

**2021
Sustainability
Report**



دانة غاز
DANA GAS

**Creating sustainable
long-term growth**

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Message from the CEO

Sustainable development is a fundamental driver of Dana Gas operations and has become an integral part of our planning processes. We are committed to achieving the highest standards of health, safety, security, environment (HSSE) and social performance (SP) for our employees, contractors, local communities and environments in which we work.

This is our sixth Sustainability Report which continues to adhere to the reporting and disclosure practices promoted by the Oil & Gas industry.

In 2021, we made great strides in progressing our sustainability goals and incorporated climate change objectives into our corporate scorecard for the first time. We also conducted a regional and international peer benchmarking exercise to understand our performance in key sustainability areas which has helped identify areas for improvement, including opportunities to enhance our Environmental, Social Governance (ESG) disclosure and reporting.

We are proud of our performance in 2021. Our Total Recordable Injury Rate (TRIR) was 0.05, which is better than average compared to regional peers, and represents an excellent performance given the significant increase (47%) in workforce exposure hours through the KM250 project construction and the scheduled shut-downs at the El Wastani and Khor Mor gas plants for routine maintenance and facility upgrades. Indeed, both shutdowns were completed ahead of schedule and without incident, during a period necessitating that strict COVID-19 precautions be followed.

Our COVID-19 response evolved through the year with a suite of locally appropriate measures to manage the operational

impacts of the pandemic. I'm pleased that we have been able to successfully contain workplace exposure and the spread of infection through strict adherence to robust procedures across all locations. We ensured that all staff and contractors across Dana Gas and our ventures have been fully vaccinated and have been actively supporting take-up of booster programmes.

The integrity and reliability of our facilities is a high priority and Asset Integrity Management is a core element of the Dana Gas Operating Risk Management System (ORMS). We monitor and report Process Safety Events (PSEs) in line with international standards and I'm pleased that we have seen a 50% decrease in Tier 1 and 2 PSEs compared to 2020.

We have undertaken a number of measures to improve our Greenhouse Gas (GHG) management during the year. We have provided more clarity on the Dana Gas climate position and developed a multi-year Climate Action Plan which will be regularly updated. Flared gas from our operations has decreased by approximately 26% since 2019, and our carbon emissions intensity in 2021 was 8.3 kilograms of CO₂ equivalent (CO₂e) per barrel of oil (BOE) produced, which is top quartile performance in the international Oil & Gas industry. In 2022, we are endeavouring to get much greater confidence in our methane emissions across the portfolio and ensure robust plans are in place to minimise fugitive leaks and losses at our facilities.

Our Pearl Petroleum (PPCL) venture in the KRI, implemented various measures to improve measurement, leak detection, and emissions reductions through the year. Plant modifications enabled a [continued on page 4](#)

continued from page 3 reduction of an estimated 61,600 tCO₂e/ year from the Khor Mor plant, which would otherwise have been flared, further reinforcing our commitment to zero routine flaring.

We also voluntarily purchased 264,000 tonnes of accredited carbon credits, equivalent to PPCL's total annual GHG emissions in 2021, making the venture one of the first 'carbon neutral' O&G production businesses in the Middle-East.

We continued our record of seven consecutive years without a significant spill to the environment. Dana Gas also received no complaints, issues, fines or penalties related to environmental non-compliance.

All Dana Gas employees are required to maintain high ethical standards and fully complied with our Code of Conduct. There were no grievances or incidents related to discrimination, corruption, ethical violations, or bribery reported during the year.

A total of 32 community related incidents, grievances and complaints were reported in 2021, all of which were in the KRI,

highlighting the challenging nature of the local socio-political operating environment.

Increased production levels from our operations in the KRI, in conjunction with higher oil prices, resulted in an increase of nearly 30% in the total direct economic value we generated in 2021. In collaboration with our Joint Venture partners, we continued supporting a range of local community Social Investment projects, valued at some US\$ 2.1 Million.

For a more detailed analysis and discussion of Dana Gas' sustainability performance I invite you to read the remainder of this report and invite you to engage with us to provide feedback and help our improvement journey.

Patrick Allman-Ward
CEO



About Us

This is Dana Gas PJSC's sixth Sustainability Report, which seeks to provide a balanced representation of our environmental and socio-economic performance for the 2021 calendar year. The report has

been prepared in accordance with the GRI Standards: Core option, and takes into consideration other relevant and accredited sustainability standards, including:



- International Petroleum Industry Environmental Conservation Association (IPIECA) guidelines



- Stakeholder Capitalism Metrics from the World Economic Forum (WEF)



- United Nations Sustainable Development Goals (UN SDGs)



- Environmental, Social and Governance (ESG) disclosures for the London Stock Exchange (LSE)



- ESG disclosures for the Abu Dhabi Securities Exchange (ADX)

The GRI content index is provided in Appendix B and all enquiries, feedback or suggestions regarding this report are welcome at: mail@danagas.com

Overview

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



Vision

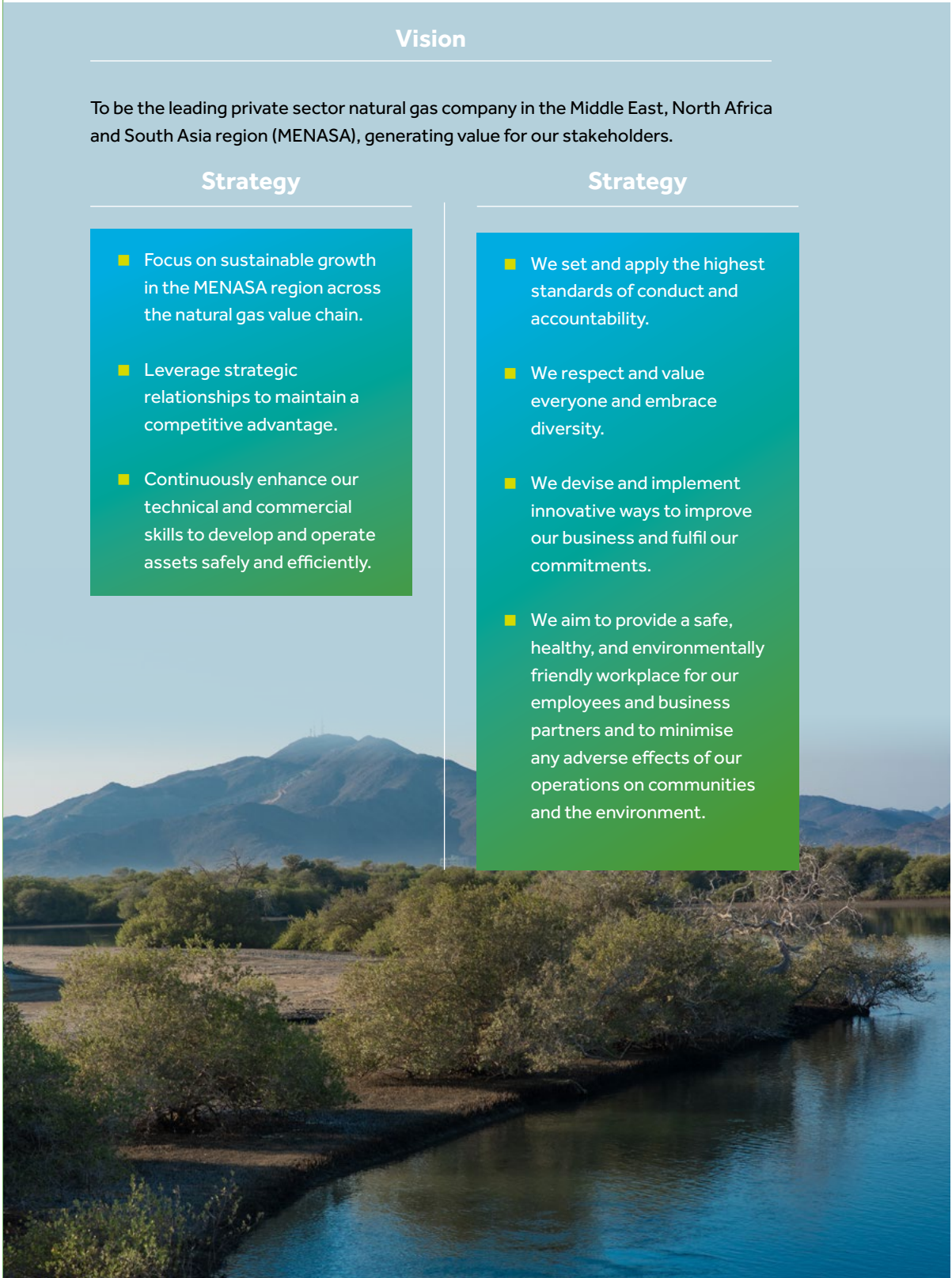
To be the leading private sector natural gas company in the Middle East, North Africa and South Asia region (MENASA), generating value for our stakeholders.

