entity. By complementing our community investments with the active participation of our employees, we have strengthened our commitment to the development of sustainable and inclusive communities.

2,099+

Volunteering hours contributed to community service in 2019 by 412 employees

VOLUNTEERING DATA



● Total number of volunteers engaged

● Total number of volunteering hours

Impact Assessment

Generating high social return on investments

We undertook SROI studies for select ENOC and Dragon Oil community-based initiatives through an interactive and consultative approach involving our programme partners. SROI is a tool to determine the effectiveness of an intervention that calculates the total social and environmental value created.

The study has also led to better planning and allocation of resources towards CSR, with the aim of generating the maximum impact for the greatest number of people in an effective and sustainable manner.

ENOC Energy Scholarship

The Energy Scholarship, launched in 2016, in partnership with the Heriot-Watt University helps deserving UAE nationals within ENOC Group and in the UAE to pursue their Master's degree in Energy Management. The scholarship covers complete tuition fees for the selected candidates. ENOC also offers employment to candidates who have completed the programme with distinction. The scholarship gives UAE nationals a unique opportunity to gain an international degree while they acquire advanced skills applicable in the energy sector. In 2019, as the scholarship moved into its third cycle, ENOC carried out the SROI analysis to assess the value created for the candidates in terms of knowledge enhancement, skills developed and improved career prospects. The study revealed a social return of AED 8.12 (USD 2.21) for every Dirham invested. Further, the study also indicated a fair distribution of the social benefits between the selected candidates and the UAE government. Stakeholder interactions

suggested that the initiative should be expanded further to support the national vision of creating a sustainable society.

AED 8.12

For every Dirham invested in the ENOC Energy Scholarship



Partnership with Dubai Autism Centre

In 2019, ENOC formalised its partnership with the Dubai Autism Centre to ensure that the children had the necessities to thrive as equal and important members of society. Founded in 2001, DAC is the largest and most comprehensive non-profit organisation in the UAE, serving children with autism spectrum disorders. ENOC has helped them set up specialised learning centres (Read more). The SROI study showed that the partnership had generated a social return of AED 1.39 (USD 38 cents) for every Dirham invested, and has been successful in adding value to the learning and development of the children at the Centre.

AED 1.39

For every Dirham invested through ENOC's partnership with Dubai Autism Centre



Studying the Hazar Youth Scholarship Programme

A major corporate leader in the region, Dragon Oil supports youth education through its Youth Scholarship Programme in the city of Hazar. The SROI study indicated the programme has generated a return ratio of 2.93. It was found that the returns in value extended beyond the recipient of the scholarship to their families, their workplace and ultimately the Government of Turkmenistan.

2.93

Return ratio generated by Dragon Oil's Hazar Youth Scholarship Programme



Adopt a Class Programme

The Al-Noor Training Centre for Children with Special Needs is one of the oldest non-profit organisations for people of determination in Dubai. The Centre offers a holistic development programme for children with special needs through a multi-disciplinary approach. In 2019, ENOC sponsored the Centre's 'Adopt a Class' programme (Read more). The SROI study conducted indicated a return of 1.63, pointing to the success of the partnership which will provide an advanced infrastructure for training and development to the children.

1.63

Social return generated by ENOC's association with Al-Noor Training Centre



Helping the children of Hazar

Dragon Oil's CSR interventions include refurbishment and modernisation of local schools and kindergartens in Hazar (Read more). The SROI study on the initiative indicated that each unit of currency invested by Dragon Oil has the potential to generate 3.91 worth of socio-economic value for stakeholders. Given that the beneficiaries are children, the actual social return generated is expected to considerably increase in the future when as adults they begin contributing to the local economy.

3.91

Socio-economic value generated by Dragon Oil building local schools in Hazar



Looking Forward

Sustainability Index targets for 2020

We have ambitious targets for the future, which we will achieve through continued efficiency improvement initiatives and measuring and monitoring our KPIs.

