



دانة غاز
DANAGAS

2020 SUSTAINABILITY REPORT

*Continuing our
sustainability journey
with resilience*

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Message from the CEO

At Dana Gas, we continue to incorporate and prioritise sustainability into the way we conduct our business. Despite a challenging year of adapting to the worldwide COVID-19 pandemic, we recommitted ourselves to achieving the highest standards of health, safety, security, environment, and social performance for our employees, contractors, local communities and environments in which we work.

Our fifth Sustainability Report continues to adhere to the reporting and disclosure practices promoted by the Oil & Gas Industry. We have maintained our previous report structure showing how we are endeavouring to perform responsibly, how we are safeguarding our workforce and assets, and our contributions towards in-country value in the areas that we operate.

The health, safety, security and well-being of all our employees and contractors is of upmost priority, and we are proud to report zero recordable injuries and major road accidents for 2020. Our commendable COVID-19 response and contingency plans were also highly effective in monitoring and

containing the spread of the virus. Our operational activities faced considerable disruption, but we were able to maintain production operations throughout. Thankfully, all positive cases of COVID-19 among the workforce made a full recovery.

Two noteworthy areas from our environmental conduct this year regard our environmental protection and climate change mitigation activities. Continuing a trend of six consecutive years, there were no significant spills across any of our operations again in 2020. As climate change impacts have become a growing concern amongst our stakeholders and throughout the world, we have been enhancing our capacity to monitor and reduce our Greenhouse gas emissions. We are currently developing plans, objectives, and key performance indicators to further add to our current Greenhouse gas reduction activities, which include committing to routine Zero Flaring objectives, methane leak detection and repair, improving our operating practices and the physical integrity of our assets. In addition, we are currently evaluating the scope for making various assets carbon neutral through a programme of voluntary carbon offsets.

The annual contributions we make towards in-country value in our areas of operation are significant. The total direct economic value we created in 2020 was USD 349 Million. The types of local community issues we strive to resolve and abate can be broadly grouped into four themes: Education, Health, Energy and Infrastructure, and Employment and Income Generation. In 2020, some 60% of our social investment was directed towards supporting local health authorities in their responses to the COVID-19 pandemic. This marked a shift from the previous year where those were directed towards energy and infrastructure issues.

This Dana Gas 2020 Sustainability Report provides an in-depth analysis and discussion of Dana Gas' sustainability journey so far. It is a testament to the progress and commitments we have made. We continually strive to improve our reporting and disclosure practices and we hope to further improve these reports for our readers in the near future. To help us, we invite you to engage with us to improve our economic, social and environmental performance for the years to come.

Patrick Allman-Ward
CEO

About

This is Dana Gas PJSC's fifth Sustainability Report, detailing our environmental and socio-economic performance for the 2020 calendar year.

This report has been prepared in accordance with the GRI Standards: Core option. It focuses on the material sustainability issues to Dana Gas and its stakeholders. The GRI content index is provided in Appendix C.

The report also takes into account international and national standards, including the International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines, World Economic Forum (WEF) requirements, United Nations Sustainable Development Goals (UN SDGs), Environmental, Social and Governance (ESG) disclosure requirements of London Stock Exchange (LSE), the Abu Dhabi Securities Exchange (ADX) as well as the United Arab Emirates (UAE) Vision 2021.

Inquiries, feedback or suggestions are welcome at: mail@danagas.com



Dana Gas is engaged in the exploration, production, processing, and transport of natural gas. Founded in December 2005, we are the first and largest private sector natural gas company in the Middle East, publicly listed on the Abu Dhabi Securities Exchange (ADX). Our head office is in the Emirate of Sharjah, United Arab Emirates (UAE), and our regional presence includes operations in Egypt and the Kurdistan Region of Iraq (KRI).

Vision, Strategy and Values

Vision	<ul style="list-style-type: none"> To be the leading private sector natural gas company in the Middle East, North Africa and South Asia region (MENASA), generating value for our stakeholders.
Strategy	<ul style="list-style-type: none"> Focus on sustainable growth in the MENASA region across the natural gas value chain. Leverage strategic relationships to maintain a competitive advantage. Continuously enhance our technical and commercial skills to develop and operate assets safely and efficiently.
Values	<ul style="list-style-type: none"> We set and apply the highest standards of conduct and accountability. We respect and value everyone and embrace diversity. We devise and implement innovative ways to improve our business and fulfil our commitments. We aim to provide a safe, healthy, and environmentally friendly workplace for our employees and business partners and to minimise any adverse effects of our operations on communities and the environment.

Organizational Profile

Employees



124

direct employees from **18 nationalities** and **915 employees** through our joint ventures.

Production



63.2 Thousand Barrels

Oil Equivalent per day (kboe/d)

Gross Revenue



\$349M

Total proved plus probable (2P) reserves



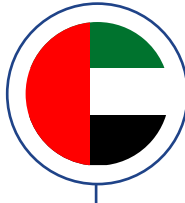












1,147 Million Barrels

of Oil Equivalent (mmbae)

Our Operations and Market Presence

Dana Gas has exploration and production assets in Egypt, KRI and the UAE and we continue to monitor opportunities to expand into new geographies in the MENASA region. In 2020, we had an average equity share production of 63,200 barrels of oil equivalent per day (boepd), a 5 percent decrease compared to the preceding year. Our operations and market presence are summarised below. For more details on our geographical operations, activities, subsidiaries, joint operations, and ventures, please refer to our Annual Report & Accounts for 2020.¹

			
	NILE DELTA (EGYPT) AND EASTERN MEDITERRANEAN	KURDISTAN REGION OF IRAQ (KRI)	SHARJAH (UAE)
Nature of Activities	 Gas processing & marketing  Well development  Hydrocarbon exploration	 Well development  Production  Hydrocarbon exploration	 Well abandonment  Midstream
Production Assets	100% Operator of 14 development leases onshore 100% Operator of one exploration concession area (North El Arish)	 35% The Kurdistan Gas Project: Ownership in Pearl Petroleum Company Ltd., which has the right to appraise and develop Khor Mor and Chemchemal Fields	 100% Operator of Sajaa Gas Private Limited Company (SajGas)

¹Annual report and account information can be found under the Investors section of the Dana Gas website: <https://www.danagas.com/investors/reports/>



Governance

Our corporate governance structure² has been designed to guarantee and protect the interests of all stakeholders. The Dana Gas Board of Directors ("Board") and three permanent Board Committees are responsible for setting and overseeing strategies, business priorities, policies, and managerial performance. The Board comprises 11 members, elected every three years by the General Assembly (last election concluded in 2018), and the Board Chairman cannot hold the position of company manager, Managing Director, or any other executive position in the Company. The three permanent Board Committees are the Board Steering Committee (BSC), the Audit & Compliance Committee (A&CC), and the Corporate Governance, Remuneration & Nominations Committee (CGR&NC).

During 2020, the Board comprised no executives from Dana Gas and no female directors.

Board Member	Independent	Committees Served		
		BSC	A&CC	CGR&NC
Hamid Jafar				
Rashed Saif S. Al Jarwan Al Shamsi	●	Chairman		
Varoujan A. Nerguizian	●	●	Chairman	
Said S. Youssef Arrata		●		●
Abdullah Ali I. Almajdouie	●		●	
Majid Jafar		●	●	
Ziad Abdulla Ibrahim Galadari	●			●
Hani Abdulaziz Hussain Al Terkait	●	●		Chairman
Shaheen Mohamed Abdulaziz Rubayea Almheiri	●			●
Jassim Mohamedrafi Alseddiqi Alansaari	●		●	
Nureddin S. M. Sehweil	●		●	●

Our Executive and Senior Management teams are accountable to the Board for their relevant responsibilities and business areas. These responsibilities include reporting on our health, safety, security and environmental (HSSE) performance, compliance with applicable regulations and standards within our countries of operation, and the status of the risks identified through our Enterprise Risk Management framework. Executive remuneration is also linked to HSSE and Sustainability metrics on the corporate scorecard.

²For more details on our corporate governance structure for the Board of Directors and Board Committees, please refer to our comprehensive 2020 Corporate Governance Report and Annual Report available at our website.



Sustainability at Dana Gas

2020 Highlights

Performing Responsibly

Zero
significant spills over
the past six years.

Zero
complaints,
issues, fines, or
penalties related to
environmental non-
compliance.

42 million
tonnes of CO₂e
emissions avoided in
the KRI since 2008³.

**Certified Safety
and Environmental
Management**
Systems in place.

21 million
tonnes of CO₂e
emissions avoided in
Egypt since 2007.

**7.4 kgCO₂e
/ BOE**
produced. Top quartile
carbon intensity.

Contributing to In-Country Value

64%
of procurement placed
with local suppliers.

\$2.2 million
invested in community
initiatives in 2020.

19.5%
of overall full-time
workforce are female.

Safeguarding Our Workforce and Assets

**Robust
COVID-19
management**
plans and procedures
implemented in all
countries.

ZERO
cases of reported
human rights
complaints.

ZERO
recordable injury cases.

**4.6
million km**
driven with zero major
road accidents.

³Total from Pearl Petroleum Company, jointly operated by Crescent Petroleum and Dana Gas.

Our Stakeholders

As previously highlighted, our corporate governance structure has been designed to guarantee and protect the interests of all stakeholders. Thus, we place a great importance on listening to and responding to our stakeholders' interests. We employ a range of engagement approaches to continue building and strengthening our relationships with those affected by, or interested in, our operations and projects.

Each of our countries of operation have specific Stakeholder Engagement Plans (SEP), which are regularly reviewed and updated. We also develop project specific SEPs for major new project developments to help us identify stakeholder concerns, understand risks, identify mitigation actions, and foster effective communication during project execution. Please refer to Appendix A our Stakeholder Mapping details.



Objectives of our Stakeholder Engagement Plan

1 Identify

all those affected by or interested in the project to ensure their inclusion in the engagement process.

2 Understand

the views of key stakeholders, and ensure that stakeholders understand the potentially positive and negative impacts of our activities.

3 Inform

the public and our partners about our activities, being timely, transparent, honest and open.

4 Relationship & Trust

through open dialogue and engagement with stakeholders, based on timely and open communication and transparency.

5 Engaging With Stakeholders

including vulnerable and marginalised groups by having an inclusive approach to consultation, participation, and regular feedback.