Strategy

- 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.

Strategy

- 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.





Approach to Sustainability

Performing Responsibly

Safeguarding Our
Workforce and Assets

Contributing to
In-Country Value

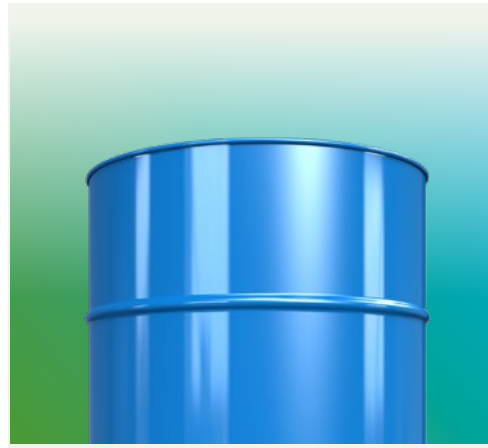
Dana Gas at a Glance



Employees

96

Direct
Employees



Production (barrels of oil equivalent per day)

**62,100
boepd**



Gross Revenue

**\$452
Million**



Total proved plus (2P) reserves

**1,131
Million**

Barrels of Oil Equivalent
(mmboe)

Operations & Market Presence

● Nature of activities

● Production Assets

Nile Delta (Egypt) and Eastern Mediterranean

Gas processing and marketing

Well development

Hydrocarbon exploration

100% Operator of 14 development leases onshore

100% Operator of one exploration concession area (North El Arish)

Kurdistan Region of Iraq (KRI)

Well development

Production

Hydrocarbon exploration

35% Joint Operator of the Kurdistan Gas Project through Pearl Petroleum Company Ltd (PPCL), which has the right to appraise and develop Khor Mor and Chemchemical Fields

Sharjah (UAE)

Well operations

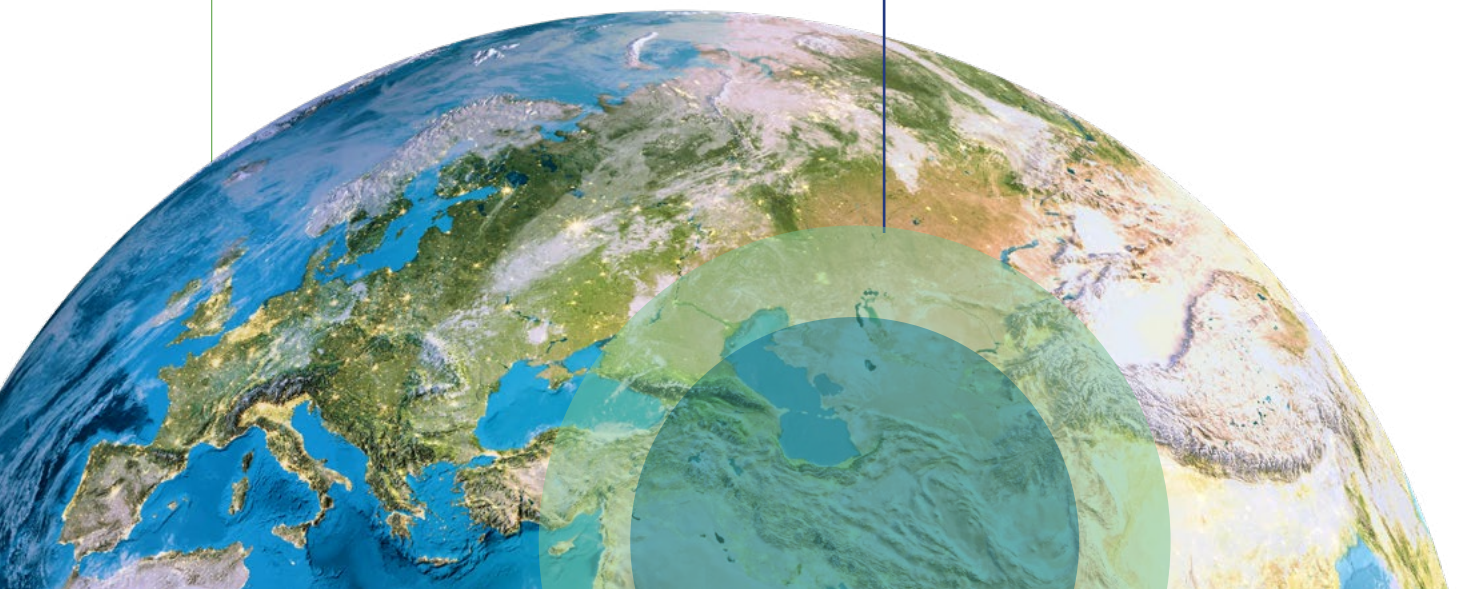
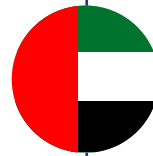
Midstream pipeline

100% operator of UGTC

50% Joint Operator through United Gas Transmission Company (UGTC)

100% Operator of Sajaa Gas Private Limited Company (SajGas)

100% operator of Dana Gas Exploration FZE



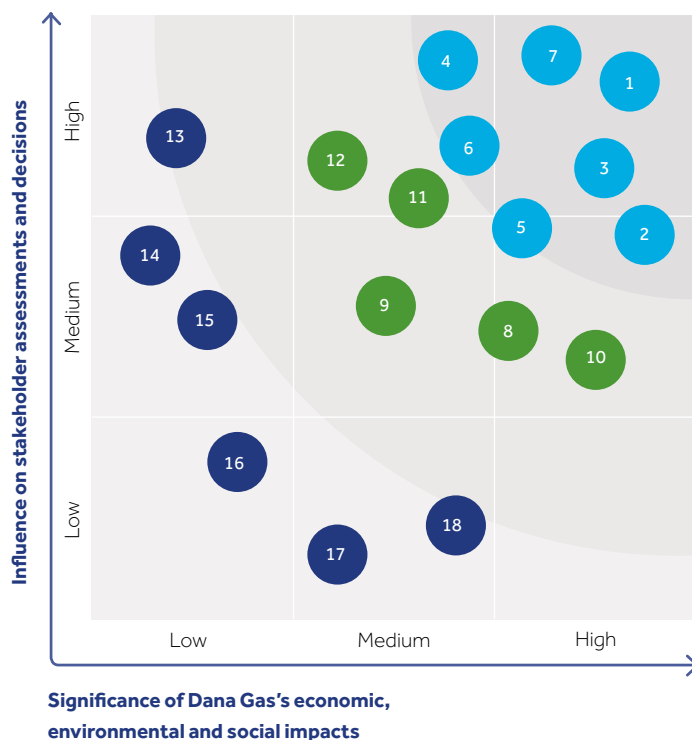
Approach to Sustainability

Material ESG Areas

Through our materiality assessment, we have identified and prioritised the relative importance of 18 material ESG areas. Each area is categorised from "High Materiality" to "Material" depending on its potential impact on Dana Gas business objectives and the primary interests of our stakeholders. "Material" areas are still important to Dana Gas and are appropriately managed, however, their discussion and presentation throughout this report is limited.

All areas were identified by understanding the primary interests of our key stakeholders, as well as reviewing best practices from Oil and Gas Industry peers, IPIECA standards, GRI standards, and the ESG reporting guidelines for ADX and LSE.

Using appropriate engagement methods, we continue to build and strengthen our relationships with all stakeholders who are involved or have an interest in our operations and projects. Each of our countries of operation, as well as any major new project developments, have specific Stakeholder Engagement Plans (SEP). SEPs are regularly reviewed and updated, helping us to identify stakeholder concerns, understand risks, identify mitigation actions, and foster effective communications. Please refer to Appendix A for more details on how we engage with our key stakeholders.



HIGH MATERIALITY

1. Climate change, energy and GHG
2. Human rights
3. Asset integrity
4. Local community development and engagement
5. Economic performance
6. Workforce health and safety
7. In-country value contribution

MEDIUM MATERIALITY

8. Diversity and equal opportunities
9. Payments to governments
10. Procurement practices
11. Nationalisation
12. Water, waste and spills management

MATERIAL

13. Workforce management practices
14. Total reserves
15. Compliance with regulations
16. Ethics and prevention of corruption
17. Learning and development
18. Sustainability governance

Sustainability Framework

Our ESG progress is disclosed annually through our sustainability framework, which groups the material ESG areas that can impact our business and stakeholders under three distinct pillars. A range of accredited sustainability standards

coupled with ESG reporting guidance has informed how we report on our environmental, social and socioeconomic performance.