By 2030, the Group aims to reduce its energy consumption by 11% (or 1.1% year-on-year), increase the amount of water it recycles to 30%, divert 100% of its waste and reduce the flaring from its plant operations by 50%.

To have a wider social impact, we are introducing specific CSR KPIs to encourage our employees for taking up volunteering activities. We aim to promote more diversity within the organisation. Discussions for having people of determination on board were initiated.

We are proud to be part of this sustainability journey into 2020 and beyond.

Sl. No	Description of KPI	Measurement unit	Weightage	Logic	Target	Index Score
Environmental KPIs			50%			5
1	Thermal energy consumption per unit reduction	GJ/ton or GJ/m ²	5%	H ▲	1.1%	1
2	Electrical energy consumption per unit reduction	kWh/ton or kWh/m ²	5%	H ▲	1.1%	1
3	Energy demand reduction from baseline (2013)	% (GJ/GJ)	5%	H ▲	3.5%	1
4	Renewable energy generation against consumption	% (kWh/kWh _{total})	5%	H ▲	0.1%	1
5	GHG emission per unit reduction	tCO _{2e} /ton or tCO _{2e} /m ²	5%	H ▲	1.1%	1
6	Air emissions (SO _x , NO _x , PM, CO) above legal limit	% number of source above limit	5%	L ▼	0	1
7	Recycled water usage compared with total water consumption	% Water reuse	5%	H ▲	7.5%*	1
8	Waste reduced/recycled compared with baseline	% Waste recycle	5%	H ▲	30%*	1
9	Flare gas reduction compared with the baseline	% Flare reduction	5%	H ▲	5%	1
10	Amount of green procurement vs. total procurement	% Green procurement (AED/Total AED)	5%	H ▲	80%	1
Social KPIs			40%			4
11	Employees who are UAE nationals	% Emiratisation	-	H ▲		
12	Number of employees who left the Group	% Turnover	8%	L ▼	10%	0.8
13	Training hours per employee	Hours per employee	8%	H ▲	8	0.8
14	Score from the Customer Satisfaction survey	Score	-	H ▲		
15	Ratio of women to men	% Women ratio	8%	H ▲	20%#	0.8
16	Completion of Ethics training (COBC refresher)	% Completion	8%	H ▲	100%	0.8
17	LTI incident rate (people safety)	Rate	-	L ▼		
18	Process safety incidents (process safety)	Rate	-	L ▼		
19	Volunteering hours per employee	Hours per employee	8%	H ▲	1**	0.8
20	Inclusion (people of determination)	% Employees	-	H ▲		
Economic KPIs			10%			1
21	Community investment	% investment against economic value retained	10%	H ▲	0.2%	1

Annexures

GRI Content Index

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

GRI STANDARD	DISCLOSURE	DESCRIPTION	PAGE NUMBER /REFERENCE LINK
GRI 102: GENERAL DISCLOSURES 2016			
ORGANISATIONAL PROFILE	102-1	Name of the organisation	5
	102-2	Activities, brands, products, and services	16-23
	102-3	Location of headquarters	Back cover
	102-4	Location of operations	24-25
	102-5	Ownership and legal form	8
	102-6	Markets served	24-25
	102-7	Scale of the organisation	18-23
	102-8	Information on employees and other workers	119
	102-9	Supply chain	78-79
	102-10	Significant changes to the organisation and its supply chain	8
	102-11	Precautionary Principle or approach	82
	102-12	External initiatives	76-77
	102-13	Membership of associations	60-65
STRATEGY	102-14	Statement from senior decision-maker	10-11
	102-15	Key impacts, risks, and opportunities	32-38
ETHICS AND INTEGRITY	102-16	Values, principles, standards, and norms of behavior	14-15
	102-17	Mechanisms for advice and concerns about ethics	68-71
GOVERNANCE	102-18	Governance structure	Inside cover – 1
	102-19	Delegating authority	45
	102-20	Executive-level responsibility for economic, environmental, and social topics	45
	102-21	Consulting stakeholders on economic, environmental, and social topics	46-51, 52-55x
	102-22	Composition of the highest governance body and its committees	45
	102-23	Chair of the highest governance body	45
	102-24	Nominating and selecting the highest governance body	45
	102-25	Conflicts of interest	70, 78
	102-26	Role of highest governance body in setting purpose, values, and strategy	45
	102-27	Collective knowledge of highest governance body	45
	102-28	Evaluating the highest governance body's performance	45
102-29	Identifying and managing economic, environmental, and social impacts	52-57	
102-30	Effectiveness of risk management processes	32-33	