6 Managing Expectations & Concerns

by providing a method for stakeholders to engage with us about their concerns and expectations in a format that is acceptable to local tradition and customs.

7 Compliance

with local and national government regulations and international best practices as defined by recognised standards and associations.



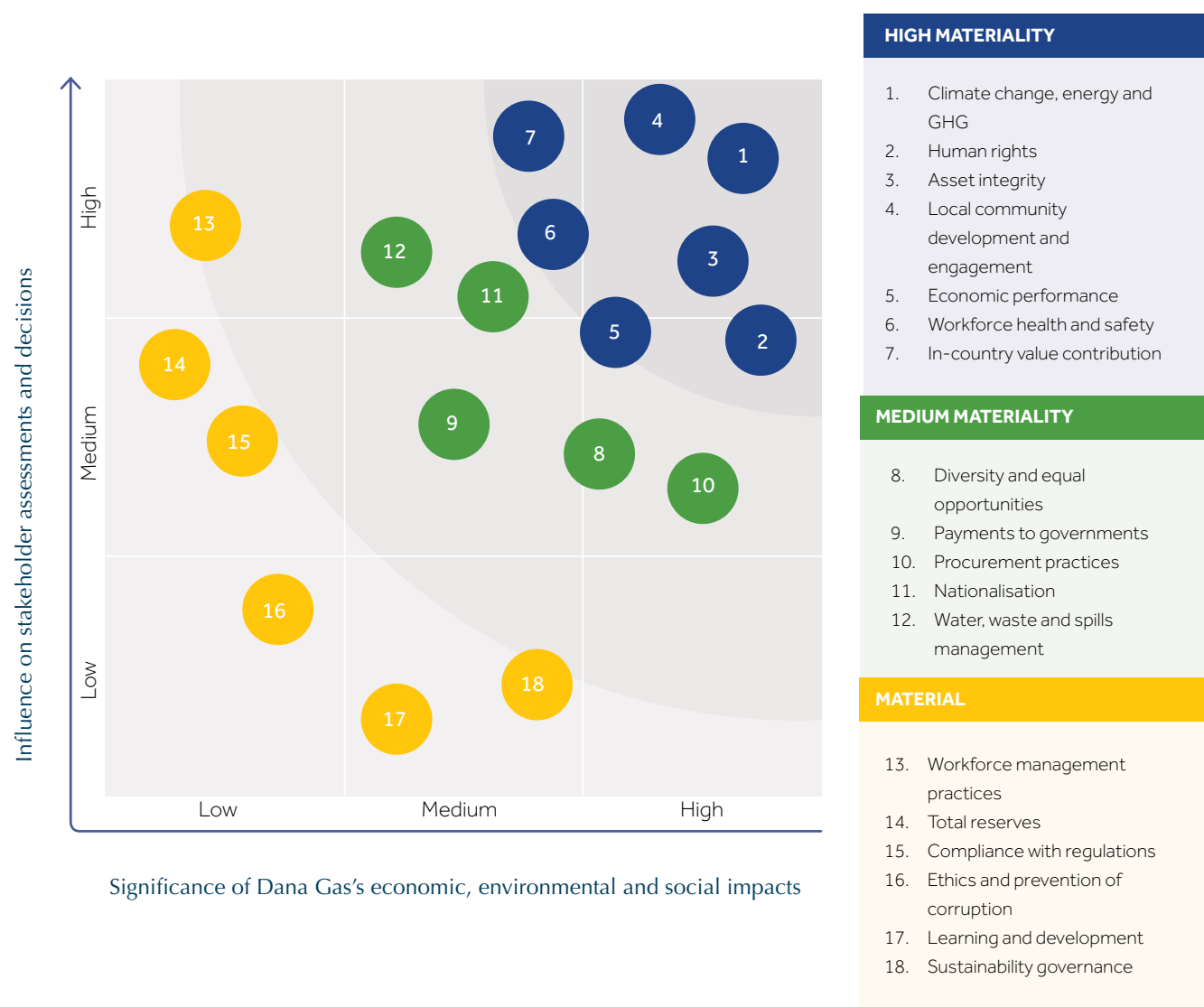
Our Materiality Assessment

Our ESG materiality assessment, previously conducted in 2019, includes a review of best practices adopted by peer Oil & Gas (O&G) companies, IPIECA, the GRI Standards and the Environmental, Social, and Governance (ESG) reporting guidelines for the Abu Dhabi Securities Exchange (ADX), and London Stock Exchange (LSE) listed companies. We periodically review and subsequently revise this assessment as needed. Since the outcomes of our last assessment remained unchanged for 2020, the assessment was not revised.

We have highlighted 18 material topics, prioritising the most

significant economic, social, and environmental impacts relevant to Dana Gas's business objectives and which represent the primary interests of our stakeholders.

The outcomes of our corporate ESG materiality assessment are displayed in the matrix below. The 18 topics are ranked as 'high materiality, medium materiality, and material'. Presentation of an issue as 'material' does not mean it is not important to Dana Gas or that it is not being managed, but only that it is not of sufficient significance to be addressed in detail in this report.



Our Sustainability Roadmap, Standards and ESG Framework

Sustainability Roadmap

We view our sustainability roadmap as a journey towards creating shared prosperity for our stakeholders through our vision of robust sustainability governance, social responsibility, and operational excellence.

Sustainability governance

- Develop a sustainability governance structure
- Develop corporate sustainability metrics
- Expand the current risk management system to include ESG risks

Social responsibility

- Develop a stakeholder engagement and community strategy
- Develop local people development programmes
- Roll out community training programmes

Operational excellence

- Manage the asset integrity programme
- Develop a GHG emissions management system
- Develop a responsible supply chain management system



Alignment with International and National Standards

In line with our Sustainability Roadmap, our efforts include reporting on and disclosing our environmental, social, and socioeconomic performance with accredited ESG reporting standards. The reporting standards include IPIECA, GRI Standards, Sustainable Development Goals (SDGs), World Economic Forum (WEF) metrics, UAE Vision, and ESG reporting guidelines for ADX and LSE listed companies. This practice enables us to holistically view our current ESG maturity state, industry best practices and set out commitments for future improvements for disclosures.



Sustainability Framework

Our Sustainability Framework covers Dana Gas' material topics and are divided into three distinct pillars: performing responsibly, safeguarding our workforce and assets, and contributing to in-country value.

For details regarding our SDG contribution, please refer to Appendix B.

Performing Responsibly	Safeguarding our workforce and assets	Contributing to in-country value
<p>Achieving sustainable environmental performance through operational excellence and climate risk mitigation by:</p> <ul style="list-style-type: none"> Reducing energy consumption and GHG emissions Minimizing water use, waste and spills 	<p>Becoming the employer of choice and ensuring a safe working environment by:</p> <ul style="list-style-type: none"> Attracting, retaining and developing the workforce Safeguarding human rights Protecting our workforce health and safety Maintaining asset integrity and process safety management 	<p>Contributing to the socio-economic development of our countries of operations and achieving economic prosperity by:</p> <ul style="list-style-type: none"> Improving our local content Focusing on our socio-economic impact Engaging and investing in our countries of operation 

01

Performing Responsibly

Material Topics

- Climate change, energy, and GHG
- Water, waste, and spills management

UAE Vision 2021

Sustainable
Environment and
Infrastructure



SDGs



Managing Climate Change Risks

Climate change is a key risk given growing interest from a variety of stakeholders in the role of O&G companies to reduce GHG emissions and support a clean energy transition.

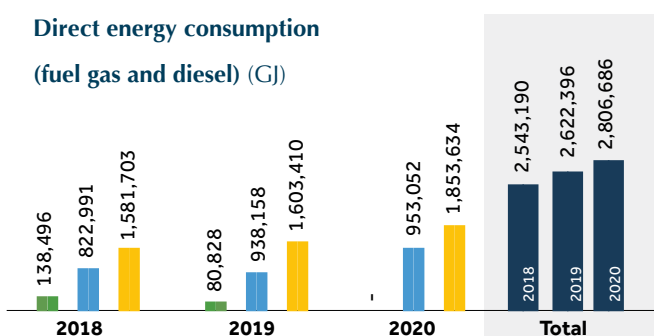
Energy Consumption and Efficiency

In 2020, we consumed 2,842,129 gigajoules (GJ) of direct energy; consisting primarily of fuel gas used at production sites and diesel in power generators, firefighting, and water pumps. This represents a 7 percent increase from 2019. For our indirect energy, we consumed 35,443 GJ; representing a percentage change of 1 percent.

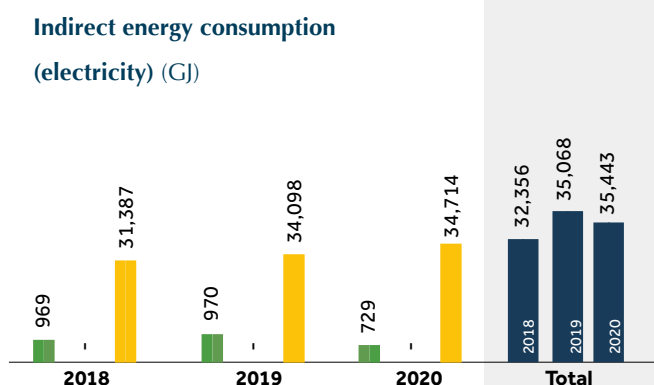
To reduce our overall energy consumption, we previously introduced several energy-saving programmes and initiatives. They have included: replacing halogen and fluorescent lights with LED lights, installing motion sensors, upgrading hot oil heaters and power generation sets with more energy-efficient units, conducting feasibility studies to identify energy consumption reduction opportunities and installing small-scale solar panel units for lighting, navigation, and communication needs. Moreover, we are committed to using renewable energy, when available and practicable, especially in remote locations.