PERFORMING RESPONSIBLY

Achieving sustainable environmental performance through operational excellence and climate risk mitigation by:

Reducing energy consumption and GHG emissions

Minimizing water use, waste and spills



SAFEGUARDING OUR WORKFORCE AND ASSETS

Becoming the employer of choice and ensuring a safe working environment by:

Attracting, retaining and developing the workforce

Safeguarding human rights

Protecting our workforce's health and safety

Maintaining asset integrity and process safety management



CONTRIBUTING TO IN-COUNTRY VALUE

Contributing to In-Country Value:

Improving our local content

Focusing on our socio-economic impact

Engaging and investing locally

SDG Contributions





Looking to the Future

Our sustainability performance is reviewed annually, enabling us to improve our ability to create shared prosperity for our stakeholders while positively contributing toward sustainable development. In 2021, we conducted a peer benchmarking exercise to compare Dana Gas' ESG performance and disclosures in nine key sustainability areas common to the Oil and Gas Industry. The sample group included regional peer companies with exploration and production operations in the KRI, and

a selection of international companies deemed ESG leaders. This exercise indicates that Dana Gas is performing above sector averages in eight of the nine key sustainability areas (biodiversity was below average), and will inform the development of future corporate actions that will continue to improve Dana Gas' ESG performance.

Key Sustainability Areas for the Oil & Gas Industry

Environmental Management	Atmospheric Emissions Related to Energy Consumption	Prevention of Corruption
Prevention of Pollution	Health & Safety	Promotion of Social & Economic Development
Biodiversity Management	Prevention of Human Rights Violations	Board of Directors

We also carried out a gap analysis on our 2020 ESG disclosures against a range of reputable sustainability reporting standards, including GRI, IPIECA, WEF, ADX and LSE. This analysis has helped Dana Gas to identify additional ESG areas and data to be disclosed in our subsequent sustainability reports; which will provide our stakeholders with additional and enhanced insights into our business. For this year's report, we expanded our disclosures on important areas including Board diversity and

independence; specific greenhouse gas emissions; energy intensity metrics; biodiversity; spill management; and process safety.

In 2021, Dana Gas committed to join the International Oil & Gas Producers (IOGP) industry association, and through participation in various fora and annual HSE performance data collection and reporting exercises, hope to further improve our ESG journey.



2021 ESG Highlights



- **20%** reduction in flaring.
- **8.3 kg CO₂eq. per BOE** produced.
- **Zero** significant hydrocarbon spills over the past seven years.
- **37%** decrease in wastewater discharged.



- Total recordable injury frequency **(TRIF) of 0.05.**
- Resolved **97%** of all safety observations.
- **Zero grievances** or incidents related to discrimination, corruption, ethical violations or bribery reported.
- **50%** decrease in number of process safety events.



- **30%** increase in direct economic value generated.
- **64%** of Dana Gas workforce represented by local nationals.
- **\$2.1 Million** invested in community initiatives.
- **88%** of procurement placed with local suppliers.



Approach to Sustainability

Performing Responsibly

Safeguarding Our
Workforce and Assets

Contributing to
In-Country Value

Chapter 1

Performing Responsibly

Material Topics

- Climate change, energy, and GHG
- Compliance with regulations
- Sustainability Governance
- Water, waste, and spills management

SDG



Effective Governance

Dana Gas continues to ensure it operates in a responsible manner through a range of robust governance mechanisms, which are regularly reviewed and updated. These mechanisms guide the creation and protection of sustainable long-term value, which include appropriately addressing climate change, complying with all relevant regulations, and effectively managing our environmental and social impacts.

Board of Directors

By the end of 2021, the Board of Directors ('Board') at Dana Gas consisted of 11 members, six of which were categorised as 'independent' as per the definitions from the UAE's Securities and Commodities Authority. The roles of the Board Chairman and CEO are separated and six board meetings were held throughout 2021 with an attendance rate over 95%. Every year, the Board's performance is evaluated through internal mechanisms. In addition, an external consultant also conducts a performance evaluation on the Board once every three years.

Each Board member has held and continues to hold, leadership positions at reputable companies involved in numerous industries, including oil and gas, education, banking, financial services, legal services, event management, and real estate. Additional details on our Board of Directors, including membership classifications, Board committee membership, and remuneration, can be found in our Corporate Governance Annual Report 2021 on the Dana Gas website.

Board Members (#)	2019	2020	2021
Total number of Board members	11	11	11
Total number of independent members	8	8	6
Total number of non-independent members	3	3	5
Total number of executive members	0	0	0
Total number of non-executive members	11	11	11
Total Board seats occupied by men	11	11	10
Total Board seats occupied by women	0	0	1



Board of Directors and International Advisory Board



Board Committees

Three Board committees existed during 2021 to help the Board at Dana Gas fulfil specific oversight responsibilities.

Audit & Compliance Committee (A&CC)

The A&CC assists the Board in supervising and controlling the financial affairs of the Company and ensuring compliance with applicable financial and accounting policies, procedures, and regulations. In 2021, six meetings were held with an attendance rate of over 89%.

Board Steering Committee (BSC)

The BSC assists the Board in supervising and controlling the activities conducted by the executive management at Dana Gas. Other responsibilities include making decisions on urgent matters that occur between Board meetings relating to capital, operating expenditures, and new business opportunities. In 2021, seven meetings were held with an attendance rate of over 88 percent.

Key responsibilities of the CGR&NC include:

- Dana Gas' compliance with established corporate governance standards.
- Assisting the Board in appointing senior executives, appraisal of management performance, succession planning, and remuneration policies.
- Nominations and elections to the Board of Directors.

In 2021, five meetings were held with an attendance rate of over 95%.



International Advisory Board

Executive Committee

The Executive Committee (EC) at Dana Gas oversees a range of responsibilities and is accountable to the Board through regular reports. The EC's responsibilities include Dana Gas' Sustainability Roadmap and ESG framework; the Health, Safety, Security, and Environmental (HSSE) management framework; and the corporate risk framework and its associated policies and procedures.

A corporate scorecard at Dana Gas is used to monitor and set targets for key performance metrics. Executive compensation is linked to this scorecard.

In 2021, it contained ESG-related metrics for HSSE, climate change, and asset integrity. For HSSE and climate change, targets were set for total recordable injury frequency, as well as standalone objectives for the development and implementation of Greenhouse Gas (GHG) position statements, strategies, and management improvement plans. For asset integrity, targets included overdue safety critical equipment maintenance and outstanding audit/inspection actions. By the end of 2021, all ESG-related targets were successfully achieved and exceeded performance expectations.



Managing Climate Change

At Dana Gas, we recognise our role in addressing the challenges posed by climate change and in supporting the clean energy transition. For 2021, two major objectives included developing the Dana Gas Climate Position Statement and related Climate Action Plan. These contain key milestones and priority actions to be achieved and implemented over the next few years.



Dana Gas recognises the challenges posed by climate change and we support the goals of the Paris Agreement to limit the rise in global temperature.

Dana Gas is committed to increasing energy efficiency and reducing greenhouse gas emissions (GHG) in all our operations and will set targets accordingly. We will not routinely flare gas for production purposes and shall minimize any flaring necessary for safety reasons or non-routine purposes. We will take steps to fully understand the implications of Net-Zero on our business.

We are helping the growing demand for energy in Egypt and the Kurdistan Region of Iraq, by supplying cleaner burning natural gas for electricity generation, which avoids the use of alternative more carbon emitting fossil fuels.

We firmly believe that gas will play a critical role in powering the energy transition.

As we continue to manage GHG emissions in our operations, we will further integrate climate change-related risk into our business planning and investment decisions. This includes evaluating and reducing the carbon intensity of our portfolio, leveraging technology innovation and best practices in new projects and facility expansions, and finding ways to further mitigate GHG emissions, such as through the use of voluntary carbon offsets, nature-based solutions and exploring use of renewables for providing energy to our own operations. We shall use our influence to promote likewise in our joint ventures.

Dana Gas is fully supportive of international efforts to improve disclosure on the climate-related aspects of our business and will endeavour to collaborate in joint-industry efforts and evolve our approach. We will publicly report on our progress and performance.

We developed our Climate Action Plan to progress our climate ambitions in strategic areas, including to frame governance and support in our Joint Venture companies. Good progress was made across all these fronts during the

year. The Energy Transition and ESG was also a key theme for our Board and IAB Strategy Day in November 2021, at which energy transition risks and opportunities for the company were discussed.