GRI STANDARD	DISCLOSURE	DESCRIPTION	PAGE NUMBER /REFERENCE LINK
GOVERNANCE	102-31	Review of economic, environmental, and social topics	72, 73, 83, 109, 119, 137, 148
	102-32	Highest governance body's role in sustainability reporting	45
	102-33	Communicating critical concerns	71
	102-34	Nature and total number of critical concerns	71
	102-35	Remuneration policies	Remuneration policies are defined in the ENOC Group Human Resources Policy Manual released in Sep 2018.
	102-36	Process for determining remuneration	Process for determining remuneration is defined in the ENOC Group Human Resources Policy Manual released in Sep 2018.
	102-37	Stakeholders' involvement in remuneration	ENOC conducts regular 3rd party guided job evaluation benchmarks to determine and revise remuneration levels within ENOC. The ENOC Group policies for remuneration and additional benefits apply for all of our companies and regardless of employees gender, religion, origin, age, disability or country-specific characteristics. We follow the guiding principle that the total remuneration package must be above the average for the respective labour market. We conduct annual compensation studies worldwide to determine our current market positioning so that we can continue to align overall compensation with the market. This ensures that every employee receives compensation commensurate with the relevant labour market. The ratio of the annual compensation of the highest-paid employee to the median level of all employees is also in keeping with the market thanks to our globally applied approach; it can however vary greatly depending on the market spread between countries. For this reason, no definitive statement can be made. The percentage increase in annual compensation is decided based on various factors such as the inflation rate and in principle follows the market trend.
	102-38	Annual total compensation ratio	
	102-39	Percentage increase in annual total compensation ratio	Indicator omission. Information not captured.
STAKEHOLDER ENGAGEMENT	102-40	List of stakeholder groups	47
	102-41	Collective bargaining agreements	The UAE Federal laws do not allow the formation of trade unions.
	102-42	Identifying and selecting stakeholders	46-47
	102-43	Approach to stakeholder engagement	46-47
	102-44	Key topics and concerns raised	48-51

GRI STANDARD	DISCLOSURE	DESCRIPTION	PAGE NUMBER /REFERENCE LINK
REPORTING PRACTICE	102-45	Entities included in the consolidated financial statements	ENOC 2019 Annual Review
	102-46	Defining report content and topic Boundaries	8
	102-47	List of material topics	
	102-48	Restatements of information	None
	102-49	Changes in reporting	None
	102-50	Reporting period	8
	102-51	Date of most recent report	8
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	Email: group.sustainability@enoc.com Telephone: 800-ENOC (3662) (local) +9714 3374400 (international)
	102-54	Claims of reporting in accordance with the GRI Standards	8
	102-55	GRI content index	163-166
	102-56	External assurance	None. ENOC aspires to get its next year's report assured by independent assurers.