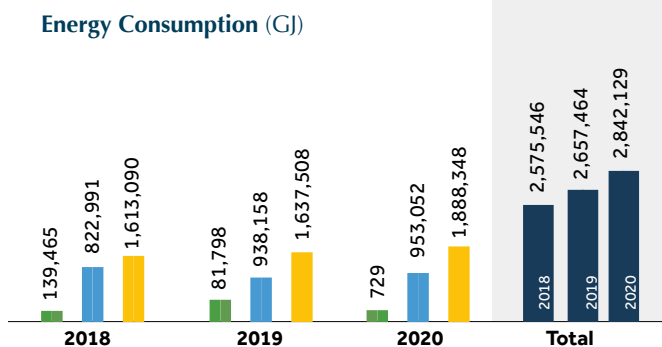
Direct energy consumption
(fuel gas and diesel) (GJ)



Indirect energy consumption
(electricity) (GJ)



Energy Consumption (GJ)



Scope: Dana Gas Equity Share

● UAE ● KRI ● EGYPT

Greenhouse Gas Emissions (GHG)

Our annual GHG emissions are heavily dependent on the level of operational activity, which includes the testing and commissioning of new wells. GHG emissions include carbon dioxide (CO₂) from fuel gas combustion, natural gas flaring, the combustion of diesel and petrol in local generators and vehicles, and methane (CH₄) leakage and fugitive releases from gas processing plant and equipment.

The total Scope 1 (direct) GHG emissions from fuel gas, diesel and flaring from our operations in 2020 was 164,688 tonnes of CO₂e (based on a Dana Gas equity share basis). Our Scope 1 carbon emissions intensity in 2020 relative to production was 7.21 kg CO₂e per BOE produced. Emissions in Egypt increased due to the start-up of the Faraskour Phase-2 project in April 2020.

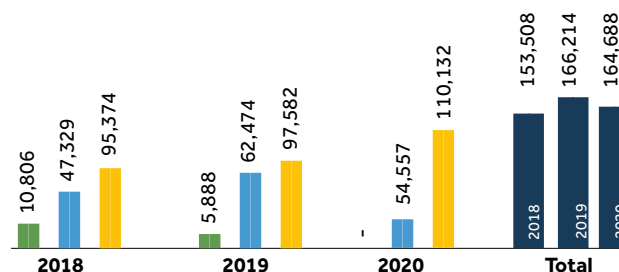
Flaring is an essential safety practice in oil and gas facilities and is the primary contributor to our GHG emissions. Flaring is used to enable the safe and controlled release of pressure from equipment, pipes, and valves and to mitigate the risks associated with fires and explosions in our wells or plants. In 2020, the amount of flared gas was 114 million standard cubic feet (MMscf), representing a 58% percent decrease from 2019, largely due to reduced drilling activities in the KRI and Egypt, and the cessation of production operations in the UAE.

The total Scope 2 (indirect) GHG emissions from the consumption of purchased electricity, heat or steam was 4,520 tonnes of CO₂e, representing a 1 percent increase from 2019.

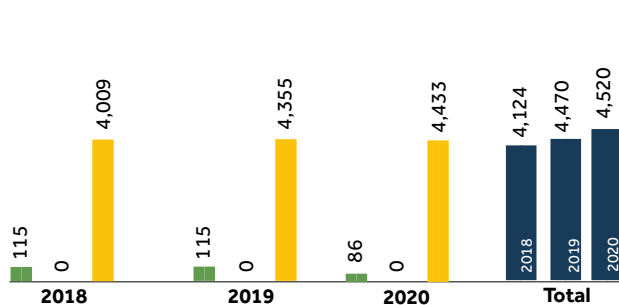
Combined Scope 1 (direct) and Scope 2 (indirect) emissions for 2020 was 169,208 tonnes of CO₂e (based on a Dana Gas equity share basis). Our Scope 1 and Scope 2 carbon emissions intensity in 2020 relative to production was 7.41 kg CO₂e per BOE produced, representing a 4 percent increase from 2019. This benchmarks favourably with international oil & gas industry peers and other operators in the region.

Although our ability to reduce our emissions is somewhat constrained by the original design of our plants, we still strive to decrease our emissions through a variety of initiatives, including improving operating practices, replacing leak-prone equipment, and

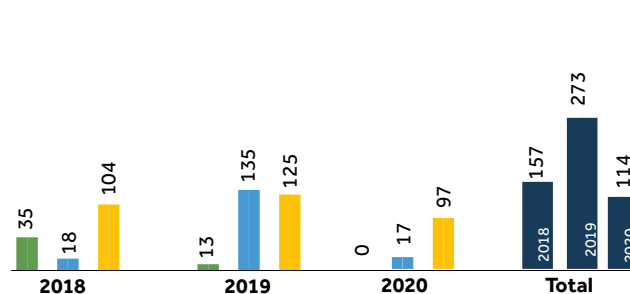
Direct (scope 1) GHG emissions in metric tons of CO₂ equivalents



Indirect (scope 2) GHG emissions in metric tons of CO₂ equivalents



Volume of flared hydrocarbons (MMscf):



Scope: Dana Gas Equity Share

● UAE ● KRI ● EGYPT

addressing the asset integrity of aging plant. Our Khor Mor plant in KRI has developed a 'Near-Zero Flaring' goal and is installing flare meters, conducting a flare reduction feasibility study, and planning aerial methane detection surveys to identify leaks and fugitive releases. In addition, we are currently evaluating the scope for making various assets carbon neutral through a programme of voluntary carbon offsets.

In the past, we commissioned PwC to conduct studies

on behalf of Dana Gas on the Environmental, Social and Economic impacts of our Egypt and KRI projects. In Egypt, our gas supply to local power stations has displaced heavy fuel oil and imported LNG and avoided a cumulative minimum of 21 million tonnes of CO₂e emissions since 2007. For the KRI, our gas supply to the local government's power stations has helped to displace diesel and avoided a cumulative 42 million tonnes of CO₂e emissions since 2008.

Our GHG data collection and reporting practices continue to improve and mature. This year, we made some minor restatements regarding our Scope 1 emissions for our operations based in the KRI. We continue to collect Scope 3 emissions data, which includes data related to a variety of gases, condensate, and production, and will aim to report on this data once it is sufficiently mature.



Managing Our Environmental Performance

Dana Gas has reaffirmed its commitment to protecting the environment by revising its Health, Safety, Security, Environmental and Social Performance (HSSE & SP) Policy. Specifically, we aim to reduce the negative environmental impacts resulting from our operations by implementing sound environmental practices, complying with national and international regulations, efficiently using energy, and reducing our waste, emissions, effluents, and discharges.

Highlights of environmental practices stemming from our HSSE & SP Policy in 2020



Environmental and Social Impact Assessments (ESIAs) conducted prior to starting all new projects. In KRI, this has included completion of the KM250 ESIA to international standards necessary to satisfy requirements of the US DFC, and development of an Environmental and Social Action Plan comprising 31 Environmental and 96 Social commitments.



Radiological surveys and field surveys in Egypt to provide assurance that our chemical storage and handling facilities are effective against radiological hazards.



Zero complaints, issues, fines, or penalties received related to environmental non-compliance in 2020.



Successful joint Oil Spill Response exercise in the Nile River between DGE, WASCO, Petrosafe and local authorities.



OHSAS 18001, ISO 14001 and ISO 45001 compliance audits to maintain HSE Management System certifications to international standards in DGE and UAE.

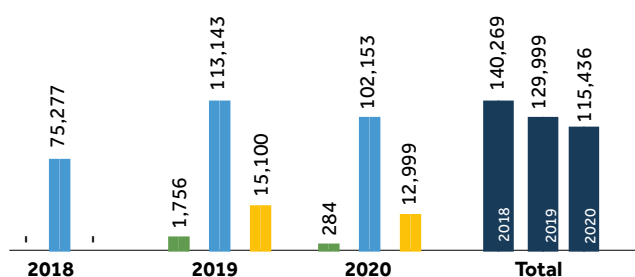
Water Management

The water we use primarily originates from ground water wells and municipal supplies and is used for drilling, production, cooling and domestic (office and accommodation camps) purposes. Our Zora gas plant maintains its own desalinated water unit. To conserve water use, we implement several conservation initiatives that include replacing water taps with spray-nozzles, minimising car-washing activities and re-using wastewater where possible.

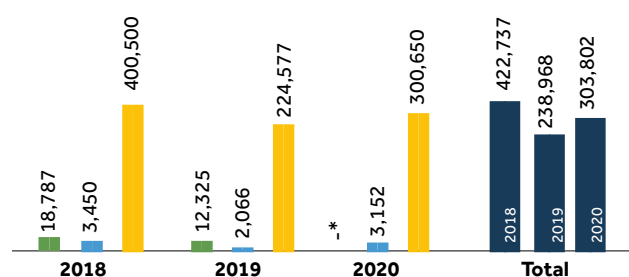
In 2020, we used 115,436 m³ of water, representing a 11 percent decrease compared to 2019.

The produced water generated from our operations is routed to collection or evaporation ponds, from where it is collected by specialist waste contractors for off-site treatment and disposal, as per local regulations. Other wastewater streams, such as sewage effluent, is disposed through the local municipal water treatment systems.

Volume Water Used (m³)



Volume of waste water discharged or disposed of (m³)



Scope: Dana Gas Equity Share

● UAE ● KRI ● EGYPT

*Only sewage effluent is discharged into municipal sewerage systems.



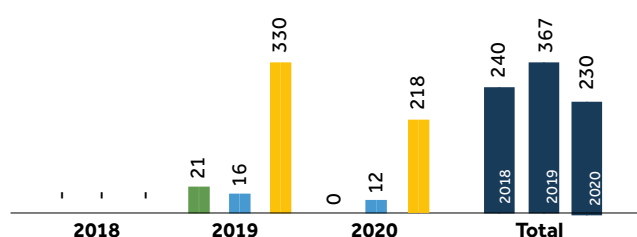
Waste Management

All our hazardous and non-hazardous waste is collected by specialised third-party contractors and disposed to licensed disposal sites/ treatment facilities. The hazardous waste primarily comprises waste oils, lubricants, filters, batteries, fluorescent lights, and medical waste. The non-hazardous waste primarily comprises general refuse, wastepaper, cardboard, plastic, glass, tyres scrap metal and wood.

The total volume of hazardous waste generated in 2020 was 230 tonnes, representing a 37 percent decrease from 2019. The total volume of non-hazardous waste generated in 2020 was 1,005 tonnes, representing a 35 percent decrease from 2019.