Area	Purpose	Current Priority Actions
Governance & Disclosure	Strengthen climate-related governance, disclosure, and reporting.	<ul style="list-style-type: none"> Formalise Board oversight of climate change risks & opportunities. Establish Joint Venture GHG emissions task forces to drive local improvement.
Emissions Measurement	Provide confidence in GHG data and a robust understanding of carbon footprint.	<ul style="list-style-type: none"> Improve emissions measurement, monitoring, & reporting. Install flare metering. Conduct methane leak detection studies. Undertake carbon accounting studies. Independent GHG data validation. Develop preliminary estimates for Scope 3 emissions.
Abatement	Minimise GHG emissions as far as we can in existing operations.	<ul style="list-style-type: none"> Flare reduction studies. Implement Near Zero flaring project. Identify opportunities to reduce methane emissions. Develop GHG improvement plans for countries of operation. Conduct benchmarking studies. Establish targets and adopt KPIs to monitor & incentivise performance. New project designs to incorporate best practices for energy efficiency. Explore Carbon Capture & Underground Storage opportunities.
Offsets & Credits	Explore meaningful and credible offsets and credits.	<ul style="list-style-type: none"> Conduct market assessment of voluntary carbon offset. Conduct feasibility study on reforestation offset projects.
Portfolio	Incorporate carbon considerations in investment decisions and portfolio decision-making.	<ul style="list-style-type: none"> Evaluate additional renewable energy applications throughout the business. Conduct pre-feasibility studies on potential renewable energy opportunities.



Greenhouse Gas Emissions

Compared to 2020, our total GHG emissions increased by nearly 2% to 188,471 tons of CO₂e. This was largely attributed to increased use of fuel gas in our operations in the KRI associated with higher production.

Due to improved measurement of emissions and third-party validation of data, we have strengthened the quality

of reported GHG data, resulting in some minor restatements to previously reported emissions for our KRI-based operations. Carbon intensity for the year was 8.31 kg CO₂eq. per BOE produced which continues to compare favourably with international Oil and Gas Industry peers and other upstream operators in the region (e.g. Oil & Gas Climate Initiative (OGCI) benchmark of 19.5 kgCO₂/boe).

GHG emissions

● 2019 ● 2020 ● 2021

Direct: Scope 1 GHG emissions (tons of CO₂eq)



By country (tons of CO ₂ eq)	2019	2020	2021	By source (tons of CO ₂ eq)	2019	2020	2021
UAE	5,888	-	997	Diesel & Petrol	9,693	954	4,212
KRI*	70,814	70,757	80,063	Fuel Gas	139,778	156,733	161,131
Egypt	97,852	110,132	102,905	Flared Gas	25,083	23,202	18,622

*Previously reported figures for KRI include: 62,474 (2019) and 54,557 (2020)

Scope: Dana Gas Equity Share

Indirect: Scope 2 GHG emissions (tons of CO₂eq)



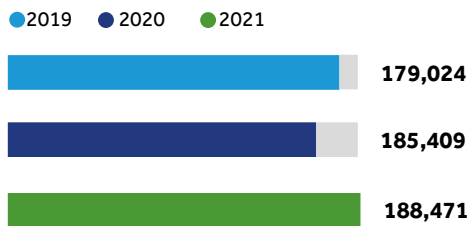
By country	2019	2020	2021
UAE	115	86	85
KRI	-	-	-
Egypt	4,355	4,433	4,421

Scope: Dana Gas Equity Share

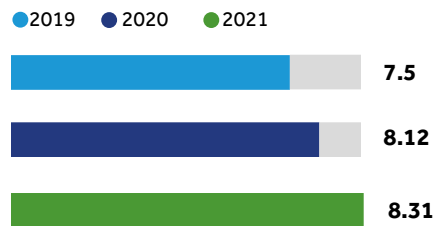




Scope 1 & 2: Total GHG emissions (tons of CO₂eq)



Scope 1 & 2: GHG emissions intensity (kg of CO₂eq per BOE)



Scope: Dana Gas Equity Share

Scope 1 GHG emissions continue to account for over 97% of our total GHG emissions. A 5% increase in production from our KRI-based operations increased Scope 1 emissions in PPCL by 13% compared to 2020. In Egypt, we saw a 7% reduction in Scope 1, linked to production declines. The total amount of flared gas in 2021 was 304 million standard cubic feet (MMscf), representing a near 20% decrease from 2020 (see exhibit 1). Flaring is an essential safety practice in the Oil and Gas industry 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 wells and process plants.

Scope 2 GHG emissions for 2021 remained at similar levels to previous years, averaging approximately 4,500 tCO₂e annually. These emissions originate from the consumption of purchased electricity, heat or steam.

To reduce our GHG emissions, the following priority actions were implemented in 2021:

- We installed flare meters at our Khor Mor (KM) plant in the KRI, which helps to identify process anomalies, detect leaks and measure flared gases.
- Fugitive emissions surveys were conducted by a third-party specialist at our KM plant in the KRI, where over 37,000 leak detection points were inventoried.
- We adopted a 'Near-Zero Flaring' policy.
- Process modifications were completed to eliminate flash gas at our KRI plant which is anticipated will reduce GHG emissions by an

estimated 61,600 tons of CO₂e per year.

- 264,000 tons of accredited carbon credits were voluntarily purchased to offset the GHG emissions from our Pearl Petroleum venture in the KRI, making it one of the first carbon neutral oil and gas production businesses in the Middle East.
- Established GHG task forces at each of our operations based in the KRI and Egypt, including local management improvement plans.
- Initiated the collection of methane gas emissions data, aiming to improve the reporting process and accuracy in coming years. In 2021, we estimated 20.3 tons of methane emissions in KRI and 27.3 tons in Egypt. This totalled to an amount of 0.002 tons of methane emissions per BOE produced.

As our data capture and reporting capabilities improve, we aim to increase our scope of coverage regarding the types of emissions we produce.



Contributing to
In-Country ValueSafeguarding Our
Workforce and Assets

Performing Responsibly

Approach to Sustainability

Energy Consumption and Efficiency

Our total energy consumption increased by just over 1% to 3,296,330 gigajoules (GJ) compared to 2020. Direct energy accounts for nearly all our annual energy consumption, and the fuel gas used at our production sites is the primary energy driver. Indirect energy consumption for 2021 (i.e. purchased from the grid) remained at similar levels to the previous two years, averaging 35,281 GJ annually.

With annual increases in energy consumption, in conjunction with minor decreases in annual production, our energy intensity has gradually increased since 2019. In 2021, our annual energy consumption relative to production increased by 7% to 0.15 GJ per BOE in 2021 compared to 2020.

Several energy-saving programmes and initiatives have been implemented to reduce energy consumption. This has included using energy efficient lighting (e.g.: LED), installation of motion sensors, energy efficient heaters and power generators, installing small-scale solar panel units, and conducting energy reduction feasibility studies. Renewable energy opportunities were further explored during our Energy Transition Strategy Day, where the Board supported conducting new pre-feasibility studies on a range of identified opportunities. Deployment of solar applications for the Khor Mor plant, camp and facilities in the KRI is already undergoing feasibility study.

Direct energy consumption (GJ)

● 2019 ● 2020 ● 2021



By country (GJ)	2019	2020	2021
UAE	94,610		13,449
KRI	1,234,864	1,260,622	1,415,550
Egypt	1,740,035	1,959,655	1,832,000

By source	2019	2020	2021
Diesel & Petrol (L)	3,416,427	336,086	1,484,362
Fuel Gas (MMscf)	2,280	2,556	2,628
Flared Gas (MMscf)	409	378	304

Indirect energy consumption (electricity) (GJ)

● 2019 ● 2020 ● 2021

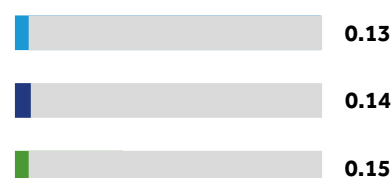


By country	2019	2020	2021
UAE	970	729	716
KRI	-	-	-
Egypt	34,098	34,714	34,616

Total energy consumption (GJ)



Energy consumption (GJ) per BOE





Environmental Management

A key policy for Dana Gas is the Health, Safety, Security, Environment and Social Performance (HSSE & SP) policy, which strives to reduce our negative environmental impacts including those relating to waste, emissions, discharges and energy efficiency. We also endeavour to respect our neighbours and promote the sustainable development of the societies in which we operate. The HSSE & SP policy was updated in 2021 to better capture our policy commitments in the areas of security and social performance.

Each operating asset, office, and Joint Venture company in which Dana Gas has an interest, maintains a locally specific HSSE management system and supporting standards and procedures. All Dana Gas offices have their HSE management systems certified to ISO 45001, and all our operating sites in Egypt (through WASCO) are certified to ISO 45001 and ISO 14001. The Pearl Petroleum (PPCL) venture in the KRI

has an HSE management system that is aligned with the international standards specified by ISO.