GRI 200: ECONOMIC

GRI 201: ECONOMIC 2016	103-1	Explanation of the material topic and its Boundary	72-73
	103-2	The management approach and its components	72-73
	103-3	Evaluation of the management approach	72-73
	201-1	Direct economic value generated and distributed	58-59
	201-2	Financial implications and other risks and opportunities due to climate change	26, 28
	201-3	Defined benefit plan obligations and other retirement plans	122
	201-4	Financial assistance received from government	None
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	103-1	Explanation of the material topic and its Boundary	60-65
	103-2	The management approach and its components	60-65
	103-3	Evaluation of the management approach	60-65
	203-1	Infrastructure investments and services supported	60-65
GRI 204: PROCUREMENT PRACTICES 2016	103-1	Explanation of the material topic and its Boundary	78-79
	103-2	The management approach and its components	78-79
	103-3	Evaluation of the management approach	78-79
	204-1	Proportion of spending on local suppliers	78-79
GRI 205: ANTI-CORRUPTION 2016	103-1	Explanation of the material topic and its Boundary	70-71
	103-2	The management approach and its components	70-71
	103-3	Evaluation of the management approach	70-71
	205-1	Operations assessed for risks related to corruption	70-71
	205-2	Communication and training about anti-corruption policies and procedures	70-71
	205-3	Confirmed incidents of corruption and actions taken	Indicator omission. Confidential information.

GRI STANDARD	DISCLOSURE	DESCRIPTION	PAGE NUMBER /REFERENCE LINK
GRI 300: ENVIRONMENT			
GRI 302: ENERGY 2016	103-1	Explanation of the material topic and its Boundary	88-89
	103-2	The management approach and its components	88-89
	103-3	Evaluation of the management approach	88-89
	302-1	Energy consumption within the organisation	90
	302-2	Energy consumption outside of the organisation	90
	302-3	Energy intensity	90
	302-4	Reduction of energy consumption	91
GRI 303: WATER AND EFFLUENTS 2018	103-1	Explanation of the material topic and its Boundary	100-101
	103-2	The management approach and its components	100-101
	103-3	Evaluation of the management approach	100-101
	303-1	Interactions with water as a shared resource	100-101
	303-2	Management of water discharge-related impacts	101
	303-3	Water withdrawal	101
	303-4	Water discharge	102
GRI 305: EMISSIONS 2016	103-1	Explanation of the material topic and its Boundary	84, 96
	103-2	The management approach and its components	84, 96
	103-3	Evaluation of the management approach	84, 96
	305-1	Direct (Scope 1) GHG emissions	85
	305-2	Energy indirect (Scope 2) GHG emissions	85
	305-3	Other indirect (Scope 3) GHG emissions	Accurate calculation of Scope 3 emissions and its methodology is under review and ENOC will take efforts to publish the Scope 3 emissions in coming years.
	305-4	GHG emissions intensity	85
	305-5	Reduction of GHG emissions	84
	305-6	Emissions of ozone-depleting substances (ODS)	97
	305-7	Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	97
GRI 306: EFFLUENTS AND WASTE 2016	103-1	Explanation of the material topic and its Boundary	104-107
	103-2	The management approach and its components	104-107
	103-3	Evaluation of the management approach	104-107
	306-1	Waste generation and significant waste-related impacts	105-106
	306-2	Waste by type and disposal method	105-106
	306-3	Significant spills	107
	306-4	Transport of hazardous waste	107
GRI 400: SOCIAL			
GRI 401: EMPLOYMENT 2016	103-1	Explanation of the material topic and its Boundary	119-121
	103-2	The management approach and its components	119-121
	103-3	Evaluation of the management approach	119-121
	401-1	New employee hires and employee turnover	120, 134
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	134-135
	401-3	Parental leave	134