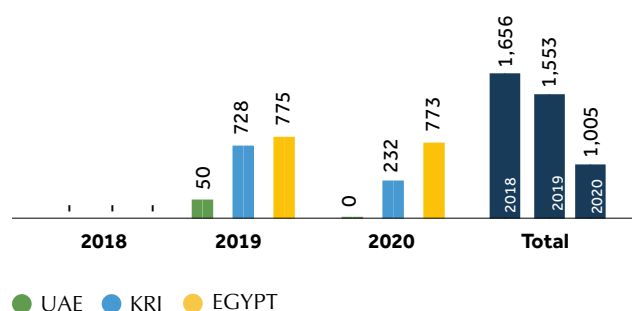
At our KRI-based operations, we have been able to monitor the percentage of hazardous and non-hazardous waste that is recycled and sent to the landfill. In 2020, due to relatively less hazardous waste being generated, 54 percent was recycled, compared to between 17 to 18 percent annually in the previous two years, and non-hazardous waste was sent to landfills. During 2018 and 2019, approximately 5 percent of non-hazardous waste was recycled annually, compared to 3 percent during 2020, and 88 percent of non-hazardous waste was sent to the landfill in 2020 (a slight increase from 2019).

Hazardous waste disposed (tonnes)



Scope: Dana Gas Equity Share

Non-Hazardous waste disposed (tonnes)



● UAE ● KRI ● EGYPT

Spill Management

Oil spill contingency and response plans are in place across all our operational activities to manage any unplanned or uncontrolled release. In Egypt, our plans obtained approval from the Ministry of Environment and previously underwent updates to enhance the rigour of monitoring and reporting. In the KRI, our plans incorporate a three-tier emergency response plan, and our teams undergo additional training to supplement drills and exercises. In the UAE, our plans are periodically maintained and tested with the relevant national authorities.

In 2020, there were no significant spills⁴ reported across any of our operations and continues the trend of zero significant hydrocarbon spills over the past six years.



⁴A significant spill is any accidental or unplanned loss of liquid hydrocarbon into the environment from a Dana Gas or contractor operation, exceeding 100 litres, irrespective of any secondary containment or recovery.

02

Safeguarding Our Workforce and Assets

Material Topics

- Asset integrity
- Human rights
- Workforce health and safety
- Diversity and equal opportunities
- Workforce management practices
- Ethics and prevention of corruption
- Learning and development
- Nationalisation

UAE Vision 2021



SDGs



Keeping Our People and Operations Safe

The health, safety, security, and well-being of everyone working on behalf of Dana Gas, including all staff and contractors, is our top priority. We aim to pursue the goal of no harm to people by maintaining a safe working environment through our established commitments, frameworks, and performance targets.

Our recently revised HSSE & SP Policy has recommitted Dana Gas to several overarching commitments regarding the safety of our working environments. The commitments include:

- Operating our facilities in a safe, competent, and efficient manner and caring for all those on our sites or impacted by our activities.
- Pursuing continuous improvement goals relating to zero incidents and preventing injuries and occupational ill health.
- Setting measurable HSSE & SP targets and publicly reporting our performance.
- Including HSSE & SP in the appraisal of Company and staff performance.
- Ensuring consultation and participation of workers in creating, maintaining and improving a safe working environment.
- Implementing Company policies, standards and procedures that fully comply with all applicable national and international HSSE & SP legal requirements.
- Requiring contractors and joint ventures under the Company's operational control to manage HSSE & SP in line with our HSSE & SP Policy and using our influence to promote it in other ventures accordingly.
- Contributing to improvement of the HSSE & SP performance of our industry through the sharing of best practices and lessons learned with our partners, contractors, competitors, and regulators.

Our HSSE & SP Policy is implemented through an HSSE management framework, which includes our Operating Risk Management System (ORMS), supporting operating practices, HSE standards and local HSSE Management Systems in each country/asset.



Our HSSE Management Framework



Highlights

Continuing to transition our existing OHSAS 18001 certified health and safety management systems to the **latest International Organisation for Standardisation (ISO) 45001:2018** standard for our sites in Egypt and UAE.

Completion of Asset Integrity improvement programmes in Egypt and KRI, providing greater assurance that our operating assets continue to meet acceptable safety risk and integrity standards.

Detailing and revising procedures for recording and reporting on all near-miss cases and high-potential incidents.

Dedicated COVID-19 risk committees and teams in place across all countries to assess, plan and manage response to COVID-19.

Developing and implementing HSSE & SP Management Systems.

Engaging subcontractors and HSE competence assurance to help drive improved safety culture and performance.

Establishing local committees responsible for enabling asset-specific programmes and to review and develop them further accordingly.

Developing dedicated land transport safety programmes tailored to local circumstances.

Conducting audits and assurance activities on our operations.

Conducting contractor events to share lessons learned and best practices.

Throughout 2020, our Executive Leadership team has placed an emphasis on reducing HSSE risks and achieving positive progress against our performance targets. The key risk themes reviewed on a quarterly basis by our Senior Management and Board include:

- Developing a consistent safety culture in the Group.
- Security, crisis management and business continuity.
- Consistency in contractor management.
- Group health prevention.

Health and Safety Performance Update

Dana Gas remains committed to monitoring, resolving, and openly reporting on all incidents (major to minor). These are reported to the business leadership on a weekly and monthly basis and to our venture partners on a quarterly basis. Any lessons learned and recommendations that are developed are discussed at the operational, project and management levels and are also communicated through weekly and monthly team safety meetings at a country-level.

Safety Performance	2018	2019	2020
Fatalities	1	0	0
Man, hours worked (million)	5.9	6.9	5.9
Recordable injury cases	9	7	0
Total recordable injury frequency	0.33	0.20	0
Lost time injuries	3	2	0
Lost time injury frequency (LTIF)	0.13	0.05	0
High Potential Incidents (HIPOs)	5	1	3
Major road accidents	4	4	0
Kilometres driven (million)	6.4	6.5	4.6
Vehicle incident frequency	0.12	0.13	0
Number of Safety Observations	31,040	45,454	12,805
Observations Actions Close-Out	88%	95%	98%

Scope: Dana Gas employees and contractors.

Our safety culture has positively benefited from encouraging all our staff and contractors to raise safety observations to help identify and correct unsafe acts, unsafe conditions and to recognise and reinforce positive safety actions and behaviours. The total number of safety observations decreased by 70% in 2020 due to reduced activity levels and access restrictions caused by the COVID-19 pandemic. Nonetheless, 98 percent were resolved, representing an improvement on previous years.

Staff and worker illness is an important area we periodically monitor and address. In 2020, zero occupational illnesses were recorded amongst our staff and contractors. To mitigate against worker illness-related risks, we conduct regular health and wellbeing

programmes, occupational exposure monitoring, health awareness campaigns, pre-employment medical screening (aligned with Oil and Gas UK standards), third-party hygiene audits and share our HSE-related policies and standards with local suppliers and contractors.

Road transport safety is a critical risk, each venture has developed and maintains a dedicated land transport safety programme tailored to its local circumstances. In 2020, over 4.6 million kilometres were driven on behalf of the company and zero road traffic accidents occurred. Our land transportation safety programme incorporates multiple safety measures and practices, especially for remote areas with poor road conditions and unstable socio-political situations.

Highlights of the measures and safety practices include:



All company vehicles are equipped with In-Vehicle Monitoring Systems (IVMS) to track driver performance and compliance with standards.



Conducting periodic risk assessments, and requiring all company drivers to undergo advanced defensive driving training.



All vehicles in the KRI and Egypt are further equipped with Track24 monitoring systems. All in-country movements of personnel and materials outside of plant boundaries also follow robust journey management plans with associated security support from private contractors and government forces.



Working with the local authorities in the KRI to improve the standard of the condensate product transportation tanker fleet.



Conducting quality checks on tankers prior to entry to the Khor Mor site for loading.



Key milestones were Zora gas plant and Khor Mor gas plant achievements of 5 years and 4 years LTI-free respectively.

Asset Integrity and Process Safety

The integrity and reliability of our facilities is a high priority. Our Operating Risk Management System fundamentally incorporates Asset Integrity Management, and all of our operating sites maintain Asset Integrity Management Systems.

At each operating site, we periodically identify major risks and demonstrate the effectiveness of implemented control measures. Each risk is mitigated to a level deemed 'as low as reasonably practicable' (ALARP) and we report asset integrity related KPIs on a monthly basis to local and corporate levels, respectively.

During 2020, we completed Asset Integrity improvement programmes at our operating sites in Egypt and the KRI. These programmes provided us with greater assurances regarding our assets continued ability to meet acceptable safety risk and integrity standards. Moreover, there were no major uncontrolled releases of gas or liquids reported.

COVID-19 Response

The COVID-19 pandemic required the activation of Business Continuity Plans and the development of a comprehensive suite of health and safety measures to manage the operational impacts of the pandemic and to maintain staff and public health. Remote working was implemented for our office-based staff and appropriate policies and procedures were established to allow production operations, construction, and drilling activities to continue in a safe and carefully controlled way.

In our operational facilities, we reduced our manpower to essential critical operations/maintenance personnel, introduced robust testing and quarantine programmes, and adjusted shift rotation patterns, thereby enabling continued safe production and maintaining supply to customers. Our teams adopted new health and safety practices to reduce the risks of COVID-19 infection and keep operations running smoothly, ensuring uninterrupted energy supply at a time when most people were confined to their homes. While we were working to ensure the health and safety of our people, we also had to comply with stringent local laws and global guidelines that limited the movement of our people.

While we did have a very limited number of positive cases of COVID-19 amongst our Dana Gas staff and contractors in Egypt, the KRI and the UAE, our suite of health and safety measures were able to effectively contain the workplace spread and transmission of the virus without adversely impacting our business operations. We are also pleased to report that all those infected by the virus have fully recovered too.

Together with our partner Crescent Petroleum, Dana Gas has been a major supporter of the Kurdistan Regional Government's efforts to tackle the spread of COVID-19. We donated essential medical equipment to the Chemchemical Directorate of Health during the early stages of the pandemic crisis, including provision of two PCR testing machines, medical personal protection equipment (PPE), and viral transport media (VTM), among other pieces of medical equipment, to support prophylactic and diagnostic efforts. We also provided two ventilators, three patient monitors, six infusion pumps, and two pump stands for treatment of critical patients at a time when such equipment was especially scarce.

Through a joint-industry initiative with the Egyptian Ministry of Health and Ministry of Petroleum and Mineral Resources, we also contributed towards the procurement of essential medical/hospital equipment to support the national programme of stopping the spread of COVID-19.