Environmental and Social Impact Assessments (ESIAs) are conducted prior to starting all new projects. Following completion of the ESIA for the KM250 gas plant expansion project to international standards and satisfaction of the US International Development Finance Corporation, we developed a Biodiversity Management Plan (BMP) for Khor Mor. Biodiversity studies and critical habitat mapping confirm that none of our activities in the KRI are conducted in protected or key biodiversity areas, nonetheless, various biodiversity management initiatives and commitments have been made by PPCL to further protect and enhance biodiversity in the area.

In 2021, there were zero complaints, issues, fines or penalties relating to environmental non-compliance.



Water Management

In 2021, the total volume of water we consumed increased by nearly 17% to 134,542 m³ compared to 2020, largely due to higher production from our KRI operations. The water we consume originates from groundwater wells and municipal suppliers, and is used for drilling, production, cooling and domestic (office and accommodation camps) purposes. Several initiatives have previously been implemented to help conserve water, including replacing water taps with spray nozzles, minimising car washing activities and re-using wastewater where possible.

The total volume of wastewater we generated in 2021 was 168,094 m³, representing a 47% decrease compared to 2020. The water produced 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, are disposed of through the local municipal water treatment systems. At our Egypt based operations (through WASCO), we achieved a near 50% reduction in wastewater volumes against 2020 environmental improvement plan objectives of 10-20%.

Water Management

● 2019 ● 2020 ● 2021

Total water consumption (m³)



Water consumption intensity (m³/ BOE produced ('000))



By country	2019	2020	2021
UAE	1,756	284	212
KRI	113,143	102,153	121,030
Egypt	15,100	12,999	13,300



Waste water discharged



By country	2019	2020	2021
UAE	21,325	0	0
KRI	8,962	8,847	9,094
Egypt	224,577	310,000	159,000



Waste Management

Total quantities of waste disposed in 2021 was 1,230 tonnes, an increase of near 22% compared to 2020. This was largely attributed to the collection and removal of contaminated water and sludge from an evaporation pond at Khor Mor, which was treated as hazardous waste. Other forms of hazardous waste included waste oils, lubricants, filters, batteries, fluorescent lights, and medical waste. Non-hazardous waste

disposed (816 tonnes total) represents a 4% increase on the previous year, and primarily comprised wastepaper, cardboard, plastic, glass, tyres, scrap metal, and wood. All hazardous and non-hazardous waste we produce is collected by specialist third-party contractors and is disposed of at licensed disposal sites and treatment facilities.

Waste Management

● 2019 ● 2020 ● 2021

Hazardous waste disposed (tonnes)



By country	2019	2020	2021
UAE	21	0	0
KRI*	0	0	117
Egypt*	217	219	297

Non-Hazardous waste disposed (tonnes)



By country	2019	2020	2021
UAE	50	0	8
KRI*	60	37	38
Egypt*	775	750	770

Recycled Waste (tonnes)



By country	2019	2020	2021
Hazardous waste recycled in KRI	15	12	13
Non-Hazardous waste recycled in KRI	238	150	153

Scope: Dana Gas Equity Share

*Minor restatements of figures for 2019 and 2020

The amount of hazardous and non-hazardous waste recycled in our KRI operations increased by approximately 7% and 2%, respectively.

In 2021, we commissioned a new waste incinerator at Khor Mor, which along with a suite of other waste management improvement measures being introduced in PPCL, should help reduce volumes generated and disposed of to landfill.

Spill Management

To effectively manage and respond to any unplanned or uncontrolled oil releases, oil spill contingency and response plans are maintained across all operational activities. For our Egypt and UAE based operations, these plans are regularly tested, approved and updated with the relevant national authorities. For our KRI-based operations, our plans incorporate a three-tier emergency response plan

and teams undergo additional training to supplement drills and exercises.

The total number of hydrocarbon spills has decreased by 22% since 2019. We continue to report all spills, regardless of quantity spilt. All of the spills reported during the year were minor, maintaining a seven-year trend of zero significant¹ hydrocarbon spills.

¹ A 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

Hydrocarbon Spills

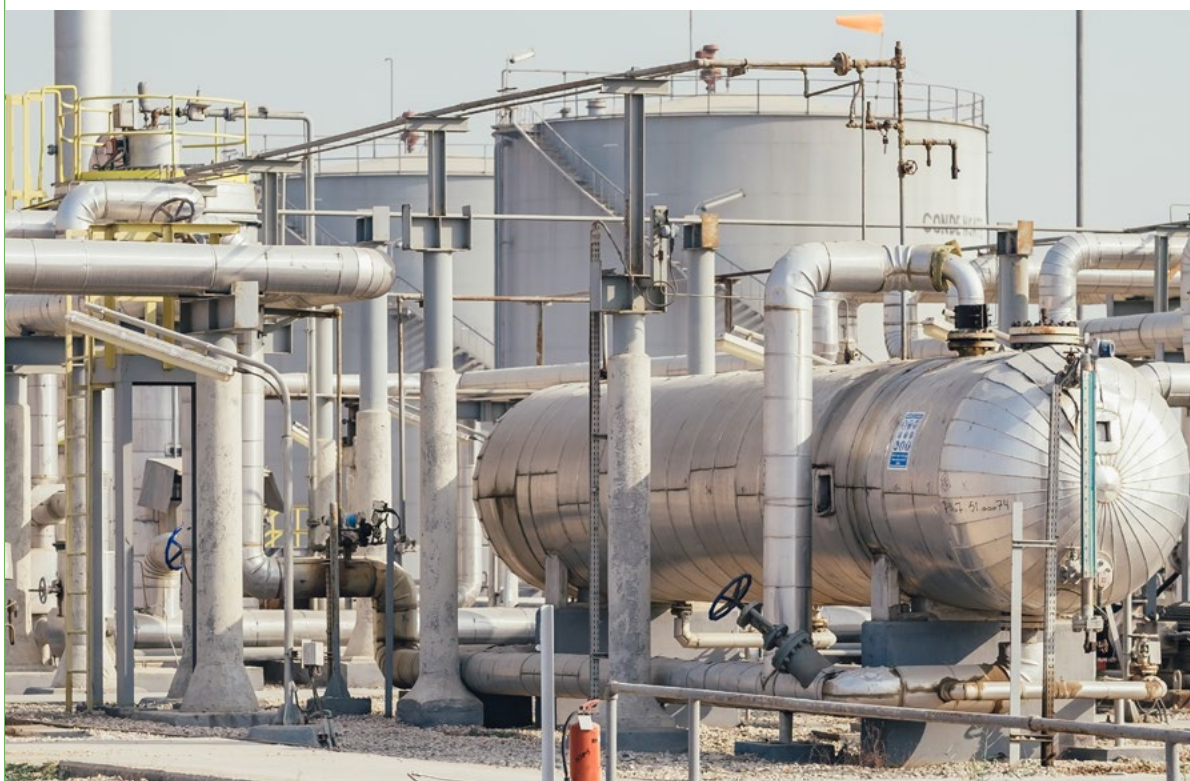
● 2019 ● 2020 ● 2021

Total number of spills



By country	2019	2020	2021
UAE	0	0	0
KRI	-	-	8
Egypt	18	7	6

Scope: Dana Gas & Joint Ventures



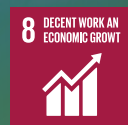
Chapter 2

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

SDG





Safe Operations



"All who work for and with Dana Gas have the authority to stop any work they consider to be an imminent threat to life, health, property or the environment, or that violates legal requirements, or which presents potential negative social impact." – Dana Gas HSSE & SP Policy

One of the main aims of the HSSE & SP policy at Dana Gas is to pursue a goal of no harm to people. In striving to continuously achieve this aim, the Policy contains multiple commitments which guide how our operational activities are conducted, including:

- 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 this policy and using our influence to promote it in other ventures accordingly.
- Contributing to the 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.

The 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. All incidents are reported on a weekly and monthly basis to upper management and to our venture partners, respectively. All lessons learned and related recommendations are communicated through weekly and monthly team safety meetings at a country level.

There were two recordable injuries during 2021, meaning the Total Recordable Injury Frequency (TRIF) for the Group was 0.05, representing top quartile safety performance amongst industry peers in the region, and continuing a steady trend of safety improvement over the past seven years.

We aim to further develop and maintain an effective safety culture that reinforces positive safety behaviours.

Road transportation safety continues to be a critical risk and each Joint Venture



maintains a dedicated land transportation safety programme tailored to local circumstances. Examples of the measures adopted by these programmes include In-Vehicle Monitoring Systems to track driver performance; conducting regular risks assessments; advanced driver training; Track24 monitoring systems; journey management plans and conducting quality checks on third-party tankers. Compared to 2020, the number of kilometres driven on behalf of Dana Gas decreased by nearly 9%, and we again recorded zero road traffic accidents.

In 2021, we recorded zero occupational illnesses amongst our staff and contractors. Various measures are implemented to help protect occupational health, including regular health and wellbeing programmes, occupational exposure monitoring, health awareness campaigns, pre-employment medical screening, and third-party hygiene audits. We further encourage our local suppliers and contractors to adopt similar practices.