GRI STANDARD	DISCLOSURE	DESCRIPTION	PAGE NUMBER /REFERENCE LINK
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	103-1	Explanation of the material topic and its Boundary	109-110
	103-2	The management approach and its components	109-110
	103-3	Evaluation of the management approach	109-110
	403-1	Occupational health and safety management system	110
	403-2	Hazard identification, risk assessment, and incident investigation	110-111
	403-3	Occupational health services	117
	403-4	Worker participation, consultation, and communication on occupational health and safety	Workers and contractors are part of regular HSE Committee at the sites and other initiatives like Toolbox Talks used daily to promote department safety culture as well as to facilitate health and safety discussions on job sites.
	403-5	Worker training on occupational health and safety	112, 117
	403-6	Promotion of worker health	117
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not applicable
GRI 404: TRAINING AND EDUCATION 2016	403-8	Workers covered by an occupational health and safety management system	100% of ENOC employees are covered.
	403-9	Work-related injuries	111-112
	403-10	Work-related ill health	Indicator omission. Data not captured.
	103-1	Explanation of the material topic and its Boundary	131-133
	103-2	The management approach and its components	131-133
	103-3	Evaluation of the management approach	131-133
	404-1	Average hours of training per year per employee	131-133
	404-2	Programs for upgrading employee skills and transition assistance programs	131-133
	404-3	Percentage of employees receiving regular performance and career development reviews	100% of ENOC employees are receive regular performance and career development reviews.
	GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	103-1	Explanation of the material topic and its Boundary
103-2		The management approach and its components	122
103-3		Evaluation of the management approach	122
405-1		Diversity of governance bodies and employees	123, 124
405-2		Ratio of basic salary and remuneration of women to men	Based on our 'Pay for job' framework, we see no systematic difference between the compensation received by male and female employees. ENOC follows a strong policy where salaries are awarded based on the job and skillset rather than the gender.
GRI 413: LOCAL COMMUNITIES 2016	103-1	Explanation of the material topic and its Boundary	136-139
	103-2	The management approach and its components	140-143
	103-3	Evaluation of the management approach	160-161
	413-1	Operations with local community engagement, impact assessments, and development programmes	144-159
	413-2	Operations with significant actual and potential negative impacts on local communities	None reported in 2019

Annexures

List of Acronyms

AED United Arab Emirates Dirham
AJCCC Al Jalila Cultural Centre for Children
AFM Aviation Fuel Marketing
API American Petroleum Institute
BCM Business Continuity Management
BCP Business Continuity Plans
BE&C Business Ethics & Compliance
BIA Business Impact Analysis
BP British Petroleum
BPSD Barrels per stream day
BU Business Unit
CAP Carbon Ambassador Programme
CDA Community Development Authority
CECO Chief Ethics & Compliance Officer
CEG Cutting Edge Gas
CEO Chief Executive Officer
CFO Chief Financial Officer
CIS Commonwealth Independent States
CNG Compressed Natural Gas
CO Carbon Monoxide
CO₂ Carbon Dioxide
COBC Code of Business Conduct
COGS Cost of Goods Sold
COSO Committee of Sponsoring Organisations of the Treadway Commission
CSI Customer Satisfaction Index
CSR Corporate Social Responsibility
DDoS Distributed Denial-Of-Service
DCCI Dubai Chamber of Commerce & Industry
DCD Dubai Civil Defence
DEWA Dubai Electricity and Water Authority

DESC Dubai Electronic Security Center
DFE Dubai Future Foundation
DGs Diesel Generators
DHA Dubai Health Authority
DIA Dubai International Airport
DIES Dubai Integrated Energy Strategy
DLPP ENOC Dubai Lubricants Processing Plant, Jebel Ali
DOC Diesel Oxidation Catalyst
DSCE Dubai Supreme Council of Energy
DSM Demand Side Management
DUGAS ENOC Dubai Natural Gas Company Limited
DWC Dubai World Central
EA EPPCO Aviation
EBI ENOC Bunkering International
ECIP ENOC Commercial and Industrial Products
EEG Emirate Environment Group
EGAP Emirates Gas Aerosol Propellant
HSE Environment, Health and Safety
HSEQ Environment, Health, Safety & Quality
EIPM ENOC Industrial Products Marketing
ELOMP ENOC Lubricant and Grease Manufacturing Plant
EMGAS Emirates Gas LLC
ENOC Emirates National Oil Company
E&P Exploration and Production
EPCL ENOC Processing Company LLC.
EPPCO Emirates Petroleum Products Company
EPRS Emergency Preparedness and Response Section