Safeguarding Human Rights

We have taken multiple measures to develop and maintain a corporate culture of ethical compliance and respect for all stakeholders. Our corporate Code of Conduct inherently protects the human rights of our staff and contractors. We have committed to the application of the UN Voluntary Principles on Security and Human Rights, which is enshrined in our security management plans and contractual arrangements with private security providers in the KRI and Egypt.

We are continuing to explore the development of a Human Rights Policy based on international human rights and streamlining our processes to better collect information on discrimination-related issues across our JV companies. We have also established mechanisms which enable our employees and contractors to formally report human rights-related issues.

Developing Our People

A key priority for Dana Gas is to attract, develop and retain a talented workforce that contributes towards our sustainable long-term growth. We aim to foster a diverse and inclusive workforce by implementing initiatives and policies which promote diversity, create equal opportunities, clearly communicate behavioural standards, and empower our employees.

Our Workforce

The total number of Dana Gas employees and contractors across all our operations (excludes headcount across all ventures) decreased by 11 percent from 2019 to 2020. The majority of our workforce comprised male employees and our Egypt operations accounted for 71 percent of total employees.

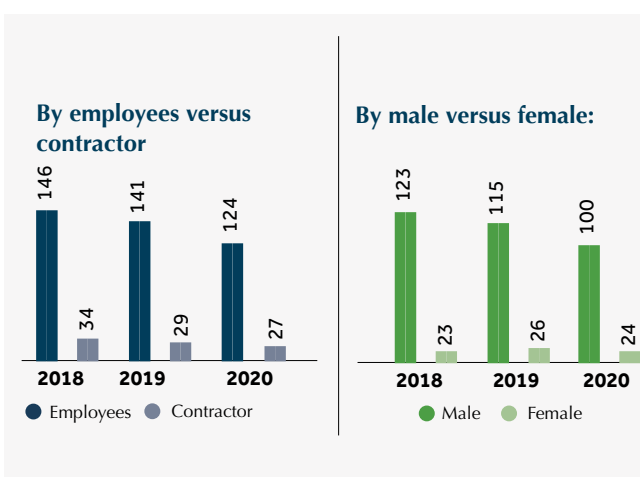
Although Dana Gas does not maintain an explicit child labour and forced labour policy, our recruitment practices strictly comply with the respective labour laws in our countries of operation. These labour laws incorporate minimum workforce ages and specific remuneration requirements. In 2020, the majority of our workforce comprised employees aged between 40 to 50 years of age.

Total Workforce Headcount Across All Joint Ventures ⁷	2018	2019	2020
By type			
Employees	942	953	915
Contractors	400	398	396
By location:			
KRI (Pearl Petroleum Co. Ltd.)			
Employees	472	492	461
Contractors	-	-	-
Egypt (WASCO and EBGDCo)			
Employees	470	461	454
Contractors	400	398	395

Scope: Dana Gas joint ventures

By age	2018	2019	2020
20 to 30 years	-	-	3
30+ to 40 years	-	-	39
40+ to 50 years	-	-	47
50+ to 60 years	-	-	32
60+ years and above	-	-	3
By location	2018	2019	2020
UAE			
Employees	48	47	34
Contractors	6	4	3
KRI			
Employees	3	4	2
Contractors	1		1
Egypt			
Employees	95	90	88
Contractors	27	25	23

Scope: Dana Gas full time headcount



Diversity and Inclusion

We hired four new employees in 2020 (excluding those staff hired by WASCO in Egypt and by CREDAN⁵ in the KRI) and reported a lower attrition rate⁶ of 2.4 percent.

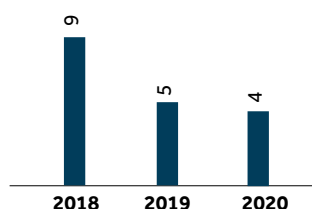
Throughout the O&G sector in the Middle East, increasing female representation, especially in technical and senior management roles, continues to be a key challenge. To address this, we have implemented initiatives to support and attract national female talent. In association with the American University of Sharjah and UAE Higher Colleges of Technology, we have established an internship programme which targets national female students to establish professional careers in engineering, finance, and information technology. Unfortunately, this programme was suspended because of the COVID-19 pandemic, and

will be re-started in 2021. Since 2019, we have also been implementing a plan to increase female representation in our senior management and at Board level.

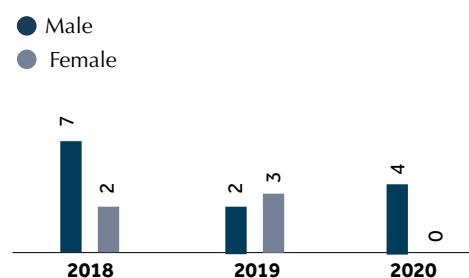
Despite hiring no new female employees during 2020, we are proud to report that our overall female representation has gradually increased year-over-year to 19 percent.

Attracting national and international professionals enables us to ensure that we have sufficient expertise to support Dana Gas' sustainable development, while simultaneously supporting local talent pools and their development through shared professional experiences. In 2020, our employees comprised 18 different nationalities. In the Pearl venture in KRI, 84 percent of employees are local nationals. In Egypt, it is 94 percent.

Total number of new employee hires entering employment during reporting period



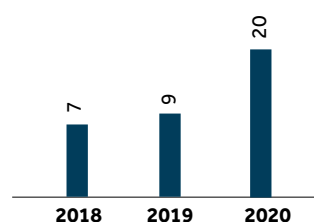
New hires by gender



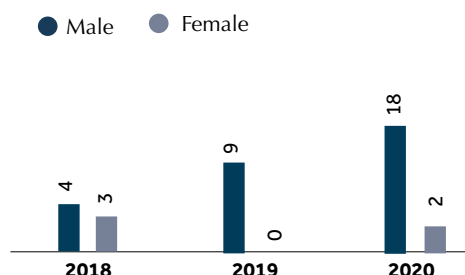
By Age Group	2018	2019	2020
Under 30	2		0
30-50	6	4	2
Above 50	1	1	2

Attrition Rate ⁶	2018	2019	2020
Attrition Rate	1.4%	4.3%	2.4%

Total number of employees leaving employment



By gender



Scope: Dana Gas

⁵Pearl Petroleum Company is jointly operated by Crescent Petroleum and Dana Gas, commonly referred to as CREDAN.

⁶Our attrition rate calculation is based on 'regretted' attrition (i.e., employees leaving the organisation voluntarily). We are considering capturing other factors, such as employee redundancy, termination due to disciplinary reasons, early or forced retirement, to improve the transparency of our attrition rates in the future.

Benefits

A big part of attracting and retaining workforce talent directly relates to employment benefits. The benefits we provide are always in compliance with the respective local labour laws in our countries of operation and will differ from country to country. We strive to provide a comprehensive range of benefits for all full-time employees in line with applicable regulations and industry best practices in general.

Number of Employees Availing Parental Leave (DG Group)

Parental Leave	2018		2019		2020	
	M	F	M	F	M	F
Entitled to parental leave	0	2	4	2	1	0
Took parental leave	0	2	4	2	1	0
Returned to work after parental leave	0	2	4	2	1	0
Returned to work after parental leave and still employed after 12 months	0	2	4	2	1	0



Learning and Development

We invest in our employees' professional growth by providing a variety of learning and development opportunities. Employee training is delivered in alignment with each individual's training needs as identified in their performance evaluations. Despite the challenges of COVID-19 in 2020, we adapted our training programmes by introducing a virtual learning experience. We achieved a total of 1,088 training hours⁸ for Dana Gas staff with an average of 8.7 training hours per employee, a decrease compared to last year because of the challenges posed by COVID-19.

Training and development (UAE)	2018	2019	2020
Total employee training hours	3,848	2,408	1,088
Average days of training that the organizations employees have undertaken during reporting period	3.3	2.1	1.1
Percentage of total employees who received regular performance and career development review during the reporting period	100%	100%	100%

Scope: Dana Gas full time headcount

⁷Total venture workforce numbers are included here. More details on our joint operations, joint ventures and equity share are available in our Annual Report & Accounts for 2020.

⁸Our venture partners also provide training and development programmes for their staff, including at our CREDAN and WASCO operating facilities, which are not reported here.

Workplace Behaviour

At Dana Gas, we have high standards and expectations regarding our workplace behaviour. Our corporate Code of Conduct reinforces our values of ensuring equal opportunities for all employees and is underpinned by related policies and mechanisms on workplace behaviour.

Related policies which support Dana Gas in defining and maintaining the type of workplace behaviour we endeavour to achieve are our Anti-Bribery and Corruption, Anti-Money Laundering and Share Trading policies.

Several formal grievance mechanisms have been established to support and empower our employees to help Dana Gas appropriately manage its workplace behaviour. Stringent mechanisms are available to take corrective actions against any type of discrimination, for which we have zero tolerance. Employees and members of the community in our countries of operation can raise potential issues, concerns, or complaints regarding our activities. Our third-party managed whistle-blowing mechanism enables employees to anonymously submit any complaints, grievances or issues related to human-rights and non-acceptable workplace behaviour. All whistleblowing cases are reviewed by the Business Ethics Committee led by the Compliance Officer, who reports directly to the Board of Directors. We encourage similar standards to be adhered to with our JV partner operators.

We are proud to report zero cases of discrimination reported by our employees and contractors in 2020. Moreover, Dana Gas incurred zero ethics-related, corruption or bribery-related, mal-administration-related or governance-compliance related issues, complaints, or grievances during 2020.

For our operations in the KRI, 22 community-related grievances were recorded and subsequently addressed to the extent that they are no longer outstanding. These grievances mostly related to requests for employment, with contractual disputes, community power supply complaints, facility maintenance, crop damage, and security issues, also recorded.

Grievance Mechanism

- 1 **Identification of grievance with employee, contractor staff, or community member**
 - Phone or letter
 - Meeting or other source
 - Comments boxes
- 2 **Grievance is recorded in a Grievance Log and its significance is assessed**
- 3 **Grievance is acknowledged**
- 4 **If not resolved immediately, it is escalated to the General Manager**
- 5 **Grievance Officer with responsibility delegates resolution of grievance to relevant department(s) or personnel.**
- 6 **A formal response is developed**
- 7 **Sign-off of the resolution by the Grievance Officer or General Manager (as appropriate)**
- 8 **Communication of the response**
- 9 **Record complaint response**



03

Contributing to In-Country Value

Material Topics

- Economic performance
- Payments to governments
- Local community development and engagement
- Procurement practices

UAE Vision 2021



Competitive
Knowledge
Economy



Cohesive Society and
Preserved Identity

SDGs



16 PEACE, JUSTICE AND
STRONG INSTITUTIONS



17 PARTNERSHIPS
FOR THE GOALS

Dana Gas is committed to delivering sustainable, long-term value, while making a positive contribution to the communities with which we engage. These contributions support the national visions of our respective countries of operations and are influenced by Dana Gas' stakeholders.