Health & Safety	2019	2020	2021
Total manhours (millions)	6.9	5.9	8.7
Employee fatalities	0	0	0
Contractor fatalities	0	0	0
Total recordable injuries	7	0	2
Total recordable injury frequency (TRIF)	0.2	0	0.05
Total lost-time injuries	2	0	2
Lost-time injury frequency (LTIF)	0.05	0	0.05
High Potential Incidents (HPIOs)	1	3	3
Major Road Accidents	4	0	0
Kilometres driven (million)	6.5	4.6	4.2
Vehicle incident frequency	0.13	0	0
Number of Safety Observations	45,454	12,805	16,294
Observations Actions Close-Out	95%	98%	97%

Scope: Dana Gas & Joint Ventures.



COVID-19

2021 was characterised by our ongoing response to the COVID-19 pandemic which required the evolution of a suite of measures to effectively manage the operational impacts of the pandemic. Small numbers of positive COVID cases continued to appear amongst staff and contractors across the Dana Gas (DG) Group, but workplace exposure and spread was strictly controlled through robust procedures across all locations.

A concerted push to get all DG staff and contractors vaccinated was promoted during the year, along with similar commitments by PPCL and WASCO venture management. Booster doses have also since been encouraged and are supported by the company. Several integrated oil companies have consulted with our Pearl Petroleum venture in the KRI in recognition of its 'best-in-class' COVID-19 management approach and response, which successfully addressed a particularly challenging and dynamic situation in the country where national health systems have been under severe stress.

Asset Integrity and Process Safety

The integrity and reliability of our facilities is a high priority and Asset Integrity Management is a fundamental element of the Dana Gas Operating Risk Management System (ORMS). Asset integrity and safety critical maintenance targets also feature on the corporate scorecard. All of our venture operating sites maintain Asset Integrity Management Systems and regularly review the effectiveness of process safety controls, in order to demonstrate that major risks are mitigated to a level deemed 'as low as reasonably practicable' (ALARP). Local and corporate level reporting takes place on asset integrity-related KPIs.

We regularly monitor and report Process Safety Events (PSEs) in line with international standards and criteria (e.g. American Petroleum Institute (API) and International Association of Oil & Gas Producers (IOGP)).

There were 10 Tier 1 and 2 PSEs in 2021 representing a 50% decrease compared to 2020. All were fully investigated to identify root and underlying causes and to prevent recurrence. The only Tier 1 event was a 300 litres release of natural gas liquids from a road tanker during loading operations in the KRI. The remaining Tier 2 events mostly involved mechanical failures, which were resolved through part replacements and/or additional maintenance.



Process Safety Events	2020		2021	
	Tier 1	Tier 2	Tier 1	Tier 2
Total Number	3	16	1	9
KRI	2	6	1	2
Egypt	1	10	0	7

Scope: Dana Gas & Joint Ventures



Human Capital

Dana Gas strives to build and maintain a talented workforce that contributes towards our sustainable long-term growth. We are committed to optimising our workforce and increasing the efficiency of our operations. The total

number of company employees and contractors reduced by approximately 23 and 37%, respectively, compared to 2020. The total number of full-time employees across all our Joint Ventures has historically exceeded 900.

Workforce

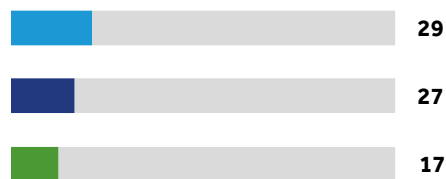
● 2019 ● 2020 ● 2021

Total number of employees



By country	2019	2020	2021
UAE	47	34	35
KRI	4	2	3
Egypt	90	88	58

Total number of contractors



By country	2019	2020	2021
UAE	4	3	3
KRI	0	1	1
Egypt	25	23	13

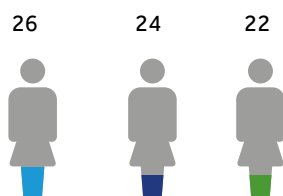
Scope: Dana Gas only

The majority of our full-time workforce is male, though the percentage of female employees has increased to 23% in 2021 from 18% in 2019.

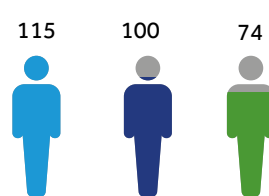
Workforce by gender profile

● 2019 ● 2020 ● 2021

Female full-time employees



Male full-time employees



By age (#)	2020	2021
Under 30 years old	3	3
30 to 50 years old	86	65
Over 50 years old	35	28

Scope: Dana Gas only

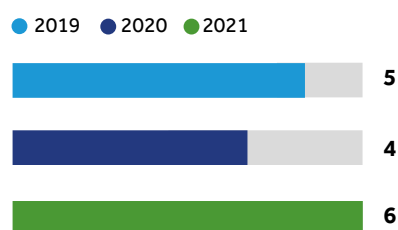


Increasing female representation continues to be an industry-wide challenge for the Oil and Gas Industry, especially for senior management level positions. We are striving to increase female representation where possible and currently offer internship programmes to support and recruit female talent. Over recent years, we have been working with the American University of Sharjah and UAE Higher Colleges of Technology to target female students to help them

establish careers in engineering, finance and information technology.

All new talent is strictly recruited in accordance with the respective labour laws in our countries of operation, which incorporate minimum age and specific remuneration requirements. Benefits provided to our employees also align with local labour laws and differ from country to country. These are considered comprehensive and in alignment with industry best practices.

Total number of new hires



Female new hires



Male new hires



By age profile	2019	2020	2021
Under 30 years old	0	0	0
30 to 50 years old	4	2	4
Over 50 years old	1	2	2
Total number of employees leaving employment	2019	2020	2021
Female	0	0	0
Male	6	3	4
Attrition rate²	4.30%	2.40%	4%

² Attrition rate calculation is based on 'regretted' attrition (i.e., employees leaving the organisation voluntarily).

Scope: Dana Gas only

The leadership at Dana Gas supports the professional and personal development of all employees. Our employees can access a range of training and development opportunities and are also encouraged to seek out other initiatives and courses that could be of benefit.

Our ability to effectively deploy such initiatives was significantly hampered by the COVID-19 pandemic. Whilst virtual training initiatives were introduced to help reduce this disruption, the total training hours delivered during 2021 was 68% less compared to 2020. We shall endeavour to reverse this trend.



Training & Development	2019	2020	2021
Total employee training hours	2,408	1,088	352
Average days of training	2.1	1.1	0.5
Percentage of total employees who received regular performance and career development review	100%	100%	100%

Workplace Behaviour

Dana Gas is committed to maintaining a healthy, supportive and productive work environment, free from discrimination, harassment or bullying. To guide and appropriately manage workplace behaviour, several key policies and practices have been established. Our Code of Conduct reinforces the values we strive to practice each day, such as ensuring equal opportunities, and is supported by policies including Anti-Bribery and Corruption, Anti-Money Laundering, and Share Trading. All Dana Gas employees certified their compliance with our Code of Conduct in 2021, as required through the annual goals and performance appraisal process.

Any incidents related to corruption, ethical violations, or bribery can be anonymously reported through our third-party managed whistleblowing mechanism. All incidents are reviewed by our Business Ethics Committee, which is led by the Head of Internal Controls and Risk Management who reports directly to the Board.

We maintain grievance mechanisms for all staff, contractors, and community members to officially report such issues and concerns. Grievances can be submitted via several methods which include, but are not limited to, telephone, letter, comment boxes, and via meetings. All grievances are officially logged, acknowledged, and assessed in terms of significance. Once a formal response to the grievance has been developed, it is approved by the relevant Dana Gas authority, officially communicated, and internally recorded.

There were no grievances or incidents related to discrimination, corruption, ethical violations, or bribery reported in 2021.

A total of 32 community related incidents, grievances and complaints were reported in 2021, all of which were in the KRI. Cases highlight the challenging nature of the local socio-political operating environment in the KRI and included employment demands (4), theft/robbery/vandalism (5), shooting events (6), supply chain/local contracting (4), community electrical power supply (2), land-use compensation (4), traffic nuisance (2), road repairs/infrastructure (3), and road blocks - reasons unknown (2).

Human Rights

The protection of human rights is an important issue for Dana Gas. Our Code of Conduct incorporates the protection of human rights and is applicable to both Dana Gas staff and contractors. We have committed ourselves to the United Nation's Voluntary Principles on Security and Human Rights, and these principles are captured in our security management plans and the contractual agreements we maintain with private security companies in the KRI and Egypt. We continue to explore the development of a standalone human rights policy and the enhancement of processes to more effectively record and report on instances of discrimination. Mechanisms have already been established for employees and contractors to formally report human rights-related issues.