E&RM Energy and Resource Management
ERM Enterprise Risk Management
ESMA Emirates Standardisation and Metrology Authority
ESTC ENOC Supply and Trading LLC
EWSA ENOC Wellness and Social Affairs
ExCom Executive Management Committee
E&Y Ernst & Young
F&B Food & Beverage
GCC The Cooperation Council for the Arab States of the Gulf
GCEO Group Chief Executive Officer
GHSE Group Environment Health and Safety
GHG Green House Gases
GJ Giga Joules
GPP Green Public Procurement
GPPEWE Green Public Procurement for Energy and Water Efficiency
GQ Group Quality
GRI Global Reporting Initiative
GSO Group Sustainability Office
GT&C General Terms and Conditions
HCT Higher Colleges of Technology
HDTL ENOC Horizon Djibouti Terminals Limited
HSE Health, Safety and Environment
HTTSA Horizon Tangier Terminals SA
HTL ENOC Horizon Terminals Limited
HVAC Heating Ventilation and Air Conditioning
IA Internal Audit
IMO International Maritime Organisation
IMS Integrated Management System

IOGP International Association of Oil & Gas Producers
IPIECA International Petroleum Industry Environmental Conservation Association
ISO International Organisation for Standardisation
ISR Information Security Regulation
IT Information Technology
JAFZA Jebel Ali Free Zone
JIFF Joint Industry Fuel Farm
JVs Joint Ventures
KOC Kuwait Oil Company
KPI Key Performance Indicator
KSA Kingdom of Saudi Arabia
kWh Kilowatt hour
LED Light Emitting Diode
LEED Leadership in Energy and Environmental Design
LPG Liquid Petroleum Gas
LTJ Lost Time Injury
LTIFR Lost Time Injury Frequency Rate
MARPOL Maritime Pollution
MDM Mobile Device Management
MENA Middle East and Northern Africa
MoE Ministry of Energy
MOGAS Motor Gas
MTBE Methyl-Tertiary Butyl Ether
MW Mega Watt
NBD New Business Development
NDP National Development Programme
NGO Non-governmental Organisation
NOx Nitrogen Oxides
NPS Net Promoter Score
OCIMF Oil Companies International Marine Forum

OHS Occupational Health & Safety
OPRC Oil Production, Response and Cooperation
OSHAS Occupational Health and Safety Assessment Series
OSRL Oil Spill Responses Services Ltd
OT Operational Technology
P&L Profit & Loss
PM Particulate Matter
PV Photovoltaic
PwC PricewaterhouseCoopers
QBE Quality and Business Excellence
RFID Radio Frequency Identification
RM Risk Management
RoI Return on Investment
SCOC Supplier Code of Conduct
SDG Sustainable Development Goals
SDMS Sustainability Data Management System
SEP Superior Energy Performance
SI Sustainability Index
SME Subject Matter Expert Small and Medium Enterprises
SOC Security Operations Center
SOx Sulphur Oxides
STP/ST&P Supply, Trading and Processing
tCO_{2e} ton carbon dioxide equivalent
TTP Technical Training Programme
UAE United Arab Emirates
ULSD Ultra Low Sulphur Diesel
USD United States Dollar
VOC Volatile Organic Compounds

Carbon Neutral Report

2019 Sustainability Performance Report

The development of the Sustainability Performance Report 2019 is completely carbon neutral. All significant emissions related to raw materials, supply-chain and report production have been offset meticulously by ENOC. This was done through purchase and retiring of equivalent Certified Emissions Reductions.

ENOC believes that offsetting carbon emissions will play a part in advancing green technologies, supporting clean-job growth and driving the economy towards low-carbon development.



United Nations
Framework Convention on
Climate Change





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This report is a carbon neutral report. All significant emissions related to its development have been offset through purchase of CERs from the UNFCCC.



ENOC's Sustainability Performance Report is produced from sustainable paper products. The wood and paper products used for producing this report come from renewable materials and/or well-managed forests.