Focusing on Our Socio-Economic Impacts

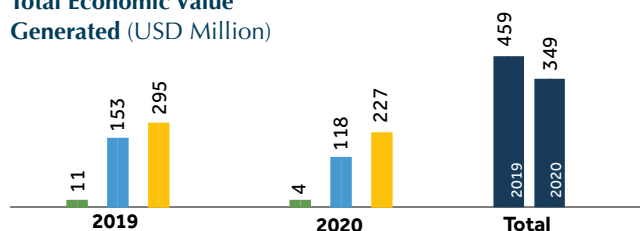
Direct Economic Value Generated and Distributed in 2020

Due to lower realised prices and lower levels of production from Egypt, we experienced a 24 percent decrease in revenues from 2019 to 2020. As a result, the direct economic values generated and distributed throughout our countries of operation also decreased in 2020. The total economic values distributed decreased by a relatively lower 12 percent. This meant we had less available funds to further develop our business, but ensured we sufficiently met our operating, wage, capital, and community investment commitments.

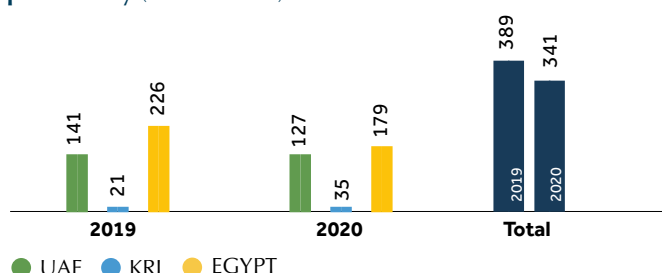
Economic value retained 'direct economic value generated' minus 'economic value distributed (Opex, wages, etc.)
(USD Million)



Total Economic Value Generated (USD Million)



Total Economic Value Distributed* per Country (USD Million)



Direct Economic Value generated

USD 349 M

2020

USD 459 M

2019

Operating expenses (USD Million)



Employee wages and benefits (USD Million)



Payments to providers of capital (USD Million)

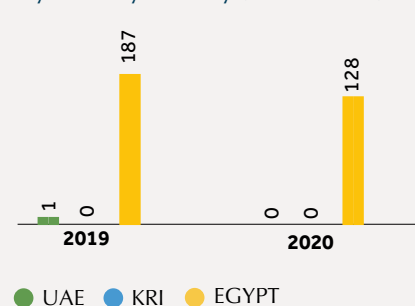


Total payments to government (USD Million)



● 2019 ● 2020

Payments by Country (USD Million)



Community investments: voluntary contributions and investment of funds in the broader community (includes donations)

USD 2.3M | **USD 2.2M**

2019

2020

Scope: Dana Gas Equity Share

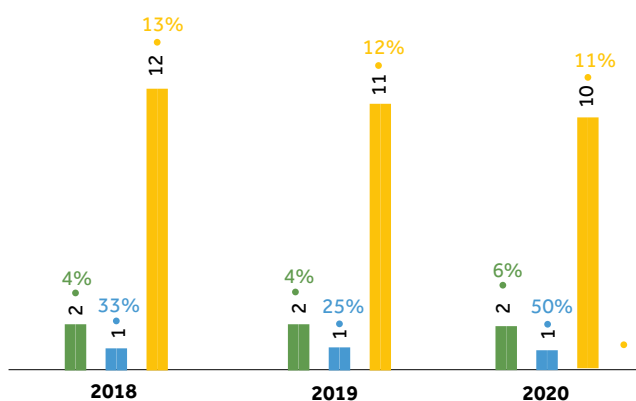
*Definition of Economic Value Distributed – the monetary amounts allocated towards supplier, contractor, employee, capital, government, community investment, shareholder and other relevant commitments.

⁹Payments to governments includes the royalties and taxes paid to the Government in Egypt (Government share of production).

The proportion of senior management hired from the local communities in our countries of operation has remained fairly consistent since 2018. Due to organizational adjustments, local representation increased from 25 to 50 percent for the KRI, whereas our UAE and Egypt operations experienced minor changes in local representation.



Number and percentage of personnel in management positions that are nationals



Scope: Dana Gas

● UAE ● KRI ● EGYPT

From the previous published economic, environmental, and social impact assessment studies we have conducted, we have gained valuable insights into our in-country value contributions in Egypt and KRI.

Egypt

146,600

estimated job years of employment created from capital investments by 2035.

\$1.7B

historical societal cost savings associated with GHG savings from fuel substitution to date.

\$1.1B

contribution to Egypt's GDP to date, through our direct, indirect, and induced contributions.

KRI

90%

of our venture staff are planned to be local by 2023.

\$25B

gross fuel cost savings from using gas instead of diesel up to 2020.

\$1.2B

in local procurement expected over next 10 years.

80%

of energy used for KRI's electricity generation provided.

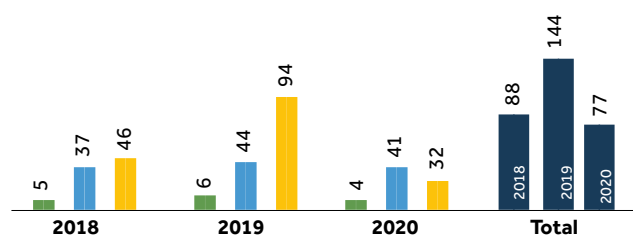
Encouraging Local Procurement

One of our priorities is to support local suppliers, build local capabilities and foster efficient procurement practices for all our business activities. Our contractual agreements include specific technical criteria to support local procurement practices and source local materials, wherever possible. We also work towards awarding contracts to local suppliers and small and medium enterprises when they meet all capability and contractual requirements.

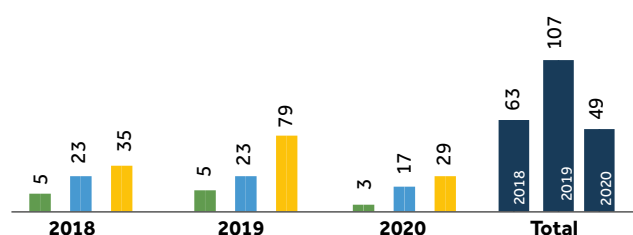
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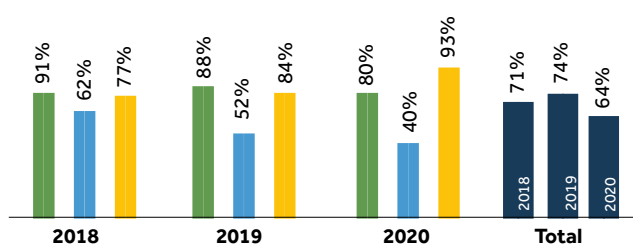
Procurement Spend on Suppliers (USD Million)



Total Procurement Spend on Local Suppliers:



Percentage Spend on Local Suppliers:



Scope: Dana Gas Equity Share

● UAE ● KRI ● EGYPT



Community Engagement and Investment

Since inception, Dana Gas has made Corporate Social Responsibility and Sustainable Development a core part of its Corporate Values and we continue to proactively engage with and support the local communities in which we operate in the UAE, Egypt, and Kurdistan.

We want to ensure we operate in a responsible way by minimizing the negative social impact of our activities, whilst making a long-lasting and positive impact on those communities around us. We firmly believe it is essential to maintain relations and positive interactions between business and people, the environment, and communities, by contributing to economic and social development whilst protecting natural resources and respecting the rights of each individual. A core part of this commitment is ensuring we proactively engage with key stakeholders who are affected by or interested in the activities of the Company.

We aim to manage the impacts of our businesses in the region and to share in a prosperous future with shareholders, governments, communities, employees, and industry partners alike.



Long-term Social and Economic Impact

Dana Gas makes long-term economic investments and generates significant direct and indirect benefits in the regions where we operate.

For the KRI, Dana Gas contributes to the provision of cheap natural gas and supports the generation of electricity at internationally and nationally competitive rates through the Erbil, Chemchamal and Bazian power plants that we supply through the Pearl Petroleum venture. Gas fired power generation today is reliable and affordable and the venture currently supplies about 80% of the energy used for electricity generation in the KRI¹⁰. Electricity supplied to the region achieves an average of 22 hours per day compared to 8 hours in 2006, in an area that is fundamentally short of power. This has provided an important stimulus to the KRI economy and delivered a cleaner source of energy compared with traditional diesel alternatives, also achieving significant greenhouse gas emission savings as a result. Moreover, the venture

has a positive operational impact on local employment through 2,200 permanent jobs, 1,200 of which are from direct employment, the balance through local supply chain activities.