Chapter 3

Contributing to In-Country Value

Material Topics

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

SDG



Dana Gas is committed to positively impacting communities in the countries in which we operate. This includes effectively engaging with all relevant stakeholders, providing jobs, supporting local suppliers, and building local capabilities.



Socio-Economic Impacts

Due to increased production in our KRI based operations and higher oil prices, the direct economic value we generated in 2021 increased by 30% compared to 2020. An increase in the payments we made towards our capital providers and the Government of Egypt, respectively,

resulted in the retainment of similar levels of economic value compared to 2020. The 18% increase in employee wages and benefits was mostly associated with severance payments relating to the downsizing of our Egypt office. Payments to government is represented as 100% taxation.

Direct Economic Value Generated & Distributed (USD Millions)*

● 2019 ● 2020 ● 2021

Total Direct Economic Value generated



	2019	2020	2021
Operating expenses	37	33	35
Employee wages and benefits	42	38	45
Payments to providers of capital	121	120	181
Payments to government (total)	188	128	156
Payments – Egypt	187	128	156
Payments – UAE	1	0	0
Payments – KRI	0	0	0
Economic value retained 'direct economic value generated' minus 'economic value distributed (Opex, wages, etc.)	70	30	35

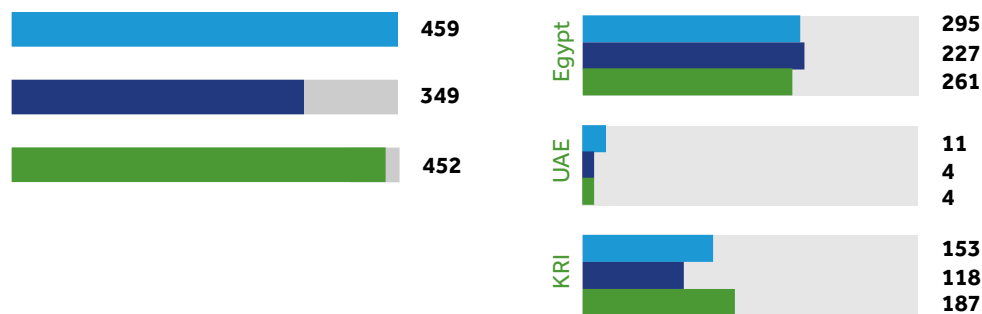
*Values calculated as per GRI 201: Economic Performance 2016

Scope: Dana Gas Equity Share

*Values calculated as per GRI 201: Economic Performance 2016

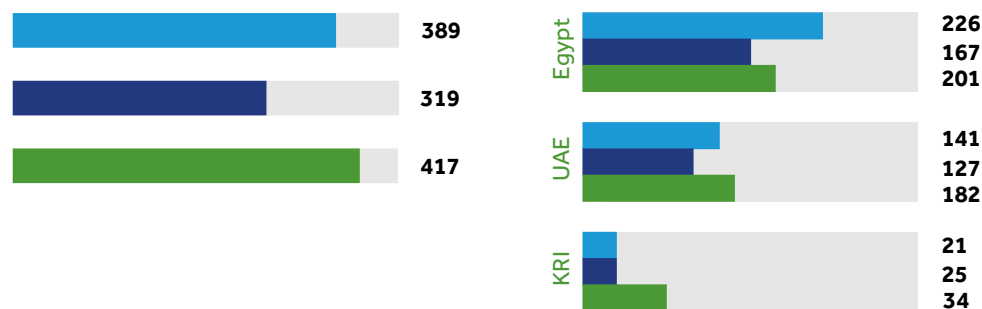
Total Economic Value Generated

● 2019 ● 2020 ● 2021



Total Economic Value Distributed

● 2019 ● 2020 ● 2021



Scope: Dana Gas Equity Share

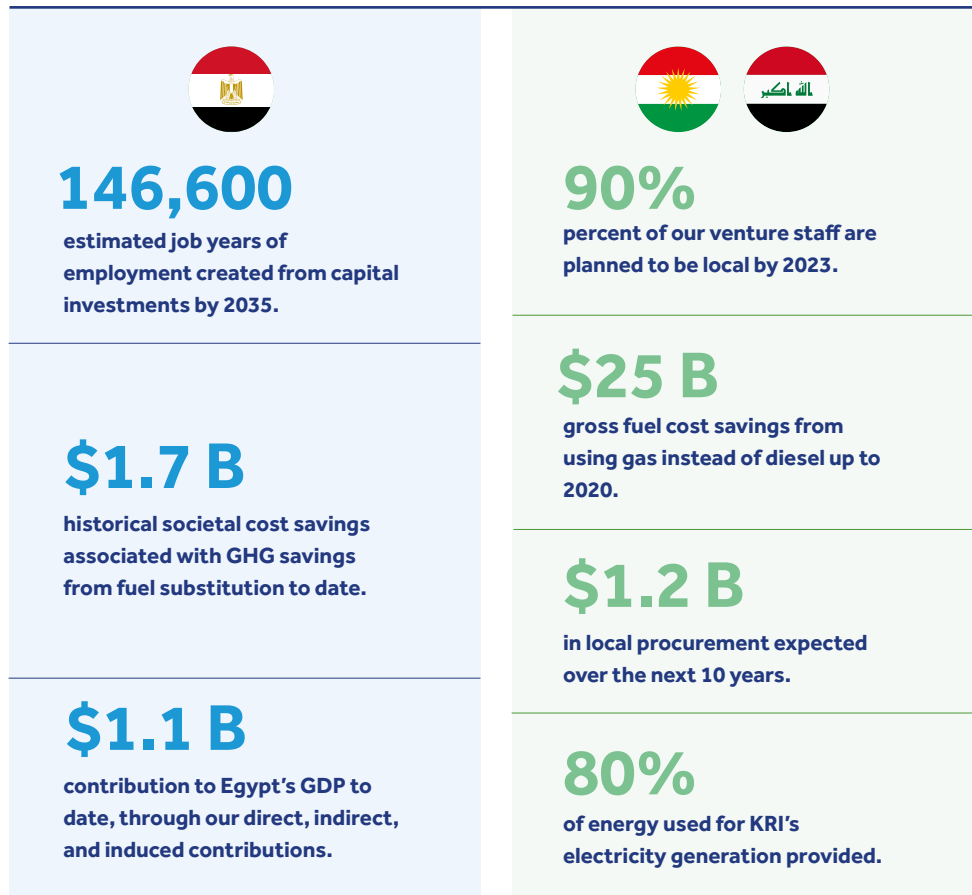




Long-Term Impacts

Our long-term economic investments have generated multiple direct and indirect benefits in the regions where we operate. Socio-economic impact studies described in previous Dana Gas Sustainability Reports provide further detail into these benefits, and these will be refreshed in future reporting cycles.

Highlights of Socio-Economic Impacts



In Egypt, gas supplies from Dana Gas/WASCO ventures and other producers account for approximately 71% of the energy used for electricity generation in the country⁴. Previous studies estimate that this energy has supported up to 2% of Egypt's economic activity (GDP) over the last ten years. 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. Dana Gas and its Joint Ventures have also had a positive economic impact on local communities in the Nile Delta region, employing approximately 1,000 people on a full-time basis since we established our operational presence.

Our Pearl Petroleum venture currently supplies approximately 80% of the energy used for electricity generation in the KRI³. Historically, this area experienced a considerable power shortage (receiving just 8 hours of electricity per day in 2006), but now receives an average of 22 hours a day. This has provided an important stimulus to the KRI economy while also significantly reducing GHG emissions. The energy supplied by PPCL is much cleaner than traditional diesel alternatives. Moreover, the venture has had a positive impact on local employment, creating 2,200 permanent jobs; 1,200 from direct employment and the remaining through local supply chain activities.

³PWC "Kurdistan Gas Project: A ten-year look back and look ahead. Impact Assessment Report 2018".

⁴PWC "Clean Energy for a Better Tomorrow: Dana Gas Impact Assessment Report 2019".

Nationalisation

Dana Gas supports the recruitment and retention of national employees at every level. During our recruitment process we prioritise national candidates and expand our candidate search to other regions if necessary. Over recent years, local nationals have accounted for

approximately 70% of our total full-time workforce, though this has dropped in 2021 to 64% due to organisational changes and downsizing in our Egypt operations. The proportion of local nationals represented in management level positions has largely remained the same.



Nationalisation

● 2019 ● 2020 ● 2021

Local nationals among total full-time workforce



Nationalisation	2019	2020	2021
Number of local nationals in management* positions			
UAE	2	2	2
KRI	1	1	1
Egypt	12	11	10
Percentage of local nationals in management* positions			
UAE	14%	14%	15%
KRI	100%	100%	100%
Egypt	67%	69%	77%

*All positions at a managerial level and above

Scope: Dana Gas only



Local Procurement

Dana Gas supports local suppliers and the development of local capabilities, fostering the development of mutually beneficial partnerships and efficient procurement practices. Specific criteria are incorporated into our contractual agreements which support local procurement, local sourcing and small to medium-sized enterprises, providing all contractual requirements can be sufficiently met.

Since 2019, our total procurement budget spent on local suppliers has averaged 80%. The number of local suppliers we engaged in 2021 increased by 14%, and our total local procurement expenditure also increased by 65%. The majority of this relates to the KM250 expansion project in the KRI, which is on track to deliver gas in 2023.

Procurement

● 2019 ● 2020 ● 2021

Total number of local suppliers engaged



	2019	2020	2021
Procurement spending on local suppliers (USD Million) ¹	92.1	38	62.5
UAE	5	3	2.7
KRI	8.1	6	23.8
Egypt	79	29	36
Percentage of procurement spending on local suppliers	77%	75%	87%
UAE	83%	75%	90%
KRI	42%	41%	78%
Egypt	84%	91%	95%
Total procurement spending (USD Million)	119.3	50.4	71.5
UAE	6	4	3
KRI	19.3	14.4	30.5
Egypt	94	32	38

Scope: Dana Gas Equity Share



Community Investment

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

Our Social Investment initiatives are broadly based on four main themes, which have been developed with country/asset teams towards specific local community issues and Social Performance objectives in those areas.

1. Education – Supporting better quality education.

2. Health – Improved medical services and community healthcare.

3. Energy and Infrastructure – Assisting improved infrastructure, such as roads and water supply, and access to reliable sources of electricity.

4. 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.

We have partnered with a variety of NGOs, academic, community and local authority bodies to help deliver these programmes. Over the past three years, local community investments from Dana Gas and its Joint Venture partners have averaged \$ 2.2 Million. Historically, most of this investment has been towards communities in the KRI.

Community Investments

● 2019 ● 2020 ● 2021

Total Spend (USD)



Community Investments	2019	2020	2021
% of total spend by country			
UAE	16%	1%	1%
KRI	60%	79%	92%
Egypt	24%	20%	7%
% of total spend by theme			
Health	1%	59%	6%
Education	18%	25%	8%
Energy & Infrastructure	68%	10%	84%
Other	10%	7%	2%



Education

- Sponsoring academic improvement through the Sharjah Social Empowerment Foundation, in providing orphans with access to education in the UAE.
- Providing school transportation for 181 students from 21 different villages in the Khor Mor area, KRI.
- Supporting the monthly salaries of 18 teachers to teach speciality subjects not available at Qadir Karam Schools, KRI.
- Donating printers and school equipment to Qadir Karam (Rokhana) Primary School, KRI.
- Running capacity building training courses for Qadir Karam High School students.



Energy and Infrastructure

- Supplying nearly 10,000 kWh of free electricity to the over 1,400 residents of Qadir Karam and 5 villages surrounding Khor Mor.
- Supplying 30 surrounding off-grid villages with 9,200 litres of fuel per month to help power local generators in Khor Mor region.
- Providing regular fuel supply and motor maintenance to Qadir Karam Mayoralty police and security vehicles.
- Implemented various water projects in neighbouring communities in Qadir Karam and Chemchemical to improve potable supply and maintain critical equipment and infrastructure. Included developing a local community water awareness campaign.
- Undertaking various road repairs in and around local villages within the Khor Mor block.



Health

- Covering health examinations, critical operations and medical equipment in Elrkabya, Kafr Elbatykh, and Damietta through the Dar El Orman Association and Egyptian Social Solidarity & Health Directorates
- Delivering 3,000 Ramadan food boxes to communities in the Damietta and Dakahlia, Egypt.
- Training of 50 nurses in local public hospitals to improve technical and personal capacity in association with Misr El Khier Association, Egypt Ministry of Health, Egyptian Nursing Syndicate, and Mansoura University Faculty of Nursing.
- Procurement of additional medical equipment to facilitate COVID-19 testing and use of Polymerase Chain Reaction (PCR) machine provided by PPCL to the Chemchemical Hospital in 2020.
- Refurbishing ambulances and providing drivers to serve Qadir Karam Health Centre in KRI, benefitting 2,500 people.



Employment and Income Generation

- Achieve Your Dream programme to train 240 university students from the Damietta and Dakahlia governorates, helping them to create and refine entrepreneurial ideas and understand business fundamentals.
- Social entrepreneurship project with the American University of Cairo to help empower 45 youths in Dakahlia by providing vocational training and spaces to incubate and scale up creative enterprises.



Appendix A: Stakeholder Map

Stakeholder	Means of Engagement	Interest
Government	<ul style="list-style-type: none"> ■ Senior management meetings ■ Public reports; including corporate governance reports. ■ Company website 	<ul style="list-style-type: none"> ■ Economic performance ■ Payments to governments ■ In-country value contribution ■ Ethics and prevention of corruption ■ Compliance with regulations ■ Human rights ■ Nationalisation ■ Sustainability governance
Employees	<ul style="list-style-type: none"> ■ Performance appraisal ■ Recognition and awards ■ Regular employee meetings ■ Town halls ■ Corporate events ■ Public reports 	<ul style="list-style-type: none"> ■ Workforce health and safety ■ Diversity and equal opportunity ■ Workforce management practices ■ Learning and development ■ Nationalisation ■ Human rights
Shareholders	<ul style="list-style-type: none"> ■ Public reports ■ Company website ■ Investor relations and corporate communication ■ Press releases 	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ Community liaison officer ■ Public consultation ■ Community programmes ■ Charitable events ■ Public reports 	<ul style="list-style-type: none"> ■ Employment opportunities ■ Access to energy ■ Local community development and engagement ■ Education and healthcare ■ Human rights ■ Job creation
Contractors	<ul style="list-style-type: none"> ■ Vendor relations ■ Tendering process ■ Audits and inspections ■ Public reports ■ Company website 	<ul style="list-style-type: none"> ■ HSSE performance ■ Procurement practices ■ Economic performance ■ Compliance with regulations ■ In-country value contribution



Appendix B: GRI Content Index

GRI Standard	Disclosure	Page number(s) and/or direct answers
GRI 101: Foundation 2016		
	Organizational Profile	
	102-1 Name of the organization	
	102-2 Activities, brands, products, and services	
	102-3 Location of headquarters	
	102-4 Location of operations	
	102-5 Ownership and legal form	
	102-6 Markets served	
	102-7 Scale of the organization	
	102-8 Information on employees and other workers	
	102-9 Supply chain	
	102-10 Significant changes to the organization and its supply chain	
	102-11 Precautionary Principle or approach	
	102-12 External initiatives	
GRI 101: Foundation 2016	Strategy	
	102-14 Statement from senior decision-maker	
	102-15 Key impacts, risks, and opportunities	
	Ethics and Intergirty	
	102-16 Values, principles, standards, and norms of behavior	
	Governance	
	102-18 Governance structure	
	102-20 Executive-level responsibility for economic, environmental, and social topics	
	102-22 Composition of the highest governance body and its committees	
	102-29 Identifying and managing economic, environmental, and social impacts	
GRI 101: Foundation 2016	102-31 Review of economic, environmental, and social topics	
	102-32 Highest governance body's role in sustainability reporting	
	Stakeholder engagement	
	102-40 List of stakeholder groups	
	102-42 Identifying and selecting stakeholders	
	102-43 Approach to stakeholder engagement	
	102-44 Key topics and concerns raised	

GRI Standard	Disclosure	Page number(s) and/or direct answers
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	
	102-46 Defining report content and topic Boundaries	
	102-47 List of material topics	
	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	
	102-56 External assurance	
	Material Topics	
	GRI 200: Economic	
	Economic Performance	
GRI 103: Management Approach 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	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
	201-2 Financial implications and other risks and opportunities due to climate change	
	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	
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	
	203-2 Significant indirect economic impacts	
	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	
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	
	Anti-corruption	
GRI 103: Management Approach 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	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 300: Environmental		
Energy		
GRI 103: Management Approach 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	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	
	302-2 Energy consumption outside of the organization	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
Water and Effluents		
GRI 103: Management Approach 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	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
Emissions		
GRI 103: Management Approach 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	

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



Approach to Sustainability

Performing Responsibly

Safeguarding Our
Workforce and AssetsContributing to
In-Country Value

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	
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
	Diversity and Equal Opportunity 2016	
GRI 103: Management Approach 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	
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	
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	
	Human Rights Assessment	
GRI 103: Management Approach 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	
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
	Local Communities 2016	
GRI 103: Management Approach 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	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	
	413-2 Operations with significant actual and potential negative impacts on local communities	



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