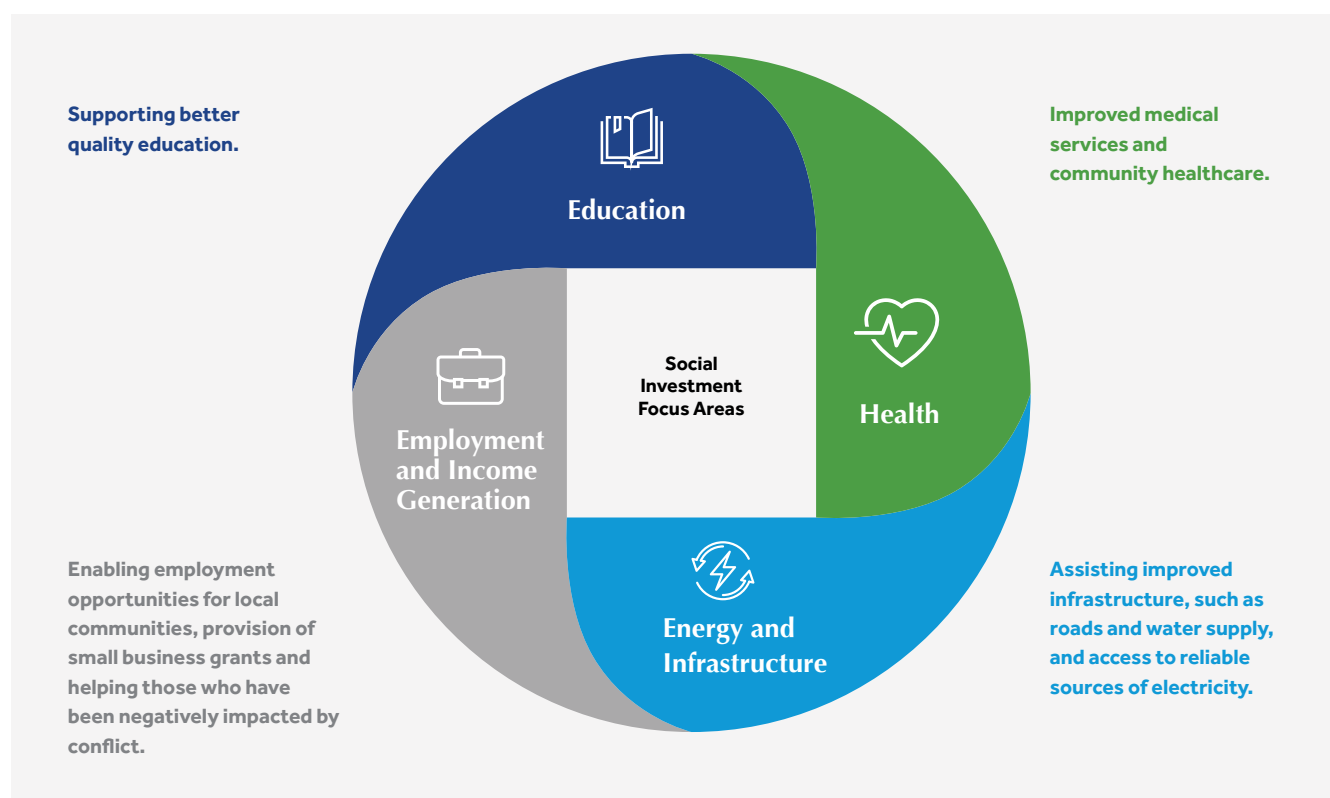
In Egypt, gas supplies from the Dana Gas/WASCO ventures and other producers account for 71% of the energy used for electricity generation in the country¹¹. It is estimated that over the past 10 years, the energy produced has supported up to 2% of Egypt's economic activity (GDP). The supply of clean burning natural gas has enabled the avoidance of more carbon emitting heavy oil (mazout) for electricity generation and reduced reliance on more expensive imports of LNG. Around 1,000 people including WASCO, are employed on a full-time basis during day-to-day operations, which has a positive direct economic impact on local communities in the Nile Delta region.

¹⁰ PWC "Kurdistan Gas Project: A ten-year look back and look ahead, Impact Assessment Report 2018".

¹¹ PWC "Clean Energy for a Better Tomorrow: Dana Gas Impact Assessment Report 2019"

Social Investment Focus Areas

Our Social Investment initiatives are broadly based on four main themes, which have been developed with country/asset teams to target specific local community issues and Social Performance objectives in those areas. Through our ventures, we invested \$2.2 million in community investments in 2020.



As a result of the COVID-19 pandemic, we revised and diverted some of our Social Investment in 2020 to support local health authorities in building their COVID-19 response capability. This included provision of essential medical equipment in KRI and Egypt. We further helped enhance local COVID-19 resilience via specific community awareness campaigns

Percentage of Community Investments (% of Total)	2019	2020
By Country		
Egypt	24%	20%
KRI	60%	79%
UAE	16%	1%
By Theme		
Health	1%	59%
Education	18%	25%
Energy and Infrastructure	68%	10%
Employment and Income Generation	10%	7%
Other	3%	-
Total Spend (USD)	2.3M	2.2M

Education

Supporting development of 100 teachers in Damietta and Dakahlia Governorates in Egypt through the American University in Cairo (AUC) teacher training programme to encourage and promote academic excellence and stimulate interest in the pursuit of technical studies and careers in industry.

Funding 18 teachers to teach new disciplines in Qadir Karam schools. Providing transportation for 181 students in 21 different villages to enable them to get to school. Renovations to various schools and in-kind donations including photocopiers, whiteboards, and furniture to the Chemchemical District Directorate of Education, KRI.

Sponsoring academic improvement through the Sharjah Social Empowerment Foundation, in providing orphans with access to education in the UAE.

Health

Sponsoring the Sharjah City for Humanitarian Services "7th festival of Used Books", proceeds from which are used to support services to those with disabilities.

Coordinated with the Ministry of Health, the Ministry of Petroleum and Misr El Khier Association, to donate essential materials and equipment to hospitals to help stop the spread of COVID-19.

Support to the Dar El Orman Association, Egypt in funding essential heart (8) and eye operations (54), wheelchairs (8), prosthesis (8) and hearing aids (8) to communities in proximity to the Balsam-5 well in Abo Galal, Sherbin, Dakahlia and SWEW-2 well in Elrkabya, Kafr.

Delivered 3,000 Food Boxes to communities in Dakahlia & Damietta, Egypt.

Donated a wide range of COVID-19 related medical equipment to the Chemchemical Directorate of Health, KRI, including two ventilators, three patient monitors, infusion pumps, pump stands, viral transport media (VTM), personal protective equipment, testing kits, two PCR testing machines, and essential laboratory equipment.

Employee donations of clothes, blankets, accessories, books, and toys to the refugees in Lebanon through the Big Heart Foundation, UAE.

Delivered 1,850 packages with staple food for families in Chemchemical and surrounding areas during the COVID-19 lockdown.

Refurbishing ambulances and providing drivers to serve Qadir Karam Health Centre in KRI, benefiting 2,500 people.

Energy and Infrastructure

Supplying 13 off-grid villages of 1,400 inhabitants with 8,900 litres of fuel monthly to fuel local generators.

Supplying 9,765,300 kWh of free electricity to the over 1,400 residents of Qadir Karam and 5 villages surrounding Khor Mor and providing support to the Qadir Karam Directorate of Electricity to repair critical energy supply equipment.

Provided 10 tonnes of benzene and diesel per month to the Mayorality of Chemchemical to support COVID-19 response and local security forces in the Mayorality of Chemchemical, KRI.

Implemented water supply projects in KRI to provide over 31,600 residents in neighbouring communities, including Qadir Karam, with potable water.

Constructed a culvert on an access road for the Mayorality of Qadir Karam, KRI.

Employment and Income Generation

Partnered with the Misr El Kheir Association's Women empowerment programme in providing local enterprise grants to over 30 different income generation projects for the neediest women in Dakahlia Governorate, Egypt, which have facilitated set-up of stationery shops, groceries, shoes, poultry breeding, needlework and knitting services.

Hired two generator operators for Turka village, Chemchemical District, KRI.

Distributed firefighting equipment to the Department of Civil Defence, Qadir Karam, KRI.

Helped repair Qadir Karam government-registered police vehicles.







Hired a green team from the local community to remove waste material in the surrounding areas of the Khor Mor Gas Plant.

Appendices

APPENDIX A. STAKEHOLDER MAP

Stakeholder	Means of Engagement	Interest
Government	Senior management meetings Public reports; including corporate governance reports. Company website	Economic performance Payments to governments In-country value contribution Ethics and prevention of corruption Compliance with regulations Human rights Nationalisation Sustainability governance
Employees	Performance appraisal Recognition and awards Regular employee meetings Town halls Corporate events Public reports	Workforce health and safety Diversity and equal opportunity Workforce management practices Learning and development Nationalisation Human rights
Shareholders	Public reports Company website Investor relations and corporate communication Press releases	Economic performance Total reserves Climate change risk management Energy and GHG emission In-country value contribution Ethics and prevention of corruption Workforce management practices Fleet fuel efficiency Spill performance Compliance with regulations
Local communities	Community liaison officer Public consultation Community programmes Charitable events Public reports	Employment opportunities Access to energy Local community development and engagement Education and healthcare Human rights Job creation
Contractors	Vendor relations Tendering process Audits and inspections Public reports Company website	HSSE performance Procurement practices Economic performance Compliance with regulations In-country value contribution

APPENDIX B. OUR CONTRIBUTION TO THE SDGS

SDGs	Contribution Highlights	Related Section
	<p>Local enterprise grants were provided to 30+ income generation projects for the neediest women in Dakahlia Governorate, Egypt.</p> <p>We hired two generator operators for Turka village, Chemchemical District, KRI.</p> <p>We hired a green team from the local community to remove waste material in the surrounding areas of the Khor Mor Gas Plant.</p>	03 Contributing to In-Country Value
	<p>Delivered 1,850 packages with staple food for families in Chemchemical and surrounding areas during the COVID-19 lockdown.</p> <p>Delivered 3,000 Food Boxes to communities in Dakahlia & Damietta, Egypt.</p>	03 Contributing to In-Country Value
	<p>We protected our employees by establishing COVID-19 risk committees with specific responsibilities across all our countries of operation.</p> <p>Our employees donated clothes, blankets, accessories, books, and toys to the refugees in Lebanon through the Big Heart Foundation, UAE.</p> <p>We sponsored the Sharjah City for Humanitarian Services' 7th festival of Used Books", proceeds from which are used to support services to those with disabilities.</p> <p>Through coordinating with the Ministry of Health, the Ministry of Petroleum and Misr El Khier Association, we donated essential materials and equipment to hospitals to help stop the spread of COVID-19.</p> <p>We funded essential heart and eye operations, wheelchairs, prosthesis and hearing aids to communities in proximity to the Balsam-5 well in Abo Galal, Sherbin, Dakahlia and SWEW-2 well in Elrkabya, Kafr.</p> <p>We donated a wide range of COVID-19 related medical equipment to the Chemchemical Directorate of Health, KRI.</p> <p>We refurbished ambulances and provided drivers to serve Qadir Karam Health Centre in KRI, benefiting 2,500 people.</p>	02 Safeguarding Our Workforce and Assets in 03 Contributing to In-Country Value
	<p>Despite the challenges of COVID-19, our employees received 8.7 hours of training on average.</p> <p>Through our sponsorship of the Sharjah Social Empowerment Foundation, we supported academic improvement by providing orphans with access to education in the UAE.</p> <p>Through the teacher training programme at the American University in Cairo (AUC), Egypt, we supported the development of 100 teachers in the Damietta and Dakahlia Governorates.</p> <p>Funded 18 teachers to teach new disciplines in Qadir Karam schools, provided school transportation for 181 students, conducted school renovations, made in-kind donations and provided internships to the Chemchemical District Directorate of Education, KRI.</p>	02 Safeguarding Our Workforce and Assets in 03 Contributing to In-Country Value
	<p>Implemented initiatives to support and attract national female talent. In association with the American University of Sharjah, we have established an internship programme which targets national female students to establish professional careers in engineering, finance, and information technology.</p>	02 Safeguarding Our Workforce and Assets
	<p>Joint Oil Spill Response exercises were conducted with our venture partners and local authorities.</p> <p>For the past 6 years, zero significant hydrocarbon spills were reported across our operations.</p>	01 Performing Responsibly

SDGs	Contribution Highlights	Related Section
 7 AFFORDABLE AND CLEAN ENERGY	<p>Energy-saving programmes and initiatives have been implemented and we also conduct energy-saving reduction feasibility studies.</p> <p>We are committed to using renewable energy and have utilized small-scale solar panels for various needs.</p>	01 Performing Responsibly
 8 DECENT WORK AND ECONOMIC GROWTH	<p>Our revised HSSE & SP Policy has enhanced the protection of negative social impacts for our employees and contractors.</p> <p>Zero injury cases and major road accidents. Moreover, we closed out 98% of safety observations.</p> <p>64% of our total procurement spend in 2020</p>	02 Safeguarding Our Workforce and Assets in 03 Contributing to In-Country Value
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	<p>Social investments:</p> <p>Health – Improved medical services and community healthcare.</p> <p>Energy and Infrastructure – Assisting improved infrastructure, such as roads and water supply, and access to reliable sources of electricity</p>	03 Contributing to In-Country Value
 10 REDUCED INEQUALITIES	<p>Social investments:</p> <p>Employment and Income Generation – Enabling employment opportunities for local communities, provision of small business grants and helping those who have been negatively impacted by conflict.</p> <p>Education – Supporting better quality education.</p>	03 Contributing to In-Country Value
 11 SUSTAINABLE CITIES AND COMMUNITIES	<p>Through our Pearl Petroleum venture, the gas fired power is reliable, affordable and supplies 80% of the energy used for electricity generation in the KRI. Gas supplies from the Dana Gas/WASCO ventures and other producers account for 71% of the energy used for electricity generation in the Egypt. \$ 2.2 Million in community investments.</p>	03 Contributing to In-Country Value
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	<p>Completed Asset Integrity improvement programmes at our operating sites in Egypt and the KRI</p>	02 Safeguarding Our Workforce and Assets
 13 CLIMATE ACTION	<p>Through our Asset Integrity Management Systems and improved operating practices, we have reduced excess GHG emissions.</p> <p>Implemented 'Near-Zero Flaring' goals, flare reduction feasibility studies and planning methane detection surveys at our Khor Mor plant in the KRI.</p>	01 Performing Responsibly
 14 LIFE BELOW WATER	<p>Through the implementation of several water conservation initiatives, our overall water consumption has been steadily decreasing since 201</p>	01 Performing Responsibly
 15 LIFE ON LAND	<p>Our internal standard Environmental & Social Impact Assessments (ESIAs) for the KM250 project in support of DFC loan and the Egypt 3D-seismic survey and Ganat-1 & Daffodil-1 wells were submitted and approved.</p> <p>Our ISO 14001 certified HSE Management System passed compliance audits in DGE and UAE.</p>	01 Performing Responsibly
 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	<p>Established Code of Conduct, Anti-Bribery and Corruption, Anti-Money Laundering and Share Trading policies.</p> <p>Since 2019, we have also been implementing a plan to increase female representation in our senior management.</p> <p>Committed to the UN Voluntary Principles on Security and Human Rights.</p>	02 Safeguarding Our Workforce and Assets
 17 PARTNERSHIPS FOR THE GOALS	<p>Our contractual agreements include criteria to support local procurement practices.</p> <p>We work towards awarding contracts to local suppliers and small and medium enterprises where possible.</p> <p>Our activities and investments are expected to create a total of 146,600 jobs by 2035 in Egypt.</p>	03 Contributing to In-Country Value

APPENDIX C.

GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 101: Foundation 2016	GRI 101: Foundation 2016	
	Organizational Profile	
	102-1 Name of the organization	5
	102-2 Activities, brands, products, and services	6
	102-3 Location of headquarters	5
	102-4 Location of operations	6
	102-5 Ownership and legal form	For more details on our geographical operations, activities, subsidiaries, joint operations, and ventures, please refer to our Annual Report & Accounts for 2020.
	102-6 Markets served	6
	102-7 Scale of the organization	6
	102-8 Information on employees and other workers	25, 26
	102-9 Supply chain	32
	102-10 Significant changes to the organization and its supply chain	No significant changes in the supply chain
	102-11 Precautionary Principle or approach	12, 15 – 17
	102-12 External initiatives	13, 20, 29-30, 37
	Strategy	
	102-14 Statement from senior decision-maker	3
	102-15 Key impacts, risks, and opportunities	10
	Ethics and Intergirty	
	102-16 Values, principles, standards, and norms of behavior	5, 25
	Governance	
	102-18 Governance structure	7
	102-20 Executive-level responsibility for economic, environmental, and social topics	7
	102-22 Composition of the highest governance body and its committees	7
	102-29 Identifying and managing economic, environmental, and social impacts	7, 11, 13
	102-31 Review of economic, environmental, and social topics	7
	102-32 Highest governance body's role in sustainability reporting	7
	Stakeholder engagement	
	102-40 List of stakeholder groups	10

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 101: Foundation 2016	102-42 Identifying and selecting stakeholders	10
	102-43 Approach to stakeholder engagement	10, 11
	102-44 Key topics and concerns raised	10, 11
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	6
	102-46 Defining report content and topic Boundaries	
	102-47 List of material topics	11
	102-48 Restatements of information	
	102-49 Changes in reporting	
	102-50 Reporting period	
	102-51 Date of most recent report	
	102-52 Reporting cycle	
	102-53 Contact point for questions regarding the report	
	102-54 Claims of reporting in accordance with the GRI Standards	
	102-55 GRI content index	39 - 45
	102-56 External assurance	Dana Gas does not seek external assurance for its sustainability report.
Material Topics		
GRI 200: Economic		
	Economic Performance	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30
	103-2 The management approach and its components	30
	103-3 Evaluation of the management approach	30
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	30, 31
	201-2 Financial implications and other risks and opportunities due to climate change	31
	Market Presence	
GRI 202: Market Presence 2016	103-1 Explanation of the material topic and its Boundary	
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	
	Indirect Economic Impacts	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30, 31
	103-2 The management approach and its components	30, 31
	103-3 Evaluation of the management approach	30, 31
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	30, 31
	203-2 Significant indirect economic impacts	30, 31
	Procurement Practices	

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	32
	103-2 The management approach and its components	32
	103-3 Evaluation of the management approach	32
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	32
	Anti-corruption	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28
	103-2 The management approach and its components	28
	103-3 Evaluation of the management approach	28
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28
	205-2 Communication and training about anti-corruption policies and procedures	28
	205-3 Confirmed incidents of corruption and actions taken	28
GRI 300: Environmental		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	15
	103-2 The management approach and its components	15
	103-3 Evaluation of the management approach	15
GRI 302: Energy 2016	302-1 Energy consumption within the organization	15
	302-2 Energy consumption outside of the organization	15
	302-4 Reduction of energy consumption	15
	302-5 Reductions in energy requirements of products and services	15
	Water and Effluents	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	18
	103-2 The management approach and its components	18
	103-3 Evaluation of the management approach	18
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	18
	303-2 Management of water discharge-related impacts	18
	303-3 Water withdrawal	18
	303-4 Water discharge	18
	303-5 Water consumption	18
	Emissions	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16, 17
	103-2 The management approach and its components	16, 17
	103-3 Evaluation of the management approach	16, 17

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	16
	305-2 Energy indirect (Scope 2) GHG emissions	16
	305-4 GHG emissions intensity	16
	305-5 Reduction of GHG emissions	16
	Waste 2020	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	19
	103-2 The management approach and its components	19
	103-3 Evaluation of the management approach	19
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	19
	306-2 Management of significant waste-related impacts	19
	306-3 Waste generated	19
	306-5 Waste directed to disposal	19
	Environmental Compliance	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	16, 17
	103-2 The management approach and its components	16
	103-3 Evaluation of the management approach	17
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	17
GRI 400: Social		
	Employment 2016	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	25
	103-2 The management approach and its components	25, 26, 27
	103-3 Evaluation of the management approach	25, 26, 27
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	26
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	27
	401-3 Parental leave	27
	Occupational Health and Safety 2018	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	21, 22, 23
	103-2 The management approach and its components	21, 22, 23
	103-3 Evaluation of the management approach	21, 22, 23
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	21, 22
	403-2 Hazard identification, risk assessment, and incident investigation	21, 22, 23
	403-4 Worker participation, consultation, and communication on occupational health and safety	23
	403-5 Worker training on occupational health and safety	19, 23, 27
	403-6 Promotion of worker health	21, 22, 23, 24
	403-9 Work-related injuries	23
	403-10 Work-related ill health	23

GRI Standard	Disclosure	Page number(s) and/or direct answers
	Training and Education 2016	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	27
	103-2 The management approach and its components	27
	103-3 Evaluation of the management approach	27
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	27
	404-2 Programs for upgrading employee skills and transition assistance programs	27
	404-3 Percentage of employees receiving regular performance and career development reviews	27
	Diversity and Equal Opportunity 2016	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	26, 28
	103-2 The management approach and its components	26, 28
	103-3 Evaluation of the management approach	26, 28
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	
	Non-discrimination 2016	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28
	103-2 The management approach and its components	28
	103-3 Evaluation of the management approach	28
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	28
	Human Rights Assessment	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24
	103-2 The management approach and its components	24
	103-3 Evaluation of the management approach	24
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	24
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	24
	Local Communities 2016	
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	30, 33
	103-2 The management approach and its components	30, 33
	103-3 Evaluation of the management approach	30, 33
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	30, 31, 33, 34
	413-2 Operations with significant actual and potential negative impacts on local communities	33, 